



Charity People
PERMANENT AND TEMPORARY



Chair of Trustees

November 2025



Waldorf
Learning
Foundation

Welcome Letter

Today's children will inherit a world threatened by conflict and ecological disaster, challenged by new technologies, and connected as never before - with all the opportunities that brings.

Waldorf Learning Foundation exists to support education which prepares children to thrive in and contribute to that complex future.

We believe that education should support every aspect of children's development: head, hand and heart. It should have creativity and connection at the centre.

We reject the idea that such 'alternative' educational approaches should in some way be second best, or aimed only at some children. They should be accessible to all; embraced by mainstream as well as specialist schools; enriched by a range of insights and partnerships; and framed by the highest standards of quality, insight and professionalism.

As a charity, WLF grew out of an independent Steiner Waldorf school which, after many decades of operation, closed in 2020. A new Board of Trustees, which I've had the privilege of chairing for the past four years, has sought to

find new ways to take forward a commitment to creative and holistic education in ways that draw both inspiration and lessons from the past.

We now deliver teacher training, support research and knowledge-sharing, and work with schools to provide resources that enrich and sustain creative educational approaches. We have a talented and diverse Board and staff team, a clear strategy and the resources to deliver it, and a growing range of partnerships across education which we want to expand further. In short, we're in a good place. Now feels the right moment for us to look for a new Chair who can help us take all this to the next level, helping us expand our partnerships and our impact further.

Thank you for your interest in this role. It's a really fulfilling and enjoyable one, with a great cause and a great organisation: I've enjoyed pretty much every moment! I hope you find this application pack useful.



Nic Hailey CMG
Chair of Trustees





About Waldorf Learning Foundation: Our Vision and Mission

Waldorf Learning Foundation is a small UK charity promoting children's access to creative learning, so that they may flourish in themselves, in their learning, and in their contribution to the world.

We champion learning which is creative, holistic, and regenerative, inspired by Waldorf Education and other progressive traditions renewed through the values of equality, diversity and inclusion.

Prioritising support for teachers, we equip them with the skills for embedding creative learning, creative wellbeing and creative thinking within their practice and help them contribute to their communities of practice through participation and publication.

We work to demonstrate the success and contribution of these educational approaches, enabling continuous learning and drawing on a wide range of practice and evidence.

Working with partners, we support schools in engaging with the research and evidence base, opening space for creative learning approaches within UK education in a way which relates to wider global learning.

Our Pedagogical Approach

Our vision centres on creative learning: an approach that recognises each learner's capacity for autonomy and connection. It values the wellbeing that arises when learners discover their own agency in the world through creative exploration.

For teachers, this is a world of opportunity in facilitating learners' exploration and discovery.

Inspired by the principles of Waldorf Education strengthened by values of equality, diversity and inclusion, we see this approach as an integral part of the wider conversation to reimagine education for every learner.

Within that conversation are three core themes:

- **Creative pedagogies:** where the creativity of all learners is central to a meaningful education. This goes beyond the 'creative arts' to include creative thinking, problem solving, and a lifelong creative approach towards wellbeing.
- **Holistic pedagogies:** where learning supports the development of the
- **Regenerative pedagogies:** an approach that places personal, social and environmental wellbeing at the centre of learning. It emphasises a holistic approach, recognising education as an interconnected system, where creativity, care and ecological awareness help both people and the planet to flourish.

whole person: mind, body and spirit. It recognises that thinking, doing and feeling are interwoven and sees education as an embodied experience in which understanding grows through reflection, creativity and action; an idea long celebrated by the Swiss educationalist Johann Pestalozzi as learning with 'head, hand and heart'.





Our Work in the Educational Sector

What We Do

We support teacher education in partnership with Bath Spa University, delivering the Postgraduate Diploma in Waldorf Education and Creative Pedagogies - a blended course combining online twilight sessions with in-person Landcraft Retreats. Designed for working professionals, the course requires Qualified Teacher Status (QTS) and a Postgraduate Certificate in Education (PGCE) for entry.

We partner with educators, researchers, academics and organisations to support research into creative learning. We do this by commissioning new studies and sharing the findings, funding doctoral research, facilitating alumni and faculty publications and co-creating learning resources as a form of practice-based research. Recent research partnerships include our multisensory integration project and work with the International Network for Academic Steiner Teacher Education (INASTE).

We support projects across a range of contexts to develop practice, sustainability and provision of creative learning.

What We Bring

The value we bring to the education sector lies in supporting teachers to deepen their practice, through accredited professional development that connects reflective practice with land-based learning and wellbeing.

We also bring value to educators, researchers, academics and organisations by supporting practitioner-led research and publication - building an evidence base that demonstrates the lasting impact of creative learning, strengthening a depth of practice for all learning communities.

Our long-term goal is for creative learning to be embedded at the heart of education - in the UK and beyond - as a foundation for teaching that is holistic, inclusive and regenerative. We continue to work towards this with partners across practice and provision, in mainstream, Waldorf and other progressive settings.

Role Description

Key Purpose of the Role

The Chair provides strategic and inclusive leadership to our Board of Trustees, ensuring that Waldorf Learning Foundation delivers meaningful change in line with our strategy and mission, lives our values, and is well governed as a Charity, and that each trustee fulfils their duties and responsibilities and contributes inclusively and creatively to our shared goals. Through line management of the Chief Executive on behalf of the Board, the Chair holds the Charity's small team accountable and supports the CEO to achieve its goals, ensuring that the Board and its individual members work closely with the staff of the Charity to achieve agreed objectives. Through their external relationships and networks, and in partnership with the CEO and with other trustees, the Chair champions the Charity's work, influences in favour of its goals, and helps ensure productive partnerships with its key stakeholders.

Remuneration

The role of Chair is not paid. Expenses incurred may be reimbursed in line with our trustee expenses policy.

Location

Online, with annual or twice-yearly in-person Away Day meetings with the full board in variable locations (previously Oxford and Stroud), and occasional in-person meetings with the CEO, locations tbd by mutual agreement.

Time Commitment

Approximately 10-15 days/year, comprising:

- Four early-evening Board meetings per year, 90 minutes each plus preparation
- Two in-person all-day Board retreats/ meetings per year
- Regular meetings with the CEO, and ad hoc meetings with other trustees as needed
- Work to support the CEO, for example in framing strategic decisions for the Board or dealing with email correspondence
- Stakeholder meetings on behalf of the Charity

Reporting to

Board of Trustees

Term of Appointment

Three years, renewable for a further three years



Responsibilities

Strategic Leadership

- Provide leadership to the Charity and its Board, ensuring that the Charity has maximum impact;
- Ensure that Trustees fulfil their duties and responsibilities for and have opportunities to contribute to the effective governance of the Charity;
- Ensure that the Board operates within its charitable objectives and provides a clear strategic direction for the Charity;
- Ensure that the Board is able to regularly review major risks and opportunities, and satisfy itself that systems are in place to take advantage of opportunities and manage and mitigate the risks;
- Ensure that the Board fulfils its duties to ensure sound financial health of the charity, with systems in place to ensure financial accountability.

Governance

- Ensure that the governance arrangements are working in the most effective way for the Charity;
- Develop the knowledge and capability of the Board of Trustees;
- Encourage positive change where appropriate and address and resolve any conflicts within the Board;
- Appraise / organise for a review of the performance of the Trustees and the Board on a regular basis, and submit to the same regular review as Chair;
- Ensure that the Board of Trustees is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the Charity effectively, with trustees who

reflect the diversity of the UK's wider population;

- Work within agreed policies adopted by the Charity, and champion and oversee their implementation.

External Relations

- Act as an ambassador for the charity and its vision;
- Maintain close relationships with key stakeholders as appropriate and in consultation with and support of the CEO;
- Act as a spokesperson for the Charity when appropriate;
- Represent the charity at external functions, meetings and events;
- Facilitate change and address any potential conflict with external stakeholders.

Efficiency and Effectiveness

- Chair meetings of the Board of Trustees effectively and efficiently, bringing impartiality and objectivity to the decision making process;
- Ensure that Trustees are fully engaged and that decisions are taken in the best, long-term interests of the Charity and that the Board takes collective ownership;
- Foster, maintain and ensure that constructive relationships exist with and between the Trustees;
- Work closely with the Chief Executive to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of trustees;
- Monitor that decisions taken at meetings are implemented.

Relationship with the Chief Executive and the Staff Team

- Establish and build a strong, effective and a constructive working relationship with the Chief Executive, ensuring s/he is held to account for achieving agreed strategic objectives;
- Support the Chief Executive, whilst respecting the boundaries which exist between the two roles;
- Ensure regular contact with the Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns, worries and challenges;
- Liaise with the Chief Executive to maintain an overview of the Charity's affairs, providing support as necessary;
- Conduct an annual appraisal and remuneration review for the Chief Executive in consultation with other Trustees;
- Ensure that the Chief Executive has the opportunity for professional development and has appropriate external professional support.

Additional Information

- The Vice-Chair acts for the Chair when the Chair is not available and undertakes assignments at the request of the Chair.
- The above list is indicative only and not exhaustive. The Chair will be expected to perform all such additional duties as are reasonably commensurate with the role.

Person Specification

Personal Qualities

- A strong and visible passion and commitment to the Charity's strategic objectives and cause
- Credibility in stakeholder relationships in the creative education field
- Strong inter-personal and relationship-building abilities
- Demonstrates tact and diplomacy, with the ability to listen and engage effectively;
- Ability to foster and promote a collaborative team environment, in which all voices and perspectives are encouraged, heard and considered;
- Ability to commit time to conduct the role well, including travel and attending events out of office hours.

Experience

- Experience of operating at a senior strategic leadership level within an organisation;
- Successful track record of achievement in their career;
- Experience of charity governance and working with or as part of a Board of Trustees (though not necessarily as Chair);
- Experience of external representation and managing stakeholders;
- Significant experience of chairing meetings and events.

Knowledge and Skills

- Broad knowledge and understanding of the Charity and education sectors and current issues affecting them;
- Strong leadership skills, ability to motivate staff and volunteers and bring people together;
- Financial management experience and a broad understanding of charity finance issues;
- Good understanding of charity governance issues.





How to Apply

Charity People Ltd is acting as a recruitment agency advisor to Waldorf Learning Foundation on this appointment.

We will host a Q&A Webinar at 6–7pm on Tuesday 13th January 2026, where we will share further insights and answer any additional questions you may have. Please register your interest in attending this webinar by using [this link](#). If you have any additional questions about the role or the organisation, please send these to seniorappointments@charitypeople.co.uk.

To apply, please send your CV and supporting statement answering the questions below to seniorappointments@charitypeople.co.uk:

- Briefly describe how your skills, experience and personal qualities make you a good candidate for this role. Refer to the role description and person specification for inspiration. (500 word limit)
- Based on your understanding of our organisation and the role of the Chair, what do you understand may be the biggest risks and opportunities facing our organisation? (500 word limit)

Closing Date:

5pm on Friday 23rd January 2026

Interview Dates:

1st Interview – w/c 9th February 2026
2nd Interview – w/c 16th February 2026

We want you to have every opportunity to demonstrate your skills, ability, and potential; please contact us if you require any assistance or adjustment so we can help make the application process work for you.

Charity People actively promote equality, diversity, and inclusion. We match charity needs with the skills and experience of candidates, irrespective of age, disability (including hidden disabilities), gender, gender identity or gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, or sexual orientation. We do this because we know greater diversity will lead to even greater results for the charities with which we work.



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