



CANDIDATE INFORMATION

EXECUTIVE HEAD & CEO



A BRIEF HISTORY

We are a Christian school that welcomes children of all faiths and none. Hereford Cathedral School is one of the UK's oldest schools, most likely dating back to 676AD when the Diocese of Hereford was founded. This would make it the sixth oldest school in the country, originating as a Christian song school attached to the Cathedral. The education of the Cathedral choristers has continued unbroken to this day.

The School is situated in the beautiful Cathedral Close and has expanded significantly since the late 19th century from around 100 boys to its current total of around 630 pupils, with the introduction of girls from 1970. Boarding has always been an integral part of the School's history with School House, Number One and the Old Deanery all having been pupil accommodation at various times. In 2018, the School re-introduced boarding through the acquisition and opening of Wilmot House in How Caple, which is home to around 40 pupils from across the world.

The Cathedral Prep School was founded in 1898 and moved to its present site on Castle Street in 1925 before becoming Hereford Cathedral Junior School upon its acquisition in 1987 by the Hereford Cathedral School Foundation. Hereford Cathedral School has a long Christian heritage, and has its eyes firmly fixed on the future as it prepares the current generation for the opportunities and challenges of the decades and centuries which lie ahead.



AIMS, ETHOS & VISION

At Hereford Cathedral School, we combine excellent teaching with individual care, giving every pupil the opportunity to discover their strengths, develop their potential and thrive. Founded on Christian principles, our culture encourages pupils to live out values of kindness, courage, integrity and service, while developing the confidence, character and experience to embrace the opportunities and challenges of the wider world.

We seek:

- To meet pupils' academic and personal needs and to promote virtuous character and Christian values;
- To provide an environment in which pupils feel valued and learn to work collaboratively;
- To provide a balanced, innovative and challenging curriculum with a wide range of extra-curricular opportunities;
- To encourage pupils to achieve their academic potential and to foster a culture in which teaching and learning of high quality are given central priority;
- To ensure the highest quality of pastoral care, support and guidance; and
- To equip all pupils to thrive in a rapidly changing world.

As part of an ancient Cathedral foundation, and as a Choir School, which has the privilege of a Cathedral as its chapel, we are a Christian School in the Anglican tradition, although we welcome and value those of other denominations and faiths. Each pupil is encouraged to consider seriously and openly the Christian tradition within which the School is founded.

We believe that the best education is a partnership between

school and family; we place great value on maintaining close, constructive communication with parents and seek to establish the education of each pupil as a joint endeavour. While the academic development of each pupil is our central objective, we seek, through example and ethos, to prepare our pupils for life beyond school by developing key attributes, dispositions and values. These include: self-discipline, diligence, acceptance of responsibility and challenge, regard for proper authority, honesty, courtesy, fairness, trustworthiness, loyalty, sensitivity to the needs and views of others, courage, and the capacity to look to the future. These qualities are rooted in our Christian understanding of the value and dignity of every individual, and our belief in the importance of serving and supporting others.



Our aim is to fulfil our charitable status through service to the local community by support for Cathedral choristers, charitable fundraising, the loan of buildings and other services to the community. Through competitive fee levels and the award of choristerships, scholarships, and bursaries, the pupil body reflects a wide cross-section of the local population.

OUR SCHOOL: 3-18

Hereford Cathedral School is very much a family school, catering for pupils from age 3 to 18. Many of our pupils have siblings at the school, and in some cases their parents were here too.

Pupils and parents are deeply loyal and supportive of 'their' school. We have a reputation for outstanding pastoral care, and our pupils are remarkably tolerant and understanding of one another. It is important to us that every child feels valued within our community. We seek to equip young people with the skills, confidence and character to become well-rounded adults who make a positive contribution to those around them.

As a Cathedral School, our community is rooted in a Christian ethos of respect, compassion and service. We expect pupils and staff to support and contribute to this ethos, while welcoming and valuing those of other faiths, too.

NURSERY & JUNIOR SCHOOL

From the age of three, our Nursery and Junior School provide a warm, nurturing environment where children are encouraged to explore, discover and develop a love of learning. Small classes and dedicated teachers ensure that every child is known and supported, while a broad range of experiences, from music and languages to outdoor learning, sport and the creative arts, builds confidence, independence and curiosity. As part of our family-focused community, children develop strong relationships and a sense of belonging.

With a forward-thinking approach, we prepare every child to take their next steps with confidence, whether into Reception or onto the Senior School.



SENIOR SCHOOL

Our Senior School combines academic excellence with a rich and varied education that develops the whole person. Small classes, specialist teaching and a caring community ensure that every pupil is known, supported and encouraged to fulfil their potential. Alongside strong academic foundations, pupils discover passions and develop confidence through an exceptional breadth of opportunities in sport, music, drama, outdoor education, technology and beyond.

At HCS, we look beyond the classroom to nurture character,

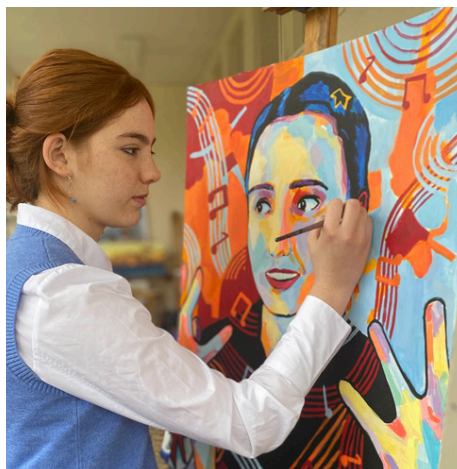
independence and the skills needed to navigate an ever-changing world. With a focus on individual development and real-world readiness, we prepare every young person to thrive and lead a happy, fulfilling life.

SIXTH FORM

Our Sixth Form is a distinct and exciting stage of the HCS journey, combining academic ambition with the freedom, support and opportunities to grow as a young adult.

With outstanding results, a broad choice of subjects and dedicated Futures guidance, we help every student find the right pathway and prepare confidently for life beyond school.

Our vibrant, caring community encourages students to explore their interests, develop independence and make the most of opportunities beyond the classroom. Through our HCS Diploma, integrated use of technology and extensive alumni network, students gain the knowledge, skills, experience and confidence to become real-world ready and embrace their future with ambition.



BOARDING



Reintroduced in 2018, boarding at HCS offers a warm, welcoming home-from-home for students aged 11 and over. At Wilmot House, boarders from the UK and overseas become part of a close-knit community, supported by a dedicated residential team and experienced Houseparent.

Set in a beautifully refurbished Georgian building, the house combines comfortable, modern accommodation with welcoming shared spaces, an oak-panelled dining room and beautiful grounds.

Life at Wilmot House is about much more than simply providing a place to stay. Boarders enjoy the same extra-curricular opportunities as day pupils, alongside a lively programme of evening and weekend activities. Shared meals, time together and informal activities create lasting friendships and a strong sense of belonging. Above all, Wilmot House provides a safe, caring environment in which students can grow in confidence, independence and resilience while enjoying everything HCS has to offer.

LIFE AT THE SCHOOL

ACADEMIC EXCELLENCE

From the earliest years, we nurture curious, confident learners and build strong foundations for future success. As pupils progress through the school, increasing specialist teaching, academic enrichment and hands-on experiences allow them to discover their strengths and develop deeper knowledge and critical thinking.

Small classes and individual support ensure that every pupil is appropriately challenged and supported, while our digital strategy prepares pupils for a rapidly changing world. A range of trips, external speakers, and other enrichment opportunities foster intellectual curiosity and a lifelong love of learning.

This approach delivers exceptional academic outcomes, with pupils consistently achieving excellent GCSE, A-Level and BTEC results and securing places at leading universities, including Oxford, Cambridge, Russell Group and international institutions. Whichever pathway they choose, our students leave HCS with the qualifications, knowledge and confidence to take their next steps successfully.



PASTORAL CARE & WELLBEING

At the heart of our school is a strong sense of community, where every pupil is known, valued and supported throughout their HCS journey. From the earliest years, our caring staff build strong relationships with children and families, creating a secure and nurturing environment in which pupils can grow in confidence and independence.

As pupils move through the school, a comprehensive pastoral network of staff provides guidance and support through the opportunities and challenges of childhood and adolescence.



A strong sense of community, underpinned by kindness, courage and integrity, encourages pupils to look out for one another, while our House system and peer mentoring help foster belonging and friendship.

In the Sixth Form, pastoral care evolves to support students as young adults, balancing greater independence with individual guidance. Across the school, we take a holistic approach to wellbeing, personal development and character, helping every young person to feel confident, resilient and ready for life beyond HCS.

SPORT

Sport at HCS is entering an exciting new era, building on our proud heritage while expanding opportunities for every pupil to participate, develop and excel.

We believe sport has a powerful role to play in developing character, resilience, teamwork and confidence, as well as bringing enjoyment and a strong sense of belonging. Our evolving programme caters for pupils of all abilities, from those discovering a new passion to those with the talent and ambition to perform at the highest level. With renewed investment, energy and ambition, we are creating an environment where pupils can challenge themselves, celebrate progress and discover what they are capable of, both on and off the field.



PERFORMING ARTS

Music and Drama are central to life at HCS, with a vibrant programme that begins in the Junior School and grows in breadth and ambition throughout the Senior School and Sixth Form.



Our provision is rooted in the School's rich heritage and tradition, yet continues to evolve. Alongside choirs, orchestras and classical performance, pupils can take part in rock bands, open mic and jazz nights, and make use of The Justin Hawkins Recording Studio. Productions in The Courtyard Theatre give pupils first-hand experience of a professional performance environment, complemented by our studio theatre for more intimate and experimental work. Pupils work with professionals from festival directors and choreographers to radio producers and conductors, developing the skills, confidence and understanding to be real-world ready for the creative industries.

BEYOND THE CLASSROOM

Life at HCS extends well beyond the classroom, with clubs, activities and opportunities for pupils to discover new interests and develop existing passions. With one of the oldest CCFs in the country, DofE and an extensive programme of trips, pupils enjoy opportunities for challenge, adventure, independence and personal growth.

OUR LOCATION

As a school we are fortunate to enjoy a position at the very heart of a fine cathedral city, at the centre of one of England's least spoiled counties.

Hereford and the county beyond – with a range of housing to suit all tastes and price brackets, and ready access to beautiful countryside – affords an enviable quality of life. The River Wye flows past our doorstep through the city down to the Forest of Dean, while the Brecon Beacons, the Malvern Hills, Hay-on-Wye, with its internationally acclaimed literary festival, and Ludlow, famous for its food festival, are all within easy commuting distance.

Hereford itself also offers a wide range of independent eateries and great places to eat and drink, including the much-loved, award-winning Beefy Boys. The city is home to The Courtyard Theatre, a vibrant arts venue hosting high-quality drama, music, dance and community events throughout the year. With an Odeon cinema and a modern shopping centre, there is plenty to enjoy.



Well connected to the Midlands, South Wales and the West Country, Hereford is approximately an hour from Birmingham and Cardiff, with direct rail services to Birmingham and connections onwards to London.

A city renowned for its wonderful music, Hereford was also home to the composer Elgar for a significant period in his life. The Cathedral and School play host to the Three Choirs Festival every three years, and everyday choral music of the very highest standard can be enjoyed at Evensong. For those with a more eclectic taste, the county is home to a host of talented musicians who regularly perform at venues and festivals across the region. It is little wonder that many people who have visited Hereford on holiday choose to settle in the area permanently.

Family accommodation is provided as part of the role, offering a convenient and welcoming base from which to enjoy life in Hereford and the surrounding county.

Find out more about what Herefordshire has to offer on the [Visit Herefordshire](#) website.



THE ROLE

The Executive Head and Chief Executive Officer (CEO) of the Hereford Cathedral School Foundation will provide visionary leadership, strategic direction, and executive oversight for the entire Foundation. This encompasses the management and development of Hereford Cathedral School, Hereford International School Ltd, and Hereford Cathedral Educational Services Ltd.

The role combines educational leadership with business acumen, ensuring academic excellence, operational efficiency, and financial sustainability across the Foundation.

Reports to: Chair of Governors and the Governing Board

STRATEGIC LEADERSHIP AND GOVERNANCE

- Develop and implement a strategic vision for the Foundation that aligns with its ethos and core values.
- Lead the creation and execution of long-term development plans for Hereford Cathedral School, Hereford International School Ltd, and Hereford Cathedral Educational Services Ltd.
- Collaborate closely with the Board of Governors to ensure that governance structures and decision-making processes are transparent, effective, and aligned with the Foundation's goals.
- Monitor and report on performance, growth, and sustainability across all entities to ensure accountability and continuous improvement.
- Line manage the Principal and Chief Operating Officer.

PUPIL RECRUITMENT AND RETENTION

- Present the School's values, mission and vision to prospective and current families to maximise pupil recruitment and retention.
- Be a visible leader within the school and wider community, highlighting the merits of an HCS education.
- Ensure that the brand and the international marketing of the School is as effective as possible.
- Represent the School as a member of the Heads' Conference (HMC) and in the recruitment of international students around the world.
- Line manage the Head of Admissions, the international admissions team and the Director of Marketing & Communications.

The role combines educational leadership with business acumen, ensuring academic excellence, operational efficiency, and financial sustainability across the Foundation.

FRANCHISING AND COMMERCIALISATION

- Responsible for leading Hereford International School Ltd and maximising opportunities for and the delivery of franchised education under the Hereford Cathedral School and Hereford International School brand.
- Responsible for leading HCS Educational Services Ltd and maximising commercial opportunities which diversify income and strengthen the School's financial position to support education in Hereford.

OPERATIONAL AND FINANCIAL LEADERSHIP

- Oversee the day-to-day operational management of Hereford Cathedral School, Hereford International School Ltd, and Hereford Cathedral Educational Services Ltd.
- Ensure financial health by developing and maintaining budgets, controlling expenditure, and exploring new revenue streams for sustainable growth.
- Lead the Foundation's business development efforts, particularly expanding the reach and impact of Hereford International School Ltd and Hereford Cathedral Educational Services Ltd. through international franchising and through commercial opportunities both in the UK and around the world.
- Foster partnerships with external stakeholders, including local authorities, other educational institutions, and industry partners to further the strategic goals of the Foundation.

DEVELOPMENT AND STAKEHOLDER ENGAGEMENT

- Ensure the long-term financial sustainability of the Foundation by identifying and developing new fundraising opportunities.
- Serve as the chief representative and ambassador of the Foundation, ensuring positive engagement with students, parents, alumni, and the wider community.
- Foster and strengthen relationships with Hereford Cathedral, aligning with its mission and values in both educational and operational activities.

- Promote a culture of open communication and collaboration across the Foundation and with external stakeholders, ensuring that the Foundation remains a key pillar of the local and global community.



THE PERSON

The successful candidate will be an outstanding educational and organisational leader, combining the credibility and values of a senior school leader with the strategic, commercial and entrepreneurial capability of a Chief Executive Officer. They will have the vision and energy to lead the Foundation through its next phase of growth, while ensuring that educational excellence, financial sustainability and the Christian character of the School remain at the heart of its development.

	Essential Criteria	Desirable Criteria
Education and Qualifications	• Degree or equivalent professional qualification • Evidence of substantial continuing professional development relevant to senior educational, organisational or executive leadership • Evidence of professional development or experience demonstrating the ability to lead a complex organisation, including responsibility for people, resources and organisational performance	• Qualified Teacher Status or equivalent professional teaching qualification • NPQH, NPQEL or equivalent senior leadership qualification • Postgraduate qualification in education, leadership, management, business or a related discipline • Professional or commercial qualifications relevant to finance, business, governance, fundraising or organisational leadership
Skills and Experience	• Significant and successful senior leadership experience within education or another complex, values-led organisation, ideally including headship or senior executive responsibility • Proven ability to develop and implement organisational strategy, translating strategic vision into measurable outcomes and sustainable organisational growth • Strong financial and commercial acumen, including responsibility for budgets, resource allocation, financial performance, risk management and delivering value for money • Demonstrable experience of identifying and developing new sources of income, commercial opportunities, partnerships or other forms of organisational growth	• Substantial experience of leadership within the independent-school sector • Experience of leading a 3–18 or all-through school • Experience of boarding education • Experience of international education, international partnerships, franchising or overseas development • Experience of income generation, fundraising, development, marketing, admissions or commercial activity within an educational or charitable organisation

	Essential Criteria	Desirable Criteria
Skills and Experience cont.	• Experience of leading significant organisational change and transformation, while maintaining organisational stability, culture and performance. • Experience of leading, developing and holding to account high-performing senior leaders, with the ability to delegate effectively while retaining ultimate accountability for organisational outcomes • Excellent communication, influencing and relationship-building skills, with the ability to inspire confidence among pupils, staff, parents, Governors, alumni and external stakeholders • Demonstrable understanding of safeguarding and the responsibilities of senior leadership within a school community • Proven ability to represent an organisation confidently and credibly at local, national and international level • Strategic, analytical and evidence-informed approach to decision-making, with the ability to balance educational excellence, commercial opportunity and long-term organisational sustainability • Ability to understand and exploit opportunities for growth, diversification, partnership and commercial development while maintaining appropriate governance and stewardship • Ability to work effectively with a governing board, providing clear strategic advice, transparent reporting and constructive challenge while maintaining appropriate executive accountability • Strong understanding of the relationship between educational quality, pupil recruitment, reputation, financial performance and long-term organisational sustainability	• Experience of working with a charitable governing body and/or as a trustee, governor or company director • Experience of estates, capital development or major organisational projects

Continued overleaf

	Essential Criteria	Desirable Criteria
Personal attributes	• A compelling commitment to the education, development and wellbeing of young people. • A clear sense of purpose and the ability to articulate an ambitious, compelling and credible vision for the future. • High levels of integrity, honesty, discretion and sound judgement. • Warm, approachable and emotionally intelligent, with the ability to establish trusting relationships across the whole School and Foundation community. • Courageous and decisive, willing to take difficult decisions while listening carefully and treating others with respect. • Resilient, adaptable and comfortable leading through change, complexity and uncertainty. • Collaborative in style, while possessing the authority, confidence and clarity to provide direction, challenge and accountability. • Commercially minded and entrepreneurial, with an instinct for identifying and pursuing opportunities alongside a strong sense of stewardship and fiduciary responsibility. • A strategic thinker who can move confidently between long-term vision and practical delivery. • A visible, credible and persuasive ambassador for the School and Foundation, capable of building its reputation and relationships locally, nationally and internationally. • Politically astute and able to operate effectively with Governors, senior colleagues, the Cathedral, parents, alumni, commercial partners and other stakeholders. • Commitment to the Christian foundation, values and distinctive character of Hereford Cathedral School. • A genuine appetite for growth and improvement, with the energy and ambition to develop the Foundation's educational, commercial and international potential.	• An affinity with the Anglican foundation and ethos of the School. • A strong interest in innovation, technology and the future of education. • Experience of working within or alongside a cathedral, church or other faith-based organisation. • An established profile and network within education, business, the charitable sector or the wider community. • Experience of leading an organisation through a period of significant growth or transformation.

SAFEGUARDING, HEALTH & SAFETY

SAFEGUARDING & PROTECTION OF CHILDREN AND YOUNG PEOPLE



- In accordance with the Children Act 1989, on appointment post holders will be required to commit to their responsibilities with regards to safeguarding. In addition, offers of appointment will be subject to an Enhanced criminal record check from the Disclosure and Barring Service (DBS).
- These checks will highlight cautions, reprimands and final warnings as well as any convictions. The post holder must not have any spent or unspent convictions that would prevent them from working with children. Staff must inform the school if they are subject to criminal investigations or convicted while in the employment of the School.

HEALTH & SAFETY

As an employee you are expected to:

- Take reasonable care of your own health and safety
- Take reasonable care not to put other people - fellow employees and members of the public - at risk by what you do or don't do in the course of your work
- Co-operate with your employer, making sure you get proper training and you understand and follow the company's health and safety policies
- Not interfere with or misuse anything that's been provided for your health, safety or welfare
- Report any injuries, strains or illnesses you suffer as a result of doing your job
- Tell your employer if something happens that might affect your ability to work (e.g. becoming pregnant or suffering an injury)
- If you drive or operate machinery, to tell your employer if you take medication that makes you drowsy



HOW TO APPLY

An application form and information pack may be downloaded from the school website: www.herefordcs.com/about/work-at-hcs/

Completed applications should be accompanied by a covering letter (no more than two sides) and sent to Mr Christian Morgan-Jones, Chair of Governors, Hereford Cathedral School, Old Deanery, The Cathedral Close, Hereford HR1 2NG or to recruitment@herefordcs.com

The closing date for applications is **9am on Thursday 12 November 2026**. If you would like to discuss the role before submitting your application, please contact Executive Assistant to the Executive Headmaster, Mrs Kate Dillon, by email at hmpa@herefordcs.com

The School is committed to safeguarding and promoting the welfare of children and young people and expects all members of staff and volunteers to share this commitment. Appointments are subject to enhanced DBS clearance and satisfactory employment references and other safer recruitment checks. Further information on the School's safeguarding can be found on the school website.

Hereford Cathedral School is committed to being an equal opportunity employer and is determined to ensure that no applicant or employee receives less favourable treatment on the grounds of gender, age, disability, religion, belief, sexual orientation, marital status, or race, or is disadvantaged by conditions or requirements which cannot be shown to be justifiable.

The School retains the right to interview suitable applicants and appoint before the deadline.



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