CLAREMONT
FAN COURT SCHOOL

RS ACADEMICS

DIRECTOR OF COMMERCIAL STRATEGY

CANDIDATE INFORMATION

WELCOME

Dear candidate,

Thank you for your interest in the role of Director of Commercial Strategy. I am delighted that you are considering joining our community.

The past eight years have been transformative for Claremont – our sixth form has doubled in size; our whole-school role has increased by 50%; our governance has widened, diversified and strengthened its skillset, and we now offer a seamless 2–18 educational journey shaped by a nurturing vertical structure.

Recent growth in academic outcomes, pupil numbers and our reputation reflects the way in which the wider community has responded to Claremont's evolution. Our staff and pupils, past and present, will tell you that Claremont has always been a special place: a genuinely welcoming community where goodness underpins our values. This long-established ethos now sits alongside a clear step change in our ambitions.

As the school continues to thrive, the Governors have challenged us to develop fresh income streams. The newly created post of Director of Commercial Strategy will be instrumental in delivering this growth and change.

We are seeking an individual who will establish, advance and develop a broad non-fee income strategy alongside specific enterprise, philanthropy and partnership plans. An ability and enthusiasm for engaging with our Claremont community will be essential, stewarding our rich history and equipping our pupils for the future.

Now is an exciting time to join Claremont as we embark on our new strategic plan. The Director of Commercial Strategy will be a key advocate for Claremont, enhancing learning opportunities for the children in our care, supporting developments to the estate and preserving our treasured heritage. Being a visible member of our community will be an important and rewarding aspect of the role. We hope that the successful candidate will be fully involved in school life, including attending events, which are a central and valuable part of the Claremont experience.

If you are excited by this opportunity to join our community and believe you have the requisite skills and experience, I would be delighted to hear from you.



WILLIAM BRIERLY
Head

THE SCHOOL

Claremont is a well-established independent co-educational day school of over 1,100 pupils aged 2 to 18, including a thriving and successful sixth form of over 170 pupils. Situated in 100 acres of landscaped grounds just outside Esher, Surrey, Claremont is known for focusing on the academic potential of its pupils, but not at the expense of their pastoral wellbeing. Located just 16 miles from London and within the M25, the school enjoys excellent road and rail links. Claygate is the nearest mainline railway station, with direct trains to London Waterloo.

Claremont Fan Court School was established in 1978 following the merger of Claremont and Fan Court Schools. Until 2023, it was subdivided into three distinct schools, but we have now transitioned towards a whole-school, cohesive and consistent approach to educational and pastoral provision for pupils, enabling a one-school pupil journey through the junior school (aged 2 to 11) and senior school (aged 11 to 18). The focal point of our grounds, a Grade I listed 18th-century Palladian mansion, served as a royal residence in the 19th century before becoming an independent school in the 1930s.

A Claremont education is unique. Though our A level results place us alongside, and in some areas ahead of, neighbouring competitors, we teach through our character qualities, a set of values that produce far more than just academic results. Pastoral care has built us up to be the school we are today. We offer a warm and welcoming community where pupils are happy and can achieve more than they might ever think possible, developing into individuals who are outstanding citizens, aware of their responsibility to others. From reception onwards, a broad and exciting co-curricular programme is part of Claremont life, with over 60 sports and activities for our pupils to participate in.



COMMERCIAL ENTERPRISE

At this exciting stage in Claremont's growth and development, the school is seeking a Director of Commercial Strategy to provide unified leadership across four areas of activity: commercial income generation, fundraising, international and domestic growth opportunities. Bringing these strands together under single strategic leadership will help Claremont develop sustainable non-fee income, strengthen its market position and secure long-term financial resilience while remaining firmly aligned with the school's educational mission and values.

To date, income from non-charitable trading has come primarily from third-party use of buildings and facilities, generating approximately £150,000 to £175,000 of Claremont's total annual income of £27 million. The school's latest published charity accounts can be found **here**.

Claremont's 100-acre estate, Grade I listed mansion, sporting facilities, performing arts spaces, co-curricular programme, alumni network and strong community relationships provide an exceptional foundation for commercial activity and purposeful external partnerships. Immediate opportunities include making more strategic use of the school's buildings and facilities, expanding sport and leisure provision, developing holiday and wrap-around care, hosting performing arts and other events, and creating educational programmes.

Historically, Claremont has not actively raised funds, although it has been the grateful recipient of individual donations over the years, often dedicated to restoration projects. The creation of this role reflects the Head's and Governors' recognition that fundraising and community relationships now have an important role to play in the next stage of the school's development. The Director of Commercial Strategy will help connect alumni, parents, former parents and wider supporters to compelling current and future projects, which include the refurbishment of the Joyce Grenfell Centre, a covered swimming pool, a dance studio, fitness suite and all-weather facilities, alongside the reimagining of Claremont's library and opportunities to support the school's beautiful Grade I listed mansion building.

Alongside these income and fundraising priorities, the school is seeking to explore international and domestic growth opportunities that extend Claremont's reach, strengthen its market position and build purposeful partnerships. These may include educational collaborations, local and regional partnerships, programme development and other opportunities that support recruitment, reputation and revenue generation while remaining firmly rooted in the school's values.





THE OPPORTUNITY

This is a newly created and significant opportunity for a commercially minded, relationship-driven leader to develop and deliver Claremont's commercial strategy. The Director of Commercial Strategy will grow and diversify non-fee income streams, cultivate strategic partnerships, explore international and domestic growth opportunities and lead development and fundraising activities in support of the school's long-term financial sustainability and educational mission.

Reporting to the Finance Director, the Director of Commercial Strategy will be a member of the school's Senior Leadership Team, working closely with the Head and senior colleagues to contribute to the strategic leadership and future direction of the school.

They will be directly responsible for the development of the school's commercial and fundraising strategies, revenue diversification, partnership development and oversight of enterprise activities, ensuring commercial excellence is aligned with the school's educational aims, values, community engagement and long-term objectives.

While the remit includes both commercial growth and fundraising, the primary focus of the role is the identification, development and delivery of commercial opportunities that generate sustainable income and strengthen Claremont's long-term financial resilience. The post-holder will also provide leadership and line management to the school's development function and work collaboratively with colleagues across finance, estates, operations, marketing and admissions to ensure that activity is financially robust, operationally realistic and consistent with safeguarding commitments and the rhythm of school life. The resourcing and initial investment requirements of new initiatives will be important considerations for the post-holder when developing commercial strategies and business cases.

KEY RESPONSIBILITIES

STRATEGIC PLANNING

- Lead strategic planning across development, partnership and enterprise functions to ensure unified delivery and measurable outcomes.
- Ensure the commercial strategy and related priorities are fully aligned with the school's wider strategic objectives, educational mission and values.
- Lead communications and engagement strategies for development, partnerships and enterprise activities.

ENTERPRISE, COMMERCIAL ACTIVITIES AND PARTNERSHIPS

- Develop, implement and continually refine the school's strategies to diversify and grow non-fee income to support short-, medium- and long-term financial goals, including letting and facilities hire, holiday and wrap-around provision, commercial programmes and new business ventures.
- Work closely with the Facilities Administrator to ensure the optimal balance of revenue and community benefit through the letting and use of the school's facilities.
- Identify, negotiate, and develop strategic partnerships with educational partners, agencies, international schools, and commercial organisations that enhance the school's reputation, educational offering, market reach and financial sustainability.
- Identify, evaluate and deliver opportunities that make best use of Claremont's estate, facilities, expertise, heritage, reputation and community relationships.
- Monitor financial performance of enterprise and commercial activities against agreed income and growth targets.
- Identify opportunities for efficiency and innovation across enterprise and commercial ventures whilst at the same time maintaining and enhancing the school's visibility and presence in the local community.
- Create mutually beneficial collaborations that support recruitment, reputation, revenue and Claremont's wider educational purpose.
- Produce business cases, pricing models, market assessments, financial forecasts and implementation plans for new ventures, including resourcing, risk and return.
- Ensure commercial ventures are operationally viable, financially robust and aligned with Claremont's values, safeguarding commitments and day-to-day school life.

FUNDRAISING

- Design and implement a comprehensive fundraising strategy encompassing philanthropic giving, bursaries, capital campaigns, alumni relations, legacies and corporate partnerships.
- Work closely with the Development Manager and Community and Alumni Officer to strengthen alumni engagement, parent and former parent relationships, donor stewardship and wider community connection.
- Develop compelling cases for support for agreed school priorities, including capital, heritage, bursary and educational projects.
- Cultivate relationships with donors, alumni, sponsors and external stakeholders to secure sustainable financial support.
- Oversee the development function, ensuring fundraising activity reflects stewardship best practice.

LEADERSHIP AND MANAGEMENT

- Lead and inspire colleagues involved in commercial, partnership and fundraising activity, building capacity and fostering a culture of continuous improvement and accountability.
- Collaborate effectively with senior colleagues, operational teams, Governors, parents, alumni, external partners and supporters.
- Communicate clearly and persuasively about commercial and philanthropic opportunities, building confidence, engagement and shared ownership across the school community.
- Represent Claremont externally with professionalism and credibility, building relationships that extend the school's reach and strengthen its place in the wider community.
- Provide commercial insight and analysis to the Head, Governors and Senior Leadership Team to inform policy, investment decisions and operational priorities.

COMPLIANCE AND RISK

- Ensure that all commercial partnerships, sponsorship arrangements and other enterprise activities are developed and managed in accordance with the school's governance framework and are compliant with all legal and regulatory requirements, including charitable fundraising.
- Assess, manage and report commercial risk, including financial, operational and reputational, ensuring mitigation strategies are in place.



SAFEGUARDING AND CHILD PROTECTION

All members of staff are expected to have proper regard for the school's safeguarding policy and procedures, which include undertaking necessary training and can be found **here**.





PERSON SPECIFICATION

The successful candidate will bring the following qualifications, skills and knowledge, and personal attributes.

QUALIFICATIONS AND EXPERIENCE

- A strong track record of commercial leadership, revenue growth, business development or enterprise management within a mission-led organisation.
- Experience of developing strategy, business cases, financial models and commercial plans that support measurable growth and stakeholder engagement.
- Experience of negotiating commercial agreements and managing commercial risk.
- Experience of working with multi-disciplinary teams, leading through influence across complex stakeholder environments, and managing staff, contractors or delivery partners.

SKILLS AND KNOWLEDGE

- Strong track record of delivering commercial ventures with measurable financial impact.
- Demonstrable ability to identify and develop new commercial opportunities, partnerships and revenue streams.
- Strong analytical capability and excellent financial and commercial acumen, including pricing, forecasting, budgeting and return-on-investment analysis.
- Ability to work at both strategic and operational levels across a complex school environment, balancing commercial ambition with educational priorities.
- Exceptional communication, leadership and relationship-building skills, with the ability to influence, motivate and secure delivery through colleagues and stakeholders outside the role's direct line-management structure.
- Strong negotiation and influencing skills, balancing robustness with constructive and diplomatic challenge.
- Ability to apply commercial practice within an educational, charitable and safeguarding-conscious context.
- An understanding of risk, compliance and governance in a charity or regulated environment would be helpful.
- An understanding of the school's responsibilities in relation to safeguarding and child protection issues and a clear commitment to best practice.

PERSONAL ATTRIBUTES

- An entrepreneurial mindset, with creativity, sound judgement and the ability to bring structure and rigour to new commercial opportunities and revenue streams.
- Ability to manage multiple priorities effectively and to work at pace.
- Demonstrable energy, drive and attention to detail.
- Proactive, self-motivated and resilient with good humour.
- A genuine affinity for education and the wider mission of the school, with a commitment to partnerships, community engagement and social responsibility.
- Values and promotes equality, diversity and inclusion.

APPOINTMENT TERMS





An attractive remuneration package is offered, reflecting the seniority and significance of the position. The salary offered will depend on skills and experience.

Due to the nature of the role and the responsibilities it entails, some flexibility in working hours will be required on occasion, for example, on evenings and at weekends.

The main benefits are likely to include:

- Annual holiday entitlement of 25 days plus statutory bank holidays.
- Group personal pension scheme with 12% employer contribution matched by 3% minimum employee contribution (via salary sacrifice).
- Life assurance at five times annual salary.
- Generous fee remission for children who satisfy the admissions criteria, following successful completion of the probationary period.
- Cycle-to-work scheme.
- Onsite parking.
- Complimentary lunches and refreshments during term time.
- Access to a confidential counselling service for employees and eligible family members (aged 18+), available 24 hours a day, 365 days a year.



SAFEGUARDING AND EQUAL OPPORTUNITIES

EQUALITY, DIVERSITY AND INCLUSION

We are proud to be an equal opportunities employer and welcome applications from suitably qualified candidates from all backgrounds. We are fully committed to providing a friendly, positive, caring and professional working environment in which equality, diversity and inclusion are actively promoted, and all members of the Claremont community are treated with dignity and respect, free from discrimination, harassment or inappropriate behaviour.

We value individuality and seek to build a workforce that reflects the diversity of the community we serve. In accordance with the Equality Act 2010, we do not discriminate on the grounds of any protected characteristic, including age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race (including colour, nationality and ethnic or national origins), religion or belief, sex, or sexual orientation.

The school is committed to ensuring equality of opportunity throughout recruitment, employment and career development, making reasonable adjustments where required, and fostering an inclusive environment in which all members of the school community feel valued, respected, supported and able to thrive.

SAFEGUARDING

Claremont Fan Court School and its staff are committed to safeguarding the welfare of children. Successful applicants will be required to undergo screening appropriate to the post, including checks with past employers and the Disclosure and Barring Service. It is an offence for any person barred from working with children to apply for this post.



APPLICATION PROCESS

Interested candidates are invited to contact RSAcademics to arrange a confidential and informal discussion with:

- Nina Lambert, Head of Professional Services Appointments: **ninalambert@rsacademics.com**

Closing date: 10.00am on Tuesday 24 November 2026.

Applications should be made electronically to RSAcademics. To submit your application, please upload your documents according to the instructions on the **RSAcademics website**.

You should submit the following (both in PDF format):

- A completed application form (available alongside this candidate information on the **RSAcademics website**).
- A covering letter addressed to the Head, William Brierly. Your letter should be a maximum of two pages and should explain your reasons for applying and your suitability for the role.

If you have any questions about your application, please contact:

Laura Cave, Project Coordinator (Leadership Appointments): **applications@rsacademics.com** / + 44 (0) 204 6269 791

The process is as follows:

- All applications will be acknowledged by email. If you have not received acknowledgement that your application has been received within two working days of sending it, please contact RSAcademics' Head Office by telephone.
- **Preliminary interviews** with RSAcademics will take place via Microsoft Teams on Thursday 26 and Friday 27 November 2026.
- **Longlist interviews** will take place at Claremont Fan Court on Friday 4 December 2026.
- **Shortlist interviews** will take place at Claremont Fan Court on Thursday 10 December 2026.



RSAcademics is a global executive search and consultancy firm working exclusively with schools. For more than 20 years, we've supported governors and leaders at pivotal moments – whether they are appointing senior staff or making complex strategic decisions.

What makes us distinctive is the depth of first-hand experience in schools across our team – as heads, governors, bursars and senior professionals – combined with specialist expertise in areas such as strategy, research, marketing and finance. This blend is continually enriched by our ongoing consultancy and appointments work with schools worldwide, so our advice is always current, practical and evidence led. Please visit **www.rsacademics.com** for more information.

RSAcademics is committed to promoting diversity and inclusion in schools and to safeguarding and promoting the welfare of children and young people.

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Because the world needs schools to thrive