



HARROW
SCHOOL

Appointment of
COMMERCIAL DIRECTOR
HSEL
For Spring 2025



ABOUT HARROW

Harrow School is one of the world's most famous schools. Over 450 years old, it is located on a 324-acre estate encompassing much of Harrow on the Hill in north-west London. Around 838 boys aged 13 to 18, from all over Britain and across the world, live in the School's 12 boarding Houses. There are 120 teaching staff and over 500 non-teaching staff employed by the School.

In addition to providing a full boarding educational offering, Harrow School has a number of other facets to it. This includes a strong commitment and track record in the areas of philanthropy and outreach, a thriving international schools brand with twelve international schools, and Harrow's commercial enterprises which operate as Harrow Schools Enterprises Ltd (HSEL), the profits of which are gifted to the School.

Harrow is part of John Lyon's Foundation, which is made up of a Charter Corporation comprising Harrow School, John Lyon School (a nearby co-educational day school) and John Lyon's Charity (a grant giving charity that gives over £10 million a year to schools and other organisations in the boroughs of north-west London).

Further information on Harrow School can be found at [Home - Harrow School](#)

PHILANTHROPY AND OUTREACH AND THE WIDER FOUNDATION

Harrow School and the wider Corporation and Foundation are engaged in a wide range of philanthropic work and outreach.

At Harrow, for instance, Shaftesbury Enterprise encompasses all Harrow's philanthropic, charitable, outreach and partnership work, with the service work of the boys making up an important part. Through this initiative, all boys engage purposefully and genuinely with the local community. Harrovians give a great deal through Shaftesbury Enterprise, but they also receive plenty in return. It is not uncommon for boys to feel that their commitment to Shaftesbury Enterprise is one of the most valuable that they make at School.

Another example is the work of John Lyon's Charity www.jlc.london which gives grants to benefit children and young people up to the age of 25 (or up to 30 for young people with special educational needs and/or disabilities) who live in nine boroughs in North and West London: Barnet, Brent, Camden, Ealing, Hammersmith & Fulham, Harrow, Kensington & Chelsea, and the Cities of London and Westminster. Since 1991, the charity has been committed to transforming the lives of children and young people by creating opportunities to learn, grow, and develop through education. John Lyon's Charity has distributed over £208 million in grants to a range of organisations that seek to promote the life chances of children and young people through education, with around £15 million in grants distributed each year.

Another key part of John Lyon's Foundation is John Lyon School, which is a leading co-educational independent day school for children aged 3-18, also situated in Harrow on the Hill. Please visit [John Lyon School | North West London Independent Day School](#) for further information.

ABOUT HSEL (HARROW SCHOOL ENTERPRISES LTD)

HSEL is a successful business, which manages the commercial lettings of Harrow School's facilities, provides holiday courses, runs the sports and historic tours elements of the School and offers many other commercial services. Whilst HSEL is based at Harrow School and primarily focussed on running Harrow's commercial activities, it is also a subsidiary of the Corporation (itself part of the Foundation). As such, the team at HSEL also work with the Corporation, particularly with John Lyon School.

HSEL operates from dedicated offices at Harrow and currently employs 10 members of permanent staff, with numbers growing significantly when the holiday courses are in operation, particularly during the summer months.

HSEL is part of the Harrow School Bursarial Team. The Commercial Director reports to Harrow's Bursar and operates as part of the Bursarial Management Team.

For further information, please visit: [Harrow School Enterprises Ltd | Excellence in everything.](#)

THE OPPORTUNITY

Following the planned retirement of the current Commercial Director in March 2025, Harrow is looking to appoint an ambitious, driven and commercially successful individual to take on this post. The current incumbent has been in post for over 20 years, and through that time has seen the role and HSEL grow and develop significantly. This is therefore a rare opportunity to have the chance to take on leadership of Harrow's commercial division at a point where the School is open to thinking creatively about how to further develop commercial income streams. The successful candidate will need an understanding of the opportunities and challenges of operating commercially within an education.

The Bursar and CFCO encourage applications from individuals who are looking for an opportunity to innovate and shape the agenda, with ideas on how further to build on Harrow's already successful commercial operations. They will have a view on how to facilitate what is a prestige brand in developing its income streams further, whilst also being sensitive to the reality that Harrow is first and foremost a place of education with a thriving boarding community.

This role is likely to suit someone who is looking either to make a step up into a larger Commercial Director role, or someone for whom this is their first director level role wishing to take responsibility for driving a commercial strategy.

WORKING AT HARROW

Harrow is a very friendly and increasingly diverse place to work, and a thriving community given over 600 people work for the school. For many, the School is also their home given the 24/7 nature of teaching at Harrow and the school houses its 'Beaks' (members of the teaching staff) on site. Harrow on the Hill is an oasis in the middle of suburban north London. It has a rural feel, with the streets resembling a village and the whole area surrounded by woods and playing fields. HSEL operate from dedicated offices in West Street.

The Commercial Director will be paid a competitive salary according to their experience and qualifications. The successful candidate will be able to enjoy the benefits of working in a forward-looking school who values the wellbeing of its staff. This post will have access to medical benefits, membership of the sports club and social events. The School offers a good direct pension contribution scheme with the ability to salary sacrifice.

Ideally the start date would be in March but a later date can be agreed.

THE ROLE

The Commercial Director is a key role in the Bursarial team and is responsible for generating additional non-fee income for the School. They will work closely with the Bursar, and in consultation with the Head Master, to identify commercial priorities and realise their potential. In so doing, they will receive input and support from the CFCO, who has overarching responsibility for the Corporation's commercial strategy, working to the Corporation Trustees (who are also Governors of Harrow School).

They will have accountability for the growth strategy, commercial management, profit and loss accounts and ultimately the development and delivery of Harrow School's enterprises, excluding its international schools business. The post holder will provide direct leadership to a team of 10 or so professionals with the aim of further growing the Enterprises business through the ongoing success and growth of commercial activities at Harrow and potentially more widely amongst the Corporation.

Key responsibilities include:

- ❑ Leading HSEL and managing the HSEL budget, resources, staff and contractors, especially third party tenant groups over the summer school lettings
- ❑ Maximising revenue generation and value creation activities across the Corporation
- ❑ Working with stakeholders across the Corporation to identify opportunities for revenue generation and value creation
- ❑ Analysing the Corporation's assets and seeking to optimise usage and return on investment
- ❑ Developing business plans for new activities and leading on financial forecasts to support business plans
- ❑ Preparing business cases for approval
- ❑ Leading on the integrated management of school, community partnership and commercial activities for selected assets (e.g. the Harrow Sports Centre)
- ❑ Partnering with third parties and representing the Corporation in areas of commercial collaboration with third parties
- ❑ Developing a set of reporting metrics and key performance indicators
- ❑ Reporting on financial and other performance metrics on a monthly basis, with a focus on return on investment and cashflow
- ❑ Working with the CFCO and the Bursars on new commercial, partnership and financial initiatives across the Corporation
- ❑ Oversee the delivery of all commercial activities, ensuring outstanding customer experience and that trade-offs with Harrow's education mission are managed appropriately

As a member of the Bursarial Management Team, the Commercial Director works alongside other key members of staff including:

- ❑ Director of Finance
- ❑ Director of HR
- ❑ Director of IT
- ❑ Director of Operations
- ❑ Director of Catering
- ❑ Director of Premises

PERSON SPECIFICATION

All staff are expected to conduct themselves in line with the School's values which are: **Courage, Honour, Humility** and **Fellowship**. While the School's values set out what matters most to us, the behaviours below are intended as a shared set of expectations to refer to, and standards to aspire to, in our dealings with others. They are the practical application of our values.

COURAGE

- We remain optimistic and purposeful in a disrupted world.
- We take responsibility for our decisions, even the hard ones.
- We always challenge poor behaviour in ourselves and others.
- We are open to new ideas and seek fresh challenges.

HONOUR

- We keep our promises.
- We act with integrity – doing the right thing, even when it is difficult or when no one is watching.
- We respect and value our traditions while setting them in the context of today.

HUMILITY

- We work hard to serve others within the School and across our wider communities, where possible putting their interests before our own.
- We give and seek honest and appropriate feedback, reflect on our failures and learn from them.
- We support each other through challenges and whatever the outcome; we celebrate those that took part.

FELLOWSHIP

- We respect each other and value our differences, knowing that we are more effective and more resilient working together.
- We are kind and inclusive; we value the contribution that each of us makes.
- We are role models for the behaviours that we would like to see in others; we ask only of others what we would be prepared to do ourselves.
- Alongside the behaviours set out above, post-holders/candidates will be expected to demonstrate the following:

QUALIFICATIONS, EDUCATION AND TRAINING

- Likely to be educated to degree level or equivalent
- Relevant professional qualifications are desirable but not essential

KNOWLEDGE AND EXPERIENCE

Essential

- Demonstrable track record of developing and growing income streams, ideally gained within a commercial environment
- Financially literate with prior responsibility for P&L and budget setting
- Experience of customer service and operational effectiveness
- General management experience
- Experience of complex stakeholder management and engagement
- Demonstrable investment and project management experience and ability to adhere to budget control
- The ability to negotiate both internally and externally to ensure collaboration at all levels

Desirable

- Experience of driving commercial activity in a not for profit context
- Knowledge of the education sector

SKILLS AND ABILITIES

- The ability to set direction and establish KPIs to ensure objectives are delivered
- Strategically minded, with the ability to develop and implement strategic priorities
- High standards, with a focus on quality and integrity
- Ability to build and lead a strong and committed team
- Ability to promote good working relationships across departments
- Strong interpersonal and communication skills
- Ability to balance competing priorities and recognise how commercial imperatives sit within the wider educational context

PERSONAL ATTRIBUTES

- Ambitious and driven with a desire to innovate
- A strong moral compass
- Resilient and emotionally intelligent
- Energetic and enthusiastic
- Warm and approachable
- Curiosity and determination
- Appreciates the importance of the regulated environment in which they operate, particularly in relation to the safeguarding and welfare of young people.

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to Harrow School on this appointment.

Candidates should apply for this role through Saxton Bampfylde's website at www.saxbam.com/appointments using code **TAQSC**.

Click on the 'apply' button and follow the instructions to upload a CV, application form and cover letter, addressed to the Bursar, Mrs Julia Wood.

The closing date for applications is Thursday 5 December 2024.

For a confidential conversation please contact Jo Ogilvy, Consultant, via jo.ogilvy@saxbam.com

GDPR personal data notice:

According to GDPR guidelines, Saxton Bampfylde Ltd 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.

KCSIE online checks:

In line with the latest KCSIE guidance, Saxton Bampfylde will conduct a search of online records that are publicly available on shortlisted candidates. These checks are used only to meet the intended purpose of the KCSIE's recommendation in relation to whether an applicant is suitable to work with children and young people. All data will be held in line with data protection regulations.

Safeguarding

Harrow School is committed to safeguarding young people and promoting the welfare of children. Applicants must be willing to undergo child protection screening and safer recruitment checks appropriate to the post, including checks with past employers and the Disclosure and Barring Service. All positions within the school are exempt from the provisions of the Rehabilitation of Offenders Act 1974.



THE SELECTION PROCESS

If shortlisted, you will be invited to attend a first-stage interview. Interviews are expected to take place on **Thursday 23 January**. Selected candidates will then be invited back to attend a second interview on **Tuesday 28 January**.

This position is subject to an enhanced DBS check and a Section 128 (prohibition from management) check. In addition, the position will be offered subject to the receipt of satisfactory references, proof of qualifications, a satisfactory medical assessment, a barred list check, an overseas police check (if necessary), proof of right to work in the UK and a range of other checks required by Keeping Children Safe in Education.

Candidates invited to interview will be required to disclose any previous cautions or convictions prior to attending.

Copies of the School's Recruitment, Selection and Disclosure Policy, Declaration of Previous Convictions and Privacy Notice for Job Applicants are available on the School's recruitment website, alongside this candidate pack.

