



ODGERS BERNDTSON



Brief for the position of

# Director of Commercial Partnerships



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## BACKGROUND

Alleyn's is a vibrant co-educational independent day school with around 1,450 students aged 4-18. Set in the heart of Dulwich, close to the centre of London, Alleyn's is one of the most successful co-educational schools in the country, delivering academic, pastoral, and co-curricular excellence in a welcoming and supportive atmosphere.

The school traces its roots back to Edward Alleyn's College of God's Gift that was founded in 1619 and was the first major London school to go co-educational in 1976.

Alleyn's values intellectual interests and co-curricular activities; it is future-focused, open to

new ideas and is warm and inclusive, enabling students to develop their potential while making friendships and enjoying life to the full. The school is oversubscribed at every point of entry and has a reputation for a creative spirit derived from its location, its history as a pioneer of co-education and its relaxed yet purposeful ethos.

## VISION STATEMENT AND VALUES

Alleyn's delights in being a kind, inclusive, varied, energetic and ambitious community where staff and pupils alike can be 'all we can be'. The school's aims are to:

- Promote respect, wellbeing and diversity in a caring community where every individual can flourish.
- Develop curiosity, wonder, creativity and a love of learning.
- Inspire ambition and intellectual rigour through excellent teaching and learning.
- Cultivate discovery and opportunity through an outstanding co-curriculum.
- Foster awareness, leadership and connection through partnership and enterprise.
- Cherish the wide Alleyn's family and honour our historic commitment to Edward Alleyn's charitable foundation of God's gift.

The school's values are those of RESPECT, OPPORTUNITY, CURIOSITY, COURAGE AND KINDNESS:

- Showing **respect** for oneself, others, and the world around them.
- Making the most of **opportunities** and allow others to do the same.
- Showing **curiosity** and interest in academic learning and in the world its people.
- Demonstrating **courage** in endeavours, and in standing up for others' right to flourish.
- Showing **kindness** to staff and pupils.



‘All We Can Be’



## History

Alleyn's is a progressive, forward-looking school, built upon a long and proud heritage. Edward Alleyn, the school's founder, was a famous Elizabethan actor and contemporary of Shakespeare. A successful career and variety of business ventures allowed him to buy the Manor of Dulwich for his retirement. In 1605, he set about creating a charitable foundation: Alleyn's 'College of God's Gift'. It was originally set up for the education of 12 poor scholars. Letters Patent to recognise the Foundation were given in 1619. The original Alleyn's College of God's Gift became Alleyn's School and Dulwich College in 1882 - both remained under one governing board. In 1887, Alleyn's School moved to its current location, a 30-acre site on Townley Road. The school became a Direct Grant Grammar School in the 1950s. Following the announcement of the abolition of Direct Grant status in 1969,

in 1970 the Worshipful Company of Saddlers agreed to provide funds to support the school. In 1976 the school became independent and fully co-educational and in 1992 Alleyn's Junior School opened on the same site.

In 1995, separate Boards of Governors came into existence for Alleyn's School, Dulwich College and James Allen's Girls' School (JAGS). Each of these three Foundation Schools are independent beneficiaries of the Dulwich Estate charity, which also supports Christ's Chapel of God's Gift at Dulwich, the Dulwich Almshouses Charity, the Central London Foundation Schools of London, and the St Olave's & St Saviour's Schools Foundation.

Today, while Alleyn's, JAGS and Dulwich College remain joint beneficiaries of Edward Alleyn's legacy (administered by the Dulwich Estate), they are fully independent of one another with their own governing boards and Heads.

The schools of the Dulwich Foundation educate over 4,000 students drawn from a wide catchment area.

## Campus and Development Plan

The school has approximately 30 acres of grounds with extensive playing fields. There is a floodlit Astro turf, a smaller multi-use games area, a Sports Hall, indoor swimming pool, floodlit all-weather netball courts, a cinder running track and strength and conditioning studios. The Edward Alleyn Building, completed in 2008, provides a stunning 350-seat theatre. In recent years the swimming pool has undergone a significant redevelopment and in 2016 a new wing was added to the Science building. In 2018, the newly designed Lower School building was opened, and the Junior School buildings underwent significant modernisation, reopening in April 2022. This was joined by 'the Well' in April 2023 (the new home

for our pastoral care offering), and our 'All Studios' opens in January 2025, as the home for our innovative AIQ curriculum.

The school is also intending to redevelop its dining hall and 6th form centre and create a permanent home for the super-curriculum in a once in a generation project within the coming years, which present exciting opportunities for commercial partnerships.

The Head, SMT and Board have devised and are implementing a new ten-year strategy and masterplan, underpinned by the values of the school and its aim to continue to provide outstanding education to students with first-class facilities. This has involved the exploration of opportunities overseas, with several exciting plans for branch schools abroad currently underway.

## Innovation

Alleyn's is a forward-looking organisation. We are at the cutting edge of curriculum development, led by our new AiQ (Alleyn's Intelligent Quotient) course, designed with the Massachusetts Institute of Technology (MIT). We are developing new pedagogical approaches, smart school programmes and lead the way nationally with our pastoral programmes. The School sits on many national bodies and frameworks across the piece, and continues to challenge the status quo.

## Co-educational Community

The Junior School is a member of IAPS (Independent Association of Prep Schools), with approximately 320 students aged from 4 to 11. The Senior School is an HMC school with students aged from 11 to 18. There are just over 1,100 students in the Senior School, of whom around 30% are in the Upper School (Sixth Form). The main intake to the Senior School is at 11+ and there are further new places at 16+. There are six year 7 classes of around 26 children, with smaller classes common at GCSE. Upper School teaching sets are not larger than 14 and are usually sized 8-12.

All students, regardless of gender, genuinely enjoy learning in a shared and collaborative experience and this is a very happy school. Students are encouraged to appreciate each other's achievements and contributions, growing in confidence as the co-ed community offers them multi-faceted ways to develop skills, create the foundations for lifelong friendships and forge new connections.

## Inclusive Community

Alleyn's has always retained a key focus on its original mission and its means-tested bursary assistance is provided to just over 10% of students. This means that one in ten students, who would

not previously have the means to attend Alleyn's are able to do so. This is one of many reasons why Alleyn's is such a distinctive and inspiring place to work. The intention is to double this bursary percentage in the coming years. Alleyn's is dedicated to achieving educational excellence through inclusion, and a wide range of means-tested bursaries and scholarships support this goal. Bursaries at Alleyn's are funded entirely through income received from the Dulwich Estate, the Worshipful Company of Saddlers, and other benefactors as well as the school's fundraising efforts during and since its recent 400-year anniversary campaign.





## Academic Life

Academic life at Alleyn's is rich and inspiring. Success comes from a holistic approach that enables students to explore and develop their personal strengths and interests. Subjects taught include Art, Biology, Chemistry, Computing, Design Technology, Food and Nutrition, Dance, Drama, English, Geography, History, Latin, Maths, Music, PE, Physics, Religious Studies, and a specialist Discovering Languages course. The Sixth Form options system offers choice and flexibility. All students currently elect to study three or four subjects in Year 12 in addition to PSCE, the EPQ (Extended Project Qualification), the AIQ (Alleyn's own bespoke AI focused course) and other programmes of enrichment learning.

The school is also committed to academic enrichment, both inside and outside the classroom, providing opportunities for students to extend their horizons and develop a lifelong love of learning. Initiatives such as the Alleyn's Learner Programme enable students to discover their personal and unique characteristics as learners through games and activities in the Lower School, teamwork and research in Year 9, and a range of stimulating options in the Year 11 'Balance' programme.

In Year 12, the newly created AIQ course enables each student to develop critical thinking skills, communication skills, entrepreneurial and design skills and digital and AI mastery, within the context of an ethical, purpose-led framework. The course is designed to ensure that our pupils can flourish, and ultimately become ethical and digitally confident shapers of our digitally focused world.

## Examination Results

Alleyn's has a long-standing record of academic success, with pupils performing very strongly in public examinations each year; regularly placing Alleyn's in the top 25 schools in national league tables

The A level results for the academic year 2023-2024 are summarised below:

### GCSE

- 77 students awarded 10 or more grade 9-7 at GCSE.
- 72% exams awarded a grade 9 or 8 at GCSE.
- 46% exams awarded a grade 9.
- 52 students awarded 10 or more grade 9-8.

- 8 GCSE art students recognised as being amongst the highest performers in the country.

### A Level

- 39% of exams awarded A\* .
- 76% of exams awarded A\* or A.
- 95% of exams awarded A\* , A or B.
- 4 A Level art students recognised as being amongst the highest performers in the country.
- 1 recognised as being amongst the highest performers for English in the country.
- 98 students gained at least 3 A\* or A grades.

The results continue a long tradition of academic success at Alleyn's. Recent ISI inspection reports, published in early 2022, confirmed both Alleyn's Senior and Junior Schools to be excellent in both academic and pastoral categories.

## Pastoral System

Excellent pastoral care is at the heart of the Alleyn's ethos. Positive relationships between staff and students are a strong thread running throughout all aspects of school life. Students remain with the same Tutor for their time in Years 7

and 8 under the care of the Assistant Head, Head of the Lower School. In Years 9 to 13, the pastoral care is provided by the eight Heads of House in conjunction with Assistant Heads of Middle and Upper Schools. The school successfully integrates a vertical and horizontal system for the welfare and personal development of students.

The School has its own Chaplain and Assistant Chaplain and a dedicated team of nurses. There are also qualified counsellors available to students in all phases of their education. In addition, all staff have access to the Health Assured (Employee Assistance Programme) and everyone in the community benefits from the school 'Teen Tips' registration.

The School ROCCK values (Respect, Opportunity, Curiosity, Courage, Kindness) underpin all behaviour, activity and attitudes in students and staff alike.

## Co-curriculum

The wide ranging co-curricular programme at Alleyn's is an integral and essential part of the all-round holistic education on offer, where individuals flourish in a supportive environment in which all their abilities and talents are acknowledged and encouraged.

Alleyn's Sport offers opportunities at all levels. The PE/Games curriculum throughout the school encompasses a wide variety of team games and individual sports. School teams run in many sports and practices are open to all students.

In Music there are over 30 performing groups including orchestras, choirs, wind bands, a jazz band and numerous chamber groups.

The Drama department offers three main productions each year, with additional pupil led 'Bearpit' productions. In Dance, several different groups rehearse weekly, resulting in our acclaimed annual Dance Show.

The majority of our students join one of the CCF, Duke of Edinburgh's Award Scheme or the Volunteering programme.

## Community and Partnerships

### Scholarships

There are a range of scholarships and exhibitions available for candidates entering the school at 11+ and 16+. These recognise students' academic, musical, art and sports ability. The top six scholars at 11+ are awarded Saddlers' Scholarships, a partnership with the Worshipful Company of Saddlers that celebrated its 50th Anniversary in 2021.

### Partnerships and Outreach

In addition to the provision of means-tested bursaries, the school is very strongly committed to its public benefit and partnerships programme.

These activities include extensive partnerships with local schools, providing access to the school's facilities and the students and staff volunteering and outreach programmes. (Almost all the 1,100 pupils in the Senior School will be engaged in hands on partnership work each year. It is a very important part of our educational provision and we warmly welcome the learning opportunities that it provides staff and pupils from all the schools involved.

Some of the partnerships that the school is already involved in include:

**The London Academy of Excellence in Tottenham**, a maintained free school for Sixth Form students co-sponsored by Tottenham Hotspur Football Club and Highgate School.

**The Southwark Schools Learning Partnership** is a unique collaboration between 17 local state and independent schools based in and around the borough of Southwark.

**Southwark Community Education Charity, Saturday Maths Scheme** for Year 5 pupils was able to continue very successfully on-line during 2020-21.

**Alleyn's Academies** – over the last three years, Alleyn's has established learning academies in Sports, Coding, Music, History, Languages and Science which are run by Alleyn's pupils and staff and provide rich learning collaborations and opportunities on a weekly basis for pupils from across the borough.

### Alumni and Community

The sense of community and family is strong at Alleyn's, and parents are regularly welcomed into the school. The Parents' Associations organise social events and fundraising activities. Membership of the Alleyn's community is lifelong, and the school has a strong and active alumni network organised through the school's Development and Alumni Office and the Edward Alleyn Club.

## Governance and Management

### Governance

The Governing Board is made up of no less than 10 and no more than 15 members drawn from many walks of life. It is chaired by Laura Malkin and its Vice Chair is Chris Stylianou. The full board meets four times a year including an annual 'Away Day' to discuss broader educational and strategic issues.

There are several committees that meet on a regular basis to consider the key strategic aspects of the school's operations such as the Finance and General Purposes, Education, Strategy and Nomination. There are several sub-committees that meet regularly throughout the year to review the school's capital projects and its investments, and there are also other working groups that may have Governor attendance, such as the Health & Safety Committee.

### Senior Leadership Team

The Head works closely with a Senior Leadership Team (SLT) and comprises of:

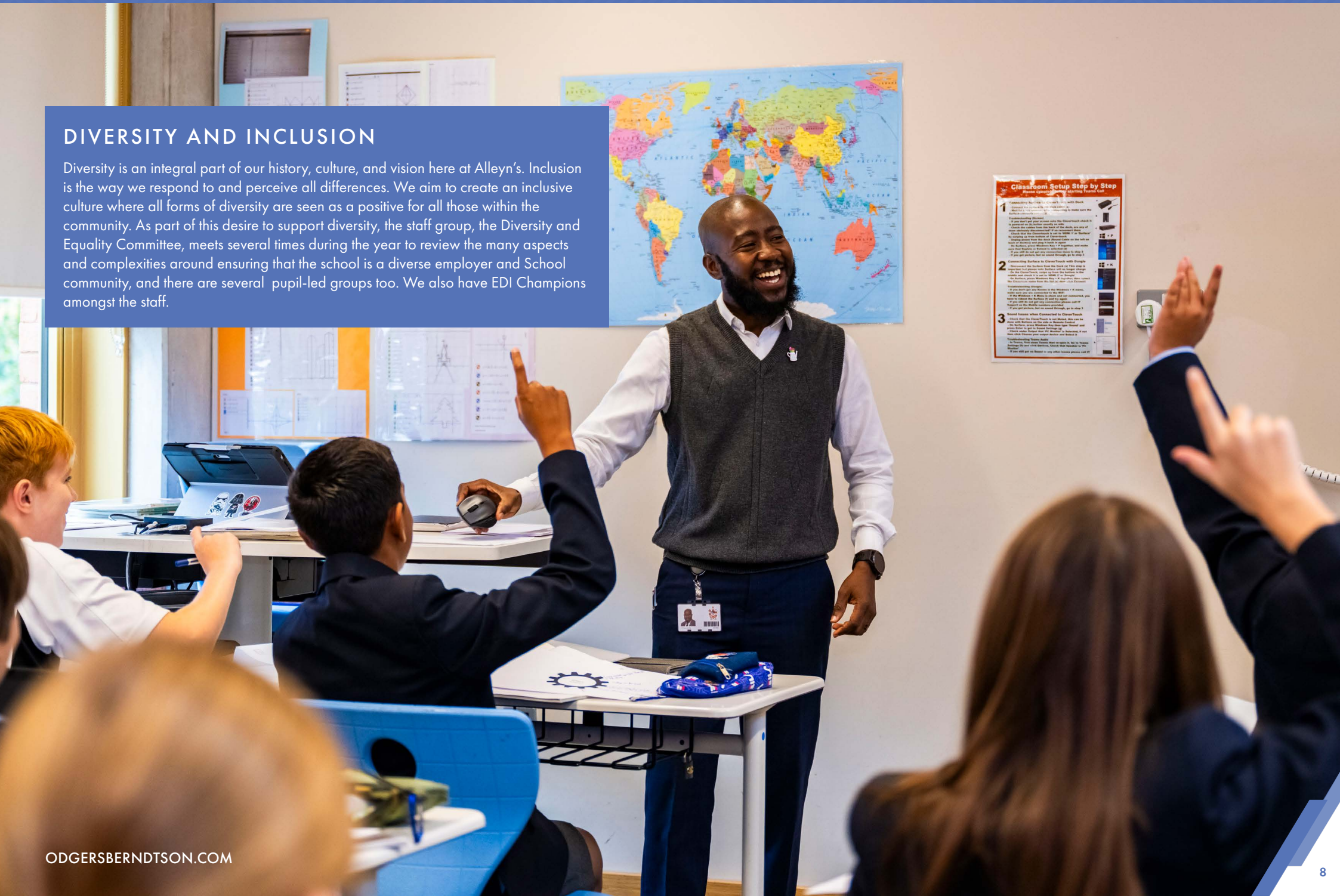
- The Head\*
- The COO and CFO\*
- Three Deputy Heads: Senior Deputy Head, Deputy Head (Academic) and Deputy Head (Pastoral)\*
- The Head of the Junior School\*
- Seven Assistant Heads: Teaching and Learning, Director of Studies, Co-curricular and Partnerships, Head of Upper School, Head of Middle School and Head of Lower School, SLT Secondee
- The Director of Development and Alumni
- The Director of External Relations

\* Also members of the Senior Executive Group



## DIVERSITY AND INCLUSION

Diversity is an integral part of our history, culture, and vision here at Alleyn's. Inclusion is the way we respond to and perceive all differences. We aim to create an inclusive culture where all forms of diversity are seen as a positive for all those within the community. As part of this desire to support diversity, the staff group, the Diversity and Equality Committee, meets several times during the year to review the many aspects and complexities around ensuring that the school is a diverse employer and School community, and there are several pupil-led groups too. We also have EDI Champions amongst the staff.





# THE ROLE

**Title:** Director of Commercial Partnerships

**Appointed by:** The Chief Operating Officer, in consultation with the Head

**Reports to:** The Chief Operating Officer

## Primary Function and Purpose

The inaugural Director of Commercial Partnerships will play a pivotal role in delivering the various exciting global projects that Alleyn's currently has underway, to expand its footprint, presence and influence. As part of its wider strategic vision, Alleyn's will become a force for good in global education, seeking to share best practice through formal school partnerships, development of educational products and use of technological innovation to create cutting-edge and accessible learning environments for all.

As the school is now formalising joint ventures that will make this vision a reality, the Head and Governors are now seeking to recruit a Director of Commercial Partnerships who will both realise emerging partnerships and identify potential new partnerships for consideration by the board and executive team.

As well as partnerships across 'bricks and mortar' education, they will identify opportunities for commercial products in the non-physical space, encompassing Alleyn's leading approach to educational technology and software and pastoral education, as well as other opportunities to appropriately and carefully commoditise Alleyn's' intellectual property.

The Director of Commercial Partnerships will lead on managing existing relationships and ensuring the current burgeoning partnerships portfolio are bought to fruition.

They will also implement an entrepreneurial approach, to identify and evaluate the commercial potential and legal viability of new partnerships, ensuring that thorough due diligence is conducted, and will write compelling business cases for executive leadership and board approval. Once approved, they will work quickly and efficiently to agree commercial partnerships to turn initial ideas into reality.

In these efforts, they will build long-lasting relationships across various product spheres, and will conduct all business with an appreciation of and loyalty to Alleyn's' values and standards.

The successful applicant will work closely with the Head, Chief Operating Officer and Chief Financial Officer and other members of the senior executive and the governing body.

## Key Responsibilities

The Director of Commercial Partnerships will:

- Lead the development of a commercial partnerships strategy across the emerging Alleyn's School Group, with a view to capitalising on the potential for global school partnerships (both in the United Kingdom and abroad) and the opportunity to commercialise some of the school's intellectual property.
- Drive revenue growth through these physical and non-physical partnerships and other offsite commercial activity, working to ambitious targets and key performance indicators.
- Take a forensic approach to the identification, scrutiny and realising potential new partnerships, and in doing so:
  - Manage partnerships with schools that may join the Alleyn's Group (from the sharing of best practice to formal acquisition).
  - Oversee the creation of concrete, market-viable products in the educational technology space.
- Work with external advisors to 'vet' the commercial and legal feasibility of these new partnerships, including developing appropriate and approved legal and governance templates for oversight and institutional protection.
- Write business cases to present to executive leadership and board containing the relevant detail for approval.
- Formalise nascent partnerships currently in gestation phase, both across the physical schools' and educational technology spaces.
- Oversee the signing of commercial agreements on all approved cases quickly and efficiently.
- Appoint, deploy and/or outsource the relevant teams to deliver success across relevant projects, particularly educational technology products.
- Develop the Commercial Partnership office in line with growth.
- Ensure a robust policy around quality control and values alignment across all partnerships.
- In doing all of the above, retain the integrity and identity of the Alleyn's 'brand' at all times.



## THE PERSON

The successful candidate for the Director of Commercial Partnerships at Alleyn's School will possess a blend of entrepreneurship, commercial acumen and experience in commercial and legal deal making. They will be a high-level thinker, capable of adapting quickly and thinking flexibly in dynamic situations. They will bring a level of financial literacy that will enable them to assess the commercial viability of projects accurately. Previous direct experience of working in the education sector is not required, however, an understanding of the sensitivities, challenges and operational nuances of an educational environment is essential. They will commit to acquiring a working knowledge at pace, will share our values and have a deep interest in and commitment to the development and stewardship of young people.

They will be innovative, resilient, and results-oriented, with strong interpersonal skills and the ability to build and maintain effective relationships with a wide range of internal and external stakeholders across a breadth of educational products, and in a variety of cultural and organisational contexts. They will be proactive and collaborative, ensuring that all commercial activities align with the school's values and long-term strategic goals.

Most importantly, they will have a highly entrepreneurial mindset, constantly seeking new opportunities for growth and innovation, whilst deeply committed to and respectful of the proud and longstanding heritage of the school, and will have the appetite to work as part of a market-leading and fast-growing school group.

### Key Attributes and Experience

- Highly commercial mindset, with an ability to spot and capitalise on profitable opportunities for income generation across a range of physical and non-physical educational products.
- Entrepreneurial spirit, confident to be creative and innovative in their ideas and decision making.
- Ability to manage complex partnerships at a senior level, and experience managing multiple partnerships, and the associated competing stakeholder relationships, simultaneously.
- Ability to navigate and work within both charitable and commercial organisations without compromising either.
- Excellent knowledge and understanding of commercial contracts.
- Excellent negotiation skills.
- Excellent interpersonal and networking skills.
- Excellent financial acumen and understanding of budgets and financial controls.
- Sufficient character and gravitas to influence senior figures and secure 'buy in' to new projects.
- Excellent people management skills.
- Experience appointing, leading and managing fast-moving commercial teams.
- Outstanding written and oral communication skills.
- Exceptional account and client management skills.
- Proven integrity at all levels.
- A great sense of humour and fun and an ability to relish in the absurd as well as to identify what really matters.



# HOW TO APPLY

Alleyn's School has engaged the services of Odgers Berndtson to assist with the recruitment of the Director of Commercial Partnerships.

Letters of application which explain your interest in the role, CVs and completed application forms should be submitted online (preferred) at: [www.odgers.com/92836](http://www.odgers.com/92836)

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation.

Following this notice, any inclusion of your Sensitive Personal Data will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

*Alleyn's School is committed to safeguarding and promoting the welfare of children, and applicants must be willing to undergo child protection screening appropriate to the post, including checks with past employers and the Disclosure and Barring Service (DBS) or other relevant background checks.*

All candidates are also requested to complete an online Equal Opportunities Monitoring Form. This can be found at the end of the application process. Any information collated from the Equal Opportunities Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

For an initial discussion, please contact:

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[freddie.dennis@odgersberndtson.com](mailto:freddie.dennis@odgersberndtson.com)

**Constance Moss: +44 (0) 20 7529 1109**  
[constance.moss@odgersberndtson.com](mailto:constance.moss@odgersberndtson.com)

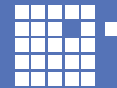
**Harry Ford: +44 (0) 20 7529 1013**  
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The closing date for applications is  
**Friday 31 January at 09:00 GMT.**





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