



## Head of Commercial Development

### Candidate Information Pack

Thank you for your interest in this role at Eastbourne College. This is a unique opportunity to lead and shape the development of the commercial function within a leading independent school during a period of significant strategic change and opportunity.

### About Eastbourne College and St Andrew's Prep

Eastbourne College Incorporated comprises of Eastbourne College and St Andrew's Prep. The two schools amalgamated in 2010, creating a closer strategic partnership while maintaining their distinct identities. Together, the schools educate around 1,000 pupils and currently operates across separate sites in Eastbourne.

Eastbourne College, founded in 1867, is a leading co-educational independent day and boarding school for pupils aged 13–18, with a strong reputation for academic excellence, co-curricular breadth, and outstanding pastoral care.

St Andrew's Prep, founded in 1877, is a co-educational preparatory school with nursery provision, educating children from early years through to age 13.

The schools are working increasingly closely in terms of ethos, provision, and strategy, and from 2028/29 will be brought together onto a single, co-located campus on the College site as part of the ECi310 development, creating a fully integrated educational environment. Further details on the co-location are here: [ECi310](#)

### About the role

The Head of Commercial Development is a newly created role, established to build on current successful income streams while taking a more strategic and coordinated approach to future growth. The post-holder will play a key part in identifying and delivering new opportunities arising from the estate, ensuring that the College moves from a largely responsive model toward a more proactive, market-led commercial operation that maximises both income and impact.

Operational delivery is provided by a very competent and efficient Commercial Events and Lettings Manager who is employed for 22.5hrs a week. The new post-holder will have the opportunity to develop future commercial support roles once strategy starts to take shape.

### Current Commercial Activity

The College already generates meaningful commercial income from a range of established activities, largely centred on the effective use of its estate outside core school hours.

#### Residential lettings

Residential lettings represent the most significant and reliable source of commercial income. The College hosts a number of long-standing summer school and residential partners, including international language schools and performing arts groups. These programmes operate primarily during Easter and the summer holiday period, utilising a substantial proportion of boarding capacity and delivering strong income with relatively low variable cost.

While this remains a highly valuable income stream, it is subject to external market factors, and in particular global events.



### Facilities lettings and venue hire

The College benefits from a consistent programme of facility hire, including:

- Year-round swimming pool use
- Seasonal sports facilities hire (e.g. astro, sports hall)
- Theatre and performance space lettings

These activities provide a steady income stream and are typically driven by repeat bookings and local demand. All enquiries, bookings, and event coordination are currently managed through a central lettings function.

### Holiday camps and internal programmes

The College delivers a range of holiday camps, including performing arts and sports-based provision.

These programmes generate a small financial surplus and offer opportunities for further development and diversification.

However, they are often dependent on staff availability and enthusiasm, and while successful, they are relatively labour-intensive and do not consistently achieve full cost recovery when wider staffing inputs are considered.

### Property rental portfolio

For information purposes, the College has an emerging residential property rental portfolio, with a number of properties already on the private rental market and additional units expected to come online. The post-holder will not be required to oversee the property portfolio.

### Other commercial activity

Additional income is generated through:

- Catering and event-related activity (e.g. external partnerships such as the lunch provision to the LTA's tennis tournament in Eastbourne)
- Licensing and lease arrangements with third-party organisations

These activities provide useful additional income, and in some cases, opportunities for future expansion or replication.

### Summary

Collectively, these income streams demonstrate that the College is already capable of generating meaningful commercial return from its assets with relatively limited dedicated resource.

At present, much of this activity is:

- Delivered efficiently at an operational level
- Supported by strong internal relationships and goodwill
- Focused on established and repeat income streams

This provides a strong foundation. However, there is significant opportunity to:

- Take a more strategic, coordinated approach
- Proactively develop new income streams
- Increase overall utilisation and commercial return



## Opportunities for Growth

The College is entering a period of significant opportunity to develop a more strategic and diversified commercial income base. Building on strong existing activity, there is clear potential to expand both the scale and range of commercial provision.

### Development of new residential provision

The estate offers opportunities to increase residential capacity and broaden its use. For example:

- Reconfiguration of existing buildings (such as Craig House – a day house that will become available for use from September) to support learning programmes, residential and short-stay accommodation
- Expansion of residential provision beyond traditional summer school models, to include for example hosted sports festivals and camps
- Development of purpose-driven programmes (e.g. short courses, academic enrichment, EAL provision)

This aligns closely with the future opportunities created through ECi310 and the consolidation of the estate.

### Expansion of activity camps and programmes

There is strong demand and internal interest in developing:

- Sports camps and festivals, led by the Director of Sport
- Performing arts programmes, including potential external partnerships
- Broader holiday provision for younger age groups

While existing camps are successful, there is clear scope to:

- Increase scale and frequency
- Improve profitability and cost recovery
- Introduce new formats and partnerships

### Development of specialist programmes

The College is well placed to develop more structured, branded programmes, such as:

- Residential EAL courses for incoming pupils
- Specialist academic or co-curricular short courses
- High-quality summer schools aligned with the College's educational offering

These opportunities would build on existing strengths but require a more coordinated and market-led approach.

### Enhanced use of facilities and estate

There remains significant untapped potential to increase utilisation of facilities, including:

- Sports facilities (beyond current seasonal and repeat bookings)
- Performance spaces
- Catering and dining facilities
- Boarding and day house accommodation outside peak periods
- More proactive packaging, marketing, and partnership development could unlock:
  - New customer groups
  - Extended usage periods
  - Higher-value bookings



## Outcomes

Within 2–3 years, outcomes are expected to include income growth, new ventures, and a scalable commercial function.

For further details of the role, including key responsibilities and person specification, please refer to the accompanying Job Description.