



# APPOINTMENT OF DIRECTOR OF DEVELOPMENT

AUGUST 2022

ERSKINE STEWART'S MELVILLE SCHOOLS



# ESMS

*A unique family of independent  
schools for boys and girls*



## DIRECTOR OF DEVELOPMENT

LEADING DEVELOPMENT AT ESMS INTO A NEW ERA

### THE ROLE

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Erskine Stewart's Melville Schools (ESMS) are a pioneer of rounded education in Scotland. From the outdoor learning programme to the technology used in the classroom, ESMS are leading the way in the provision of outstanding education.

Development has been a critical part of ESMS for 15 years. During that time over £5m has been raised for the Access to Excellence campaign and a community of over 14,000 alumni and stakeholders has been built and supported. As the Schools develop their strategy for the next chapter in their history, fundraising and alumni relations will need to evolve and scale to support the vision

of the new Principal, Anthony Simpson. Building on solid foundations, this is a unique opportunity for a highly experienced and creative development professional to work with the new Principal to support his long-term strategy. The role requires the vision, knowledge and experience to realise the fundraising potential and the leadership skills to manage complex stakeholder relations in a multi-school environment. Ultimately you will build on the strength and scale of our close community to create a long-term culture of philanthropy, which will bring significant benefit to the Schools and local families.



## FROM THE PRINCIPAL

Dear Candidate,

Thank you for your interest in the role of Director of Development at ESMS.

This is an incredibly exciting appointment for our Schools, as well as a key strategic milestone for the organisation going forwards, particularly as I start my tenure as Principal. Having arrived as Head of Stewart's Melville College last year, I have seen first-hand the immense pride and passion that the students, staff, parents and alumni have for Stewart's Melville College, The Mary Erskine School and ESMS Junior School.

I feel that there is a huge amount of potential to shape and develop the job; giving an unrivalled opportunity for the right candidate to have a significant impact on the School community, and beyond.

You will be part of a wonderful group of committed and dedicated colleagues, working in a supportive and friendly environment. If you are excited by the opportunity and the challenge, then do please read through the rest of this brochure, visit our website, and apply for the role.

I look forward to meeting you in the near future.

Anthony Simpson  
ESMS Principal



## ABOUT THE SCHOOLS

ESMS is a thriving family of independent schools, set in beautiful grounds in the heart of Edinburgh. It is a vibrant community where extraordinary opportunities and inspirational teachers help children to discover their own unique potential.

Established over 150 years ago, ESMS are now proud to be one of the leading schools in Scotland, teaching 2700 students, from 3 to 18. The Schools offer a sector-leading, rounded education, with a broad curriculum, outstanding academic results, strong pastoral care and over 300 extra-curricular activities.

The Schools have won a number of awards and have recently been selected as a finalist for the 2022 Independent Prep School of the Year Award.

The ESMS model combines a co-educational junior school and sixth form with single-sex senior schools, giving children the best of both worlds. An extensive programme of co-educational activities ensures that friendships between the students remain strong throughout their time at School and beyond. ESMS are also rare amongst Edinburgh day schools in offering a co-educational Boarding House.

The Schools are spread across three sites with extensive playing fields at Inverleith, historic buildings and modern facilities, including a water-based hockey pitch and a state of the art performing arts centre.

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“Being happy is a well-known tonic and, luckily, at ESMS we are surrounded by thousands of smiling young people. That positivity is infectious and is one of many reasons the Schools are excellent places to be on any day.”

*Stuart Jackson, Director of ICT, ESMS*

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## OUR HERITAGE

Erskine Stewart's Melville Schools are the story of three different people, from contrasting periods of Scotland's history. In 1694, the Scottish businesswoman and philanthropist Mary Erskine founded a girls' school to educate the destitute daughters of Edinburgh merchants. In 1832, Robert Cunningham, a forward-thinking educationalist and philanthropist, founded Melville College to provide boys with a new broad-based curriculum. In 1855, Daniel Stewart, the son of a poor farm worker, who went on to become a successful businessman, left money in his will to found Daniel Stewart's College, for boys of the deserving poor.

The three Schools formally united in the 1970s to form Erskine Stewart's Melville Schools and by the turn of the 21st century had become the largest family of independent schools in Europe.

The Schools continue to honour the memory of their three founders by supporting children on lower incomes through our bursary provision and offering a rounded, pioneering education to all our pupils.

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"There is a real sense of team effort underpinned by genuine friendships, good humour, and a shared purpose."

*Amanda Ferguson, Head of History,  
The Mary Erskine School*

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## LIVING AND WORKING IN EDINBURGH

Edinburgh is a dynamic city with a global reputation as a great place to live and work which offers an impressive quality of life. The city is surrounded by historic architecture, rich culture and some of the most beautiful hills and beaches in the country, offering the opportunity for a wide range of cultural and outdoor pursuits.

Edinburgh has rail links to most major UK cities and there is an excellent rail network connecting Scotland. Commuting to Edinburgh by train is also a popular option, with many people travelling from Glasgow and Livingston, and others from Stirling, the Scottish Borders or Falkirk.

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“The most beautiful of all the capital cities of Europe.”

*Sir John Betjeman*

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## GOVERNANCE

ESMS is one of two independent schools in Edinburgh which are part of The Royal Company of Merchants of the City of Edinburgh. The Edinburgh Merchant Company Education Board is the registered charity, which is responsible for overseeing the work of two Governing Councils, one covering ESMS and the other covering George Watson's College.



## DEVELOPMENT AT ESMS

The Development Office at ESMS was established in 2007 and has since built up strong relationships with the large and complex School community and raised over £5m for the Access to Excellence campaign, which aims to build an endowment fund to support means-tested bursaries. Currently over 160 pupils receive bursary support and fundraising to increase this support will remain a key element of the future Development plan.

In April 2022, the long-standing Director of Development retired and the Schools now seek a new Director to build on his work, support the new Principal's vision and take Development at ESMS to the next level.

The Development team also includes the Development Manager and the Data Analyst who are both long-standing and well-regarded members of the team. The team works closely with the newly-appointed ESMS Business Development Manager, along with the Archivist and many long-standing members of staff who will be able to provide deep institutional knowledge, particularly in the early days as relationships are being created.

Good foundations are in place:

- The Access to Excellence campaign continues to raise critical funds for bursaries
- Three alumni associations exist and currently provide a programme of events and communications for their members. The Development team works closely with all three and they are working towards merging their administration into the department
- An ESMS Business and Careers Network has been established which brings parents and alumni together to support pupils and young alumni
- Parent fundraising takes the form of a very popular thrift shop for second hand uniform and sports kit
- Data is managed on an InTouch database (with portal) which currently holds over 14,000 constituent records (over 7,500 active emails)
- A legacy programme and a small regular giving programme are also in place

More information can be found at:

<https://community.esms.org.uk>



## DIRECTOR OF DEVELOPMENT

### ROLE DESCRIPTION

Building on the outstanding work already undertaken in establishing Development at ESMS, the primary focus for this important role will include working with the new Principal to build a development plan and function to support his vision. You will have a 'blank canvas' upon which to build fundraising and stakeholder relations in a collaborative, friendly and supportive team.

This is a significant opportunity for a creative thinker with a strong track record in development to make a big difference to the Schools and the lives of their students.

Reporting to the Principal, the Director of Development will also work closely in a matrix model with the Bursar, Head of Marketing and Communications, Governors and others on the Senior Leadership Team (SLT), to maximise philanthropic income and build charitable relationships with current and former parents, staff, alumni, Foundations, companies, well-wishers and friends of ESMS.

This role will be directly responsible for:

- Leadership and management of all fundraising and alumni relations activities at ESMS
- Generating new philanthropic income for the schools
- Building a long-term culture of giving at ESMS
- Creating and delivering a strategic 3-5 year fundraising plan

The Schools are open to ideas and wish to provide the right candidate with an opportunity to build and deliver a long-term plan, deliver best practice and lead the Schools' development activities for this new chapter in their history. The new Director of Development will work closely with the Principal and the Schools to assess the fundraising potential and establish realistic mid-term targets and time frames.



# KEY RESPONSIBILITIES

## STRATEGY DEVELOPMENT AND IMPLEMENTATION

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- Support the Principal in engaging and galvanising the ESMS community post-COVID
- Work with the Principal, Bursar, SLT and Governors to develop and implement a sustainable fundraising strategy to support the School's new vision over the next 5-10 years
- Ongoing research and testing of development assumptions and goals to ensure that the objectives and targets identified in the strategy are realistic and achieved on time and to budget

## FUNDRAISING

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- Develop cases for support which align with the ESMS strategy and clearly articulate why philanthropic funds are needed for bursaries, and in the future, capital projects and other School priorities
- Identify and take personal responsibility for a portfolio of major gift prospects and to work with the Principal and other senior colleagues and volunteers to plan and undertake donor solicitation meetings
- Ongoing development and careful management of a donor pipeline
- Develop a comprehensive fundraising programme, ranging from regular giving through to legacies, and implement strong supporting activities, systems and policies for potential donor identification, research, involvement and management, donor stewardship and recognition, gift management and accounting and ethics
- Identify and generate income from grant making trusts
- Maintain positive working relationships with the alumni associations, parents, former parents and other stakeholders to encourage lifelong

engagement, networking, advocacy and support of fundraising initiatives and other strategic School activities

- Ensure that all activities undertaken by the Development Department are performed to the highest standards and in accordance with best practice as established by professional bodies such as the Chartered Institute for Fundraising, the Council for Advancement and Support of Education and the Institute of Development Professionals in Education
- Represent the Schools professionally

## REPORTING AND COMMUNICATIONS

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- Working with the various alumni associations and based on resource available, ensure that a carefully curated programme of alumni events and communications is created, delivered, evaluated, and evolved based on regular research and feedback from the stakeholders
- Ensure all fundraising processes and policies are in place and executed in a timely and accurate manner e.g. donation packs, Gift Aid reporting, thank yous and receipts
- Ensure that donors and volunteers are appropriately thanked, regularly updated on progress towards the Schools' goals and are appropriately recognised for their contribution
- Prepare regular reports for the Principal, Bursar, Senior Leadership Team, and the Governors
- Represent the Schools at internal and external events
- Prepare and manage the Development budget ensuring robust financial management of both income and expenditure
- Ensure all Development activities are compliant with GDPR and other regulations



## KEY RESPONSIBILITIES

### LEADERSHIP AND MANAGEMENT

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- Line management of Development Manager and Data Analyst along with volunteers and any future new team members
- Application of matrix management skills to influence and manage colleagues across the Schools with regard to development activities
- Lead and manage the day-to-day activities of the Development Office, ensuring that clear objectives are set, and that individual team members and volunteers receive the necessary support, training and guidance to ensure activities are efficient and effective
- Work closely with and advise the alumni associations and other supporter organisations in terms of industry best practice for serving their members, optimising their relationships with the Schools and working with each other.
- The Director of Development will represent the fundraising and stakeholder perspective at selected SLT meetings and throughout the Schools.
- Be an ambassador for ESMS and play a part in influencing the wider Edinburgh community. In addition, the Director of Development will:
  - Have regular meetings with the Principal and the

Bursar to monitor progress, review and agree approaches and take key decisions relating to fundraising and stakeholders at the schools

- Work closely and collaboratively with the Head of Marketing and Communications to ensure alumni and other stakeholder activities are aligned with the Development Plan and the fundraising strategy and all fundraising activities support the ESMS brand
- Coach and mentor the Senior Leadership Team and Common Room with regard to development objectives and making asks

### ADDITIONAL

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- Ensure that all enquiries about fundraising from alumni, parents, donors, prospects, well-wishers and other members of our community are managed in a timely, welcoming, friendly and helpful manner
- All staff are responsible for the safeguarding of children in line with ESMS's Safeguarding (Child Protection) policy. This policy can be found [here](#)

This list of duties and responsibilities is not exhaustive and includes any reasonable additional requests which assist the smooth operation of the department.

## PERSON SPECIFICATION

The Director of Development at ESMS will:

- Provide demonstrable experience of successfully creating and implementing a multi-million pound fundraising strategy
- Bring best practice across the development range with the flexibility to adapt it to the needs of the ESMS community
- Be a natural and easy communicator with all stakeholders (including ultra-high net worth potential/current major donors, parents, staff and alumni of all ages and backgrounds) and be able to inspire and win confidence and trust
- Be an ambassador and advocate for ESMS and the new future vision
- Be an effective team leader, able to motivate and inspire staff and senior volunteers
- Be financially and commercially astute
- Enjoy learning and have the sense of humility which accompanies the desire and will to develop personally and professionally

### KNOWLEDGE AND EXPERIENCE

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- Educated to degree level or equivalent
- A comprehensive and proven understanding of the principles and practices of fundraising and alumni relations gained from working in the education, charity or arts sectors
- A demonstrable and successful track record of securing (six figure +) major gifts, which may or may not include from the education sector
- A strong track record in creating and delivering effective and successful fundraising and stakeholder events and communications
- Experience in strategy development and implementation
- Line management experience
- Experience of data analysis, IT and research to support fundraising growth
- Knowledge and understanding of the General Data Protection Regulations

- Experience of working with InTouch or similar databases
- Experience of budgeting and forecasting
- Knowledge of the education sector would be of benefit but is not essential

### SKILLS AND ABILITIES

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- Excellent strategic, organisational and planning skills, and good attention to detail
- Equal strength in tactical and strategic execution
- Outstanding written and verbal communication skills
- Deep understanding of the alignment of development, communications and marketing
- Proven ability to make 'the ask'
- Ability to manage and motivate staff and volunteers, both up and down
- Knowledge of the regulatory framework for fundraising and charities
- Proven ability to influence directly and through others
- Awareness and understanding of the safeguarding and welfare of children and a clear commitment to delivering best practice in safeguarding. (This is not a pre-requisite; training will be provided)

### PERSONAL ATTRIBUTES

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- Warm personality, trustworthy and with the ability to inspire confidence and influence
- Shares the values and ethos of ESMS
- Positive and collaborative team player
- Innovative and creative thinker
- Passion for achieving targets and results
- Values and promotes diversity and inclusion and has the skills to support an inclusive and diverse school community



## TERMS AND CONDITIONS

The Governors will offer a highly competitive remuneration package to the successful candidate reflecting the seniority and significance of the role, including private health care, a generous pension and school fees discount. A relocation package will also be available.

- Salary range: up to £70,000 per annum, depending on experience and skills
- This is a full time position, however, flexible working arrangements will be considered
- Attendance at some weekend and evening events will be required
- The post holder will be based in the grounds of Stewart's Melville College, in the heart of Edinburgh
- Holiday Entitlement: 30 days' annual leave plus 10 days' statutory holiday (pro rata if part time) when the Schools are closed. The Schools' holiday year runs from January to December
- Pension: Candidates will be enrolled automatically into the Merchant Company Stakeholder Pension Scheme
- Staff Benefits: Staff are offered a range of benefits including free school lunches during term time; use of the Schools' swimming pool and fitness room

outside school hours; membership of the ESMS Discount and Benefits Scheme, including a range of discounts at 130,000 retail and entertainment locations

- Up to 50% fee remission for children in the schools

ESMS is unable to sponsor the employment of international workers in this role. International applicants will therefore be unable to apply for and secure a Skilled Worker visa. The successful candidate will only be able to take up this role if they can demonstrate an alternative right to work in the UK.

Applicants must undergo child protection screening, including checks with past employers and Disclosure Scotland.

# APPLICATION PROCESS

Interested candidates are invited to contact RSAcademics in the first instance to arrange a confidential discussion with Susannah Thompson, Search Consultant:  
[susannahthompson@rsacademics.com](mailto:susannahthompson@rsacademics.com)

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**The deadline for receipt of applications is 10.00am, on Thursday 6 October 2022.**

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You should submit:

- A completed application form (available to download from [www.rsacademics.com](http://www.rsacademics.com))
- A covering letter addressed to the Principal, Mr Anthony Simpson. The letter should explain your reasons for applying and outline your suitability for the role.

Applications should be made electronically to RSAcademics. To submit your application please upload your documents according to the instructions on the RSAcademics [website](#). If you have any questions about uploading your application documents, please contact: Julia Seagrave, Project Coordinator (Leadership Appointments), at: [applications@rsacademics.com](mailto:applications@rsacademics.com). Julia can also be reached by calling our Head Office on +44 (0)1858 383163.

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 our Head Office by telephone
- Preliminary interviews will take place with RSAcademics via Microsoft Teams in the week commencing 10 October 2022
- Longlist interviews will take place via Microsoft Teams in the week commencing 31 October 2022
- Shortlist interviews will take place at ESMS in the week commencing 7 November 2022

RSAcademics is committed to promoting diversity and inclusion in schools.

ESMS School is committed to safeguarding and promoting the welfare of children and young people and expects all staff and volunteers to share this commitment. The appointment is subject to satisfactory pre-employment checks in accordance with the relevant statutory guidance, including a PVG check, satisfactory references, proof of identity and qualifications and a satisfactory medical report. ESMS recognises and is committed to ensuring applicants and employees from all sections of the community are treated equally regardless of race, gender, disability, age, sexual orientation, religion, belief, gender reassignment, marital and civil partnership status, or pregnancy and maternity. We welcome applications from all sections of the community.

## ABOUT RSACADEMICS

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Founded in 2001 by Russell Speirs, RSAcademics has advised and supported over 700 schools and educational organisations in the UK and worldwide. Through our working partnerships with heads, leadership teams, boards, staff and parents, we specialise in supporting schools in five main areas: strategy, marketing and research; equality, diversity and inclusion; operational improvement; leadership and governance and philanthropy. We enable schools worldwide to thrive, by finding and developing senior leaders, guiding decision makers, making connections and shaping debate. We are known for the calibre and spirit of our people. We exist entirely to serve schools because we believe that the world needs thriving schools.

Please visit <https://www.rsacademics.com/current-vacancies/director-development-esms/> for more information.



[www.esms.org.uk](http://www.esms.org.uk)