

# Candidate Pack For Commercial Director



**Anna Freud**  
building the mental  
wellbeing of the  
next generation

# Welcome

Thank you for your interest in the role of Commercial Director, at Anna Freud.

We are at an exciting point in our journey as a charity. Over the past decade, Anna Freud has grown significantly in scope, influence, and impact. From our origins as a pioneering centre for child psychotherapy, we are now a leading national mental health charity that aims to drive both innovation and impact. We are unique in the sector combining scientific research, clinical delivery, schools support, and a large programme of education and workforce development. Everything we do is underpinned by a commitment to evidence, collaboration, and lived experience.

We are proud of what we've achieved, but we also recognise that the scale of need among children, young people, and families continues to grow. With this comes increasing demand for practical, accessible, and effective support.

To meet this challenge, we are evolving once again. From 2026, we will launch a new long-term strategy focused on deepening our impact, scaling what works, and working with system partners to close the gaps that exist in science, services, and access to support. This will require us to think differently about how we generate income, build strategic partnerships, and strengthen our infrastructure to sustain and grow our work for the future.

We are now looking for our first Commercial Director to bring together business development, fundraising, brand and marketing and digital innovation into one strategic and values-led portfolio. We are seeking someone who combines strong commercial acumen with mission-driven leadership: a strategic thinker who can build and lead high-performing teams, collaborate across disciplines, and engage credibly with senior external stakeholders.

Working closely with myself and the other members of our Executive Leadership Team, you will play a key role in shaping our overall direction and building our future strategy. Whether your background is in the commercial or charitable sector we want you to bring a strategic, collaborative and growth mindset to help us improve the lives and life chances of even more children and young people.

I look forward to the possibility of welcoming you to our talented and committed team.



**Eamon McCrory**  
**Chief Executive Officer**

# About us

Anna Freud is a world-leading mental health charity for children, young people and their families. Our purpose is to take everything that we have learned over the last 70 years, and to transform the mental health of current and future generations of children and young people, to close the gap between mental illness and mental wellness – and to create a more compassionate society for everyone. We listen to and learn from their diverse voices and integrate this with learnings from our science and practice to develop and deliver mental health care.

Our work spans a broad spectrum of activities, all designed to close the gaps in knowledge, access, and service provision:

- **Clinical Services:** Our specialist teams provide multidisciplinary, evidence-based treatment and support tailored to children and young people's diverse needs. We focus on accessibility and quality, ensuring that help reaches those who need it most. Our clinical services are informed by the latest research and continuously refined through feedback from those we serve.
- **Schools and Workforce Development:** We empower educators, social care professionals, and health workers with the knowledge, tools, and confidence to support mental health in everyday settings. Our flagship programmes, including Schools in Mind and Early Years in Mind, equip thousands of professionals each year with practical skills to foster resilience, wellbeing, and positive mental health among children and young people.

- **Research and Innovation:** In partnership with leading academic institutions such as University College London and Yale University, we conduct pioneering research to deepen understanding of mental health challenges and develop innovative interventions. Our commitment to integrating science and practice ensures that new knowledge translates into meaningful improvements in mental health care and support.
- **Networks and Advocacy:** We coordinate national initiatives including the UK Trauma Council and the Child Outcomes Research Consortium, facilitating collaboration across sectors to influence policy and practice. By bringing together diverse stakeholders—from clinicians to policymakers—we amplify our impact and contribute to shaping a mental health system that is fair, effective, and inclusive.

Central to our approach is a steadfast commitment to listening to and learning from children, young people, and their families. Their lived experiences guide our work, helping us to create services and resources that are truly responsive, culturally sensitive, and equitable.

Anna Freud is proud of its heritage and the trust it has earned over seven decades, but we are equally focused on the future. We are committed to pushing the boundaries of knowledge and practice, embracing new technologies, and expanding our reach to meet emerging mental health needs.



We believe mental wellbeing is the foundation from which children and young people achieve their potential. By continually expanding our understanding and translating it into practice – grounded in science and guided by children and young people – we can ensure they get the right support at the right time.

To view our most recent annual reports, please click [here](#).

## Our Vision

Our vision is a world where all children and young people are able to achieve their full potential.

A world in which they and their families get support that is designed with their input, available at the right time, and meets their needs, so that they can develop their emotional and mental health.

## Our Mission

Our mission is to close the gap in wellbeing and mental health by advancing, translating, delivering and sharing the best science and practice with everyone who impacts the lives of children and families.

## Our Values

**Compassion.** We strive to empathise with the experiences and feelings of others, reflecting constantly and with humility to honour the trust we are given.

**Inclusivity.** Children, young people, and their families are at the heart of everything we do. We listen and learn from them, and from those who support them in education, social care and health, and across statutory, voluntary and community services.

**Collaboration.** We maximise our impact by working in partnership with others, learning from them and sharing our knowledge, expertise and experience.

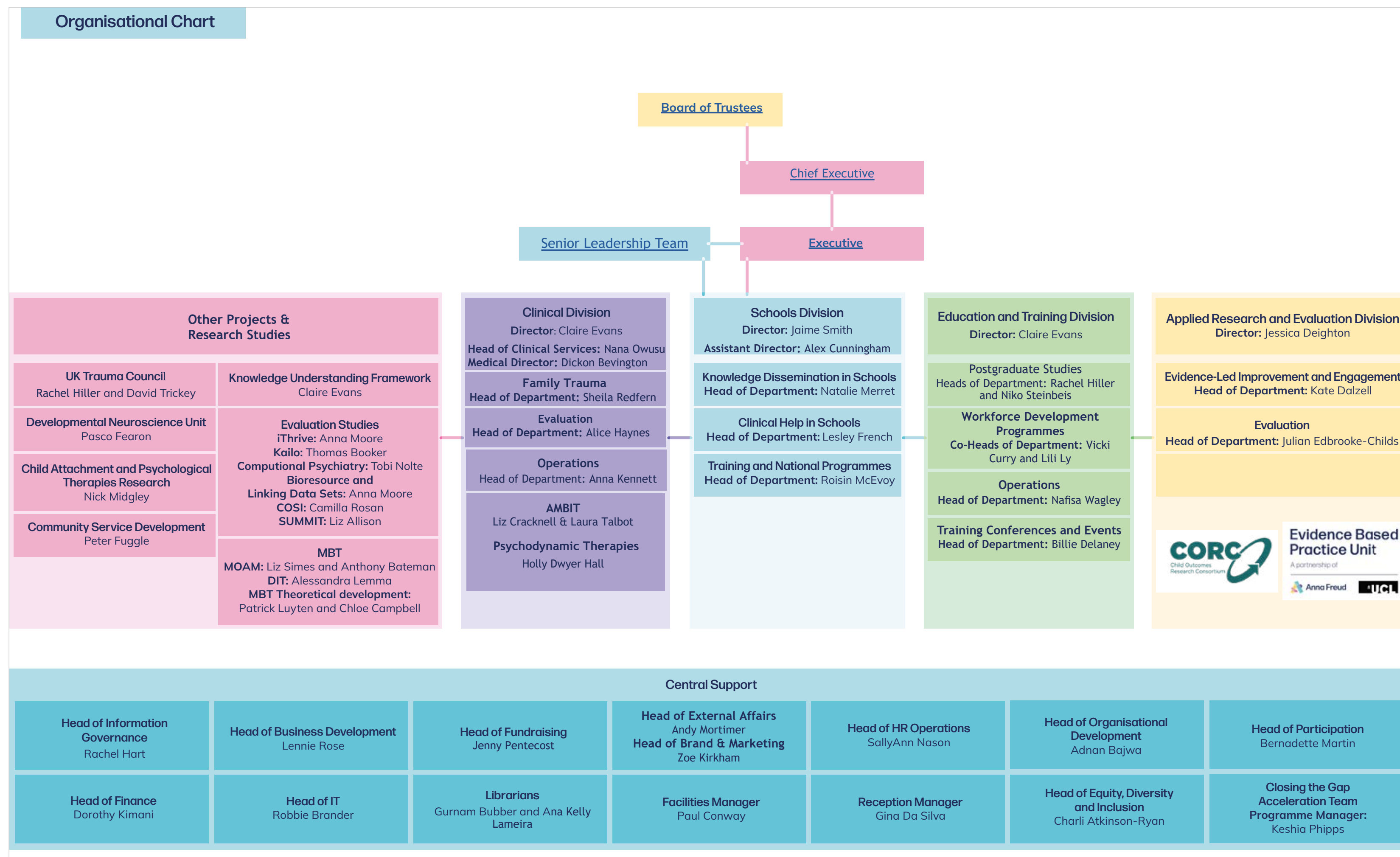
**Creativity.** We are imaginative in how we build new understanding, strengthen relationships and develop our skills as the foundation of excellent practice.

**Equity.** We strive for fairness and adjust our approach to help towards addressing the inequalities that exist in society today, recognising that not everyone starts in the same place.

**Courage.** We experiment and pioneer, accepting that we will sometimes get things wrong, and that is part of how we learn.

**Integrity.** We act with honesty and integrity, guided by evidence, while keeping in mind what science cannot tell us.







# Equity, Diversity and Inclusion

We are dedicated to building an inclusive culture where everyone feels valued.

Our diversity networks are central to this goal. Each network focuses on amplifying underrepresented voices and fostering supportive spaces where colleagues can share their experiences. These networks drive positive change, both within Anna Freud and beyond.

We have committed to several equity, diversity and inclusion initiatives, including The Halo Code and Hidden Disabilities Sunflower lanyards. We are committed to the living wage and are a member of the Business Disability Forum.

To learn more about our EDI strategy, please click [here](#).





# Job description

<b>Job title:</b>	Commercial Director
<b>Reports to:</b>	Chief Executive
<b>Direct reports:</b>	Head of Business Development; Head of Fundraising; Head of Brand & Marketing; Digital Innovation; Data & Dashboards Lead

## Role purpose

This newly created role will join Anna Freud's Executive Leadership Team and lead the development and delivery of a comprehensive income-generation strategy. With responsibility for driving revenue growth across commercial services, commissioned projects, fundraising and partnerships, you will help achieve ambitious income targets (£25m+ annually) and ensure the long-term sustainability of our clinical, research and training work. Combining commercial acumen with our mission and values, you will also play a key role in shaping our next 3–5 year organisational strategy from 2026.

## Main responsibilities

### Strategic Leadership & Planning

- Lead the development and delivery of an integrated income-generation strategy, aligned with Anna Freud's mission and forthcoming 2026 organisational plan.
- Shape long-term growth targets and financial plans using robust data and KPIs to inform decisions and report progress to the CEO and Board.
- Identify and pursue new income opportunities across commercial services, partnerships, and fundraising.
- Champion a values-driven, inclusive culture while leading and mentoring high-performing, cross-functional teams.
- Contribute to wider organisational strategy and innovation across income, brand, and external engagement.

### Team Leadership & Culture

- Manage and inspire a large cross-functional team covering Business Development, Fundraising, Brand & Marketing, Digital, and Data.
- Coach senior managers and build capacity in the team, promoting a collaborative, high-performance culture.
- Embed a "commercial mindset" across the organisation: encourage innovation, entrepreneurship and continuous improvement while upholding our values.



## Collaboration & Stakeholder Engagement

- Act as a strategic partner to colleagues across Anna Freud.
- Work closely with clinical, research, education and operations leads to ensure commercial plans support service delivery and quality.
- Coordinate with Finance and HR to align resources and reward structures.
- Represent Anna Freud externally at senior levels – with funders, commissioners, corporate partners and the media – to elevate our profile and pursue new opportunities.

## Financial Management & Performance

- Lead the financial performance and strategic growth of all income streams in collaboration with Divisional and Executive Directors.
- Develop and manage budgets, forecasts, and business cases for new initiatives.
- Set ambitious revenue targets and monitor return on investment.
- Oversee pricing strategies, revenue models, and profitability analysis across all income-generating areas.
- Work closely with Finance to integrate commercial forecasting, pricing, and financial controls.
- Review organisational structures for income generation with the CEO and Executive team.
- Allocate budgets to maximise return on income-generating and fundraising activities.
- Ensure alignment of commercial and fundraising objectives with overall financial and business goals through cross-functional collaboration.
- Monitor and report performance against KPIs.

## Business Development & Commercial Growth

- Working closely with the Head of Business Development to identify and pursue new commercial opportunities – for example expanding commissioned research, consultancy or training services.
- Lead proactive market analysis and bidding for new contracts or partnerships (government, NHS, corporate sector, etc.).
- Drive product and service innovation (in clinical services, digital tools or educational programmes), ensuring offerings meet market needs and generate sustainable income.
- Oversee pricing strategy and ensure a high-quality customer/service-user experience across our portfolio.
- Direct leading business development initiatives, seeking new partnerships, collaborations, and opportunities for growth.
- Ensure targets and KPIs are met.
- Develop strategies to expand customer acquisition and retention.
- Build and maintain key relationships with strategic partners and stakeholders.
- Oversee contract negotiations and deal structuring with Executive Director, Finance (the contracts manager is line-managed by the Executive Director, Finance)

## Fundraising & Partnerships

- Working closely with the Head of Fundraising, develop and implement a strategic fundraising plan to secure philanthropic, trust, corporate and grant income.
- Cultivate high-value donor and partner relationships, collaborating with senior fundraisers and the Board to secure major gifts and sponsorships.
- Ensure compelling cases for support, campaign plans and stewardship processes are in place.
- Leverage partnerships to create new income streams and amplify impact.
- Review and develop philanthropic fundraising (currently £4.1m income per annum).
- Ensure an effective FR strategy is developed to achieve FR targets and to consider new areas of Fundraising.
- Cultivate and maintain excellent relationships with Trusts and individual donors.

## Marketing, Brand & Communications

- Oversee Anna Freud's brand positioning and marketing strategy, ensuring alignment with our mission and visibility in a competitive landscape.
- Lead brand and marketing activity across all channels (digital, PR, events and content) to drive engagement, income and participation.
- Develop and deliver an integrated marketing and sales strategy informed by our organisational plan, coordinating closely with Executive and divisional leads.
- Review and refine internal marketing structures to ensure cohesion, collaboration and effective delivery across the organisation.
- Use market, audience and competitor insights to shape communications, pricing, and service development.

## Digital Innovation & Data

- Lead digital transformation initiatives to enhance user experience, drive efficiency, and unlock new revenue channels through platforms, tools and innovation
- Work with the Head of IT to identify and implement digital solutions—including automation, AI and CRM systems—to support sales, service delivery and growth.
- Oversee the development and optimisation of digital infrastructure, including our website, learning platforms and clinical product delivery.
- Champion data-led decision-making by developing dashboards and analytics that inform strategy, measure ROI and provide insight into customer behaviour.

## All employee responsibilities

- To maintain an awareness of and actively follow and promote Anna Freud's policies, including Equal Opportunities, Health and Safety, Safeguarding and Information Governance.
- To complete all Anna Freud mandatory training, including but not limited to Safeguarding, Health and Safety, Equality and Diversity and Information Governance, within the required timescales.
- The welfare of the children, young people and vulnerable adults who come into contact with our services either directly or indirectly is paramount and all staff have a responsibility to ensure that best practice is followed, including compliance with statutory requirements.
- To lead by example by demonstrating the values and behaviours in the Anna Freud behavioural framework, making sure both how we work and what we achieve are equally important.

To contribute to a values-led culture, recognising that the behavioural framework is shaped by staff across Anna Freud.



# Person specification

## Knowledge and experience

- Proven Leadership Experience: A track record of success in a senior commercial, business development or fundraising role (in the charity, social enterprise or private sector). You will have led multifunctional teams and delivered substantial income growth targets. Experience in an executive team setting is essential.
- Strategic and Commercial Acumen: Strong strategic planning skills and financial literacy (budgeting, forecasting, P&L oversight). You must be comfortable with complex data and adept at setting data-driven goals. Experience in pricing models and P&L management is highly desirable.
- Revenue Growth Expertise: Demonstrable experience in scaling revenue through diverse streams – for example, securing grant funding, building corporate partnerships, launching fee-based services or executing commercial campaigns. Track record of achieving ambitious targets.
- Marketing & Brand Expertise: Understanding of brand management and marketing communications, with the ability to oversee promotional campaigns and digital outreach. Experience in customer-centric service design or product development is a plus.

## Skills and abilities

- Collaborative Working: Excellent interpersonal skills and emotional intelligence – you will collaborate across all levels of the organisation (including Board and external stakeholders). Proven success in cross-functional collaboration and influencing in matrix environments.
- Digital & Analytical Mindset: Proficiency in leveraging digital tools and analytics to drive decision-making (marketing analytics, CRM systems, digital fundraising platforms, etc.). A willingness to champion innovative technologies for growth.

## Styles and behaviours

- Values-Driven: A strong commitment to the mission of improving children's mental health, able to balance income goals with Anna Freud's values. High ethical standards and a passion for social impact are essential.

## Other requirements

- Enhanced DBS with Child
- Willing and able to take annual leave outside of academic/school term-time.
- Flexible to meet study participants outside usual working hours when required.

# Terms of appointment

## Salary

The salary for this role is £110,000 per annum on a full-time permanent basis.

## Location

The role will be based at our London Office. The organisation follows a hybrid working schedule and it is expected that the postholder will work in the office two days a week and can work remotely the rest of the week. Internal meetings are intentionally scheduled to take place mid-week to support collaboration with the CEO, Board of Trustees and Executive Team.

## Pension

6% contributory pension scheme

## Annual leave

27 days plus Bank Holidays

## Additional benefits

**Working and wellbeing hours:** Our standard full-time hours are 09:00-17:00, Monday to Friday. You can take one Wednesday afternoon off each month for wellbeing activities and finish early on Fridays.

**Sick pay:** After you pass probation, you're eligible for enhanced sick pay of up to six months at full pay.

**Family leave:** We offer enhanced maternity, adoption and paternity leave, alongside paid leave for fertility treatment and pregnancy loss.

**Confidential support:** Access support whenever you need it, for whatever issues you're facing, through our employee assistance programme. Support is available online, over the phone and via counselling sessions.

**Perkbox:** You will have access to an employee recognition and benefits platform. Through Perkbox, you can use our wellbeing hub, recognise colleagues' work and claim discounts from major high street and online stores.

We also offer a cycle to work scheme, season ticket loans, eye test contributions, life assurance and development opportunities.



# How to apply

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact [chris.milo@starfishsearch.com](mailto:chris.milo@starfishsearch.com) and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/anna-freud-exe-dir-com/> and click on the apply now button, with the following prepared:

- Your CV (no more than three sides).
- A supporting statement (no more than two sides) that sets out why you think this role is the right move for you and how you meet the knowledge and experience criteria.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

**Closing date:** Friday 5th September 2025

**Preliminary interviews:** w/c 22nd September 2025

**First Stage Panel Interviews:** w/c 13th October 2025

**Final Panel interviews:** w/c 20th October 2025

