



Appointment of

Head of Business Development

Application Pack



CSPNETWORK, SPORTPARK, 3 OAKWOOD DRIVE, LOUGHBOROUGH, LEICESTERSHIRE, LE11 3QF

T: 01509 564 897 • E: INFO@CSPNETWORK.ORG • [@CSNetwork](https://twitter.com/CSNetwork)

WWW.CSPNETWORK.ORG

COMPANY NO. 7800542 REGISTERED IN ENGLAND AND WALES CHARITY REGISTRATION NO. 1144600

Section 1. Application Process

Thank you for your interest in CSP Network.

Please review the information contained within this information pack in particular the Role Description and Person Specification.

If you would like to discuss the role further, please contact Lee Mason on lmason@cspnetwork.org.

To apply, please forward your CV with covering letter by email to info@cspnetwork.org by 12 noon on Monday 5th November 2018.

The covering letter should highlight:

- Your interest in the role – why you are applying
- The kind of person you are – your motivations, core values and personal working style.
- Your suitability for the role, setting out your key qualifications, experience, skills and abilities against the requirements of the person specification and role description.
- Your availability
- Your salary expectations

Your CV should include 2 references one of which should be your present or most recent employer.

Following the closing date, shortlisted candidates will be invited for interview. If you do not hear from us you can assume you have not been successful. Those shortlisted for interview may be asked to complete a behavioural assessment to assess fit against the requirements of the role.

We look forward to receiving your application.

The CSP Network National Team

Section 2. About the CSP Network



The CSP Network is the charitable umbrella body for the 43 County Sports Partnerships (CSPs), which are independent charities and non-profit enterprises, locally led and embedded within their communities, and which collectively form a strong nationwide network across every part of England.

We are governed by a Board of Trustees including CSP Member representatives and independent members and have a small national team who are supported by colleagues from within the network and external agencies. Collectively CSPs employ 735 staff and have a turnover of over £60 million and together we provide unique national reach and deliver local impact.

The *core purpose* of our network is to create the conditions locally to transform lives through sport and physical activity and achieve our vision of a society where an active lifestyle is the social norm for everyone.

The *aims* of our network are to increase levels of engagement in sport and physical activity, address worrying levels of inactivity in our society, tackle the stubborn inequalities that still exist in sport, and maximise the social and economic impact of sport and physical activity within our communities.

We work closely with Sport England and other national and local partners to support the implementation of national strategy including *'Towards an Active Nation'* and *'Sporting Future'*.

Whilst the ultimate goal of the network is to get the whole nation more active, we focus our resources on where we can have the biggest impact and on those groups who have the most to gain from becoming more active and engaged in sport. All CSPs target children and young people, inactive groups and those from under-represented groups, and each CSP identifies local priority audiences and outcomes based on local need.

The network adopts a whole system approach where we seek to create the conditions for success locally by creating an in-depth understanding of the needs of their communities, along with the evidence of what works, to demonstrate the impact sport and physical activity can have on local priorities, seek to influence policy and secure investment into the sector, broker cross sector partnerships and impactful programmes.

To help achieve this, the County Sports Partnership Network acts as the improvement and innovation agency that leads, supports and represents the nationwide network of CSPs, learning what works locally and driving collaboration and impact across the network. The organisation undertakes the following key functions:

- Provide leadership and facilitate collaboration to stretch and inspire CSPs and create more than the sum of the parts
- Create improvement tools, training and guidance and provide targeted support to help create high performing CSPs
- Secure and develop partnerships, programmes & resources to enhance CSP added value and impact
- Promote the work of CSPs to increase understanding & support amongst key stakeholders

CSP Network is committed to equality in employment and everything we do, please see the attached policy statement for further details.

Office Base

Our registered office and base is at SportPark in Loughborough, but our current staff team are located at various locations across England and utilise a mix of home working and the local CSP offices. The office location of this role is therefore negotiable (including home working), however, regular attendance at the Loughborough, Aylesbury or London office is preferred.

County Sports Partnership Network

EQUALITY AND DIVERSITY POLICY

The County Sports Partnership Network (CSPN) is committed to eliminating discrimination and encouraging diversity and inclusion within our workforce, in the partnerships we support and in the delivery of sporting activities and programmes. We oppose all forms of unlawful and unfair discrimination including direct and indirect discrimination, harassment, bullying and victimisation. CSPN will abide by the requirements of the Equality Act 2010.

The purpose of this policy is to provide equality and fairness for those in our employment and all those we work with and ensure they are not unlawfully discriminated against because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief (including lack of belief), sex and sexual orientation (together the protected characteristics). Our aim is that our workforce will be truly representative of all sections of society and those we engage with and everyone feels respected and able to give their best.

All employees, whether part-time, full-time or temporary, will be treated fairly and with respect. Selection for employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the organisation.

Our commitment: is to:

- Create a working environment that promotes dignity and respect for all
- Ensure fair access to all to the opportunities we offer. CSPN recognises that it has a duty to make reasonable adjustments for disabled persons.
- To create an environment in which individual differences and the contributions of all our staff, sportsmen, sportswomen and volunteers are recognised and valued
- In the course of our work, eliminate discrimination and promote equality of opportunity between different groups in society
- Encourage Partner organisations, members and suppliers to demonstrate their commitment to the principles and practice of equality
- Develop programmes and action to help people realise their true potential by ensuring that training, development and progression opportunities are available to all
- Regularly review our all practices, policies and procedures to ensure fairness in our day to day work
- Help staff, those who participate in our programmes and volunteers to understand that breaches of our equality policy will be regarded as misconduct and could lead to disciplinary proceedings
 - Monitor this policy and review it every three years or when new legislation requires changes. Each time the policy is reviewed the Board will be consulted
 - To take all complaints seriously and if necessary take appropriate measures against any stakeholder who unlawfully discriminates against, harasses, bullies or victimises any other person

This policy is agreed and endorsed by the CSPN Board and is available on the CSPN web site. We recognise that equality in the workplace and our day to day practice is not only good management but makes sound business sense.

The Chief Executive has overall responsibility for the implementation of this equality policy with the Business Support Officer having the day to day responsibility for the implementation of the policy. Equality will be an agenda item at Board meetings at appropriate times.

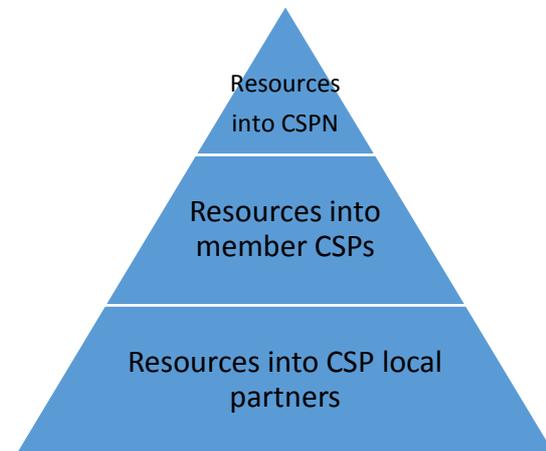
Section 3. About the Role: Head of Business Development

This is a newly created role to lead the Business Development activity for the CSP Network, both the charitable umbrella body and across the wider network of County Sports Partnerships. Specifically, the role provides a fantastic opportunity lead the creation of a sustainable business development service for CSPs.

Our network of CSPs wish to secure additional and more diverse inward investment into their organisations and areas to enhance their impact, added value and sustainability.

There are 3 levels of income generation that are of importance to us:

- *There is a need for CSPN to increase its income to enhance its service to members and become a stronger and more financially sustainable 'centre' for the network.*
- *There is a strong appetite and need within CSPs to grow income to contribute to our collective mission.*
- *We will also prioritise helping get funding into the sector to help make the sector more productive and sustainable.*



There are a range of types of funding opportunity for a network such as ours. Whilst we will look to maximise the potential of all of these over time, as each of these require different strategies and capabilities, we will focus on those with most potential namely:

- Government / national funders / programmes – ensuring CSPs continue to be the network of choice for local delivery of relevant national programmes
- National/local Mission related grant opportunities for individual / clusters of CSPs / whole network.
- Locally commissioned activity from non-sport funders.
- Business support services to partner organisations (eg needs analysis, strategy writing etc)
- Corporate partnerships for the national team / individual CSPs and preferred supplier/partnering opportunities
- National Development agencies for improvement support resources for the network.

We also wish to explore new funding models such as social investment and crowdfunding.

We anticipate the service will include:

- A tailored grant / tender monitoring service – various databases/monitoring services exist but often CSPs do not have capacity to sift through the numerous opportunities, identify which might be appropriate and to pursue these opportunities. Using our knowledge of CSPs and their individual local priorities, we will proactively identify funding opportunities for individual or groups of CSPs, or the network as a whole. We will also identify successes in one CSP and help other CSPs realise similar opportunities.
- Bid writing – again filling gaps in local capacity and utilising our in-depth knowledge of CSPs, we will provide bid writing services for grants and contract commissions and support with pitches where necessary.
- Product/service development & Business Planning – helping CSPs identify needs and opportunities, and develop products and services to meet those needs.
- Corporate partnerships – securing corporate partners in sponsorship, CSR or other business partnerships, both for the national team, the whole network or individual/groups of CSPs.
- Advocacy & influencing of policy makers nationally and regionally to promote CSPs and unlock potential funding streams.

It is anticipated that some CSPs will need more support than others based on a mix of their own capacity and variation in appetite and opportunity.

In addition, the service will help identify sources of funding to enhance our 'Raising the Bar' improvement activity with CSPs, and support the development of CSPN services such as our Workplace physical activity programmes.

We are seeking an experienced professional with a strong track record of successful income generation across one or more business development disciplines with the ability to lead, support, influence and inspire the wider network. The successful applicant will need to be able to bring commercial acumen and an enterprise approach, along with the ability to integrate within a collaborative, non-profit and socially driven culture.

CSP Network is investing in creating this role for the first two years. If successful, we anticipate this function will grow further during the period and be sustainable for the future.

We recognise that this is a challenging project and brief for the Business development lead, and so to give you the best chance of success and speed up development, we intend to secure agency support to help us build this service and work with the lead officer to build their capacity, and that of the wider team.

The new business development lead and supporting agency will be expected to refine this plan.

Head of Business Development

Job Description

Job Title	Head of Business Development
Salary / Fee:	Competitive
Term:	Permanent Role subject to funding & satisfactory progress against targets.
Hours:	Negotiable – minimum 3 days per week.
Location	Office location negotiable but regular attendance at Loughborough, Aylesbury or London required.
Responsible for:	CSP staff, contractors, contracts, partnerships and resources related to Business Development.
Responsible to:	Chief Executive

A *Job Purpose*

1. To lead the creation of a sustainable business development service for CSPs, to drive appropriate revenue generation to grow the impact and sustainability of the network.
2. To lead the ongoing refinement and implementation of the CSP Network Business Development Plan
3. To provide leadership and support to CSPs to drive an enterprise culture, improved skills and an effective network-wide approach.

B *Main Duties & Responsibilities*

1. To lead the ongoing planning and development of the proposed CSP Network Business Development Service for CSPs, and refinement of the business model.
2. To manage and coordinate the implementation of the business development service including directing and supporting the work of other colleagues and associates eg bid writers.
3. Securing, interpreting and sharing market intelligence on funding opportunities, combined with an understanding of CSP priorities to enable sharing this in a targeted way with appropriate CSPs.
4. Driving bidding and fundraising activity.
5. Establishing and maintaining positive corporate partnerships.
6. To support the development, replication and scaling up of new services across the network.
7. Investigate and provide support and advice on new and different funding models such as social investment and crowd funding.
8. To work with the CSPN Business development support agency, to secure knowledge, skills, learning and contacts, and undertake training and development as required to do the tasks above to a high standard.

9. The provision of appropriate training and networking to support a collaborative approach to business development activity across the network.
10. Create a monitoring and evaluation framework and appropriate targets to enable the CSP Network Board to monitor performance.

Other responsibilities;

11. To manage resources (financial, physical and human) as assigned.
12. To ensure that activities and procedures are undertaken in an inclusive and equitable manner that follow best practice and comply with all relevant policies of the organisation.
13. Keep up to date with new legislation, policy developments and other relevant information to enable the post holder to deliver an effective service and maintain a good knowledge of the sector.
14. Undertake performance appraisal in line with the organisations procedure.
15. To adopt a collaborative, enterprising and high performance culture.
16. Undertake such other duties, of a similar level and responsibility, as may be required.

C: Person Specification

Qualification & Training	Essential / Desirable	How measured
<ul style="list-style-type: none"> • A degree (or equivalent qualification) in a related field. • Evidence of on-going professional development. 	D	A
	E	A / I
Experience & Knowledge <ul style="list-style-type: none"> • Strong track record and experience in one or more of the areas below, ideally in a relevant sector <ul style="list-style-type: none"> ○ corporate partnerships and commercial rights ○ bidding for significant contracts and grants ○ service development, trading and sales ○ charitable fundraising • Experience of developing income generation strategies • Supporting teams and organisations to increase their enterprise culture and skills 	E	A / I
	D	A / I
	D	A / I
Skills & Abilities <ul style="list-style-type: none"> • Significant leadership and interpersonal skills and credibility with the ability to gain the trust and confidence of others internally and externally and at all levels. • The ability to apply commercial and enterprise skills in a non profit, social context • Excellent personal organisation skills, a hands on approach and high productivity, including the ability to balance competing priorities and manage a varied workload within deadlines. 	E	I
	E	I
	E	I

<ul style="list-style-type: none"> • Able to work without close supervision and use own initiative after direction from manager. 	E	I
<ul style="list-style-type: none"> • Ability to work as part of a team and to make an effective contribution. 	E	I
<ul style="list-style-type: none"> • Ability to enthuse and motivate colleagues and stakeholders. 	E	I
<ul style="list-style-type: none"> • Strategic management skills – the ability to develop and evolve new services; undertake a strategic analysis of the future operating environment including use of insight; determine business critical priorities and how best to achieve them; 	E	I / A
<ul style="list-style-type: none"> • Excellent stakeholder management skills – coaching, Influencing, negotiation and advocacy 	E	I / A
<ul style="list-style-type: none"> • Good planning, project management, monitoring and reporting skills 	E	I / A
<ul style="list-style-type: none"> • Good IT skills 	E	I / A
<p>Disposition</p> <ul style="list-style-type: none"> • Commitment to the objectives and values of the organisation and a belief and enthusiasm for the value of sport and physical activity in positively changing lives. 	E	I
<ul style="list-style-type: none"> • Committed to continuous self-development and improvement. 	E	A / I
<ul style="list-style-type: none"> • Willingness to work extra hours when required. 	E	I
<ul style="list-style-type: none"> • Willingness to travel as required to fulfil the obligations of the job. 	E	I
<ul style="list-style-type: none"> • Respect for others and to work within the equality guidelines. 	E	I

I = Interview; A = Application Form