



## **County Durham Sport (CDS) Board Working Group: Business Development**

### Terms of Reference

#### Background

As part of an approach to both maximise time and opportunity for discussion of strategic issues at the CDS Board and to positively utilise the expertise of Board Members to provide greater support for the organisation moving forwards, the Board has established four working groups to address:

- Governance
- Business Development
- HR
- Finance

#### Business Development Working Group - Background

In contextual terms, County Durham Sport faces a combination of challenges and opportunities.

Firstly it is required by Sport England to diversify its income, to be less dependent on public funds moving forward. Albeit that no firm target has been set/requested – SE are looking to reach a figure across the whole network, where Sport England funding accounts for 50% of CSP network income. At the end 15/16 Sport England funding accounted for 69% of CDS income, albeit that we were projecting that this would increase in 2016/17, due to the end of funding from DCC Public Health.

In terms of opportunities, as a newly formed company limited by guarantee with charitable status, CDS is now able to generate funding in a number of ways – whether by bidding for funds; securing contracts or “trading”, the organisation is in a potentially stronger position to sustain itself, in the future.

What do we mean by the term, business development?

Whilst there will be many and varied definitions, from a CDS perspective the term has initially been used to reflect:

- The opportunity and need to generate income, as a means of supporting and sustaining the organisation, into the future. This could be by developing and monetising new or existing products and programmes or by bidding for funds and commissions
- The principle that CDS may/will need to change its “business model” moving forward.

Perhaps the clearest definition is that Business development is “...*the creation of long-term value and growth opportunities for an organisation from customers, markets, and relationships*”

The purpose of the working group, working alongside the Executive Manager is:

- To understand, develop and shape “the business” of CDS
- Provide expert advice, support and knowledge to the Board and Executive team with regard to business development approaches/principles/processes?
- To check and challenge approaches, processes and principles regarding the development of the business and or specific opportunities
- Etc?

#### Membership

- Two nominated / volunteer Board members, as agreed by the Board
- Executive Manager of County Durham Sport and /or a nominated representative

#### Meeting frequency and Sub-group Lifespan

- Quarterly (in advance of the full Board). Additional meetings may be added in response to need
- The sub-group is seen initially as an ongoing working group, rather than a “task-finish” group

#### Reporting to

County Durham Sport Board

#### Chairperson

To be confirmed by the membership of the Group, if required.

#### Secretariat

County Durham Sport executive team

#### Access to Information

- Minutes/actions circulated to:
  - o Meeting Attendees
  - o Chair of the Board
  - o Sport England (Regional Strategic Lead and/or CSP national Team, if required)