



Role Profile
Head of New Business
Second Step

9 Brunswick Square

Bristol BS2 8PE

November 2023

1. Job description

The job description does not describe a comprehensive list of duties, rather a broader range of accountabilities and performance indicators. The role profile is subject to review and change.

1.1 Job purpose

The Head of New Business will provide senior leadership of Second Step's new business development strategy and will lead the management of business growth in line with the strategic aims, values and goals of the organisation. The role holder will work closely with the Chief Executive and our Senior Leadership Team to build sustainable business growth over the next 3-5 year period and will provide expert advice and support to the Board and Business Development Committee in the strategic business development of the organisation.

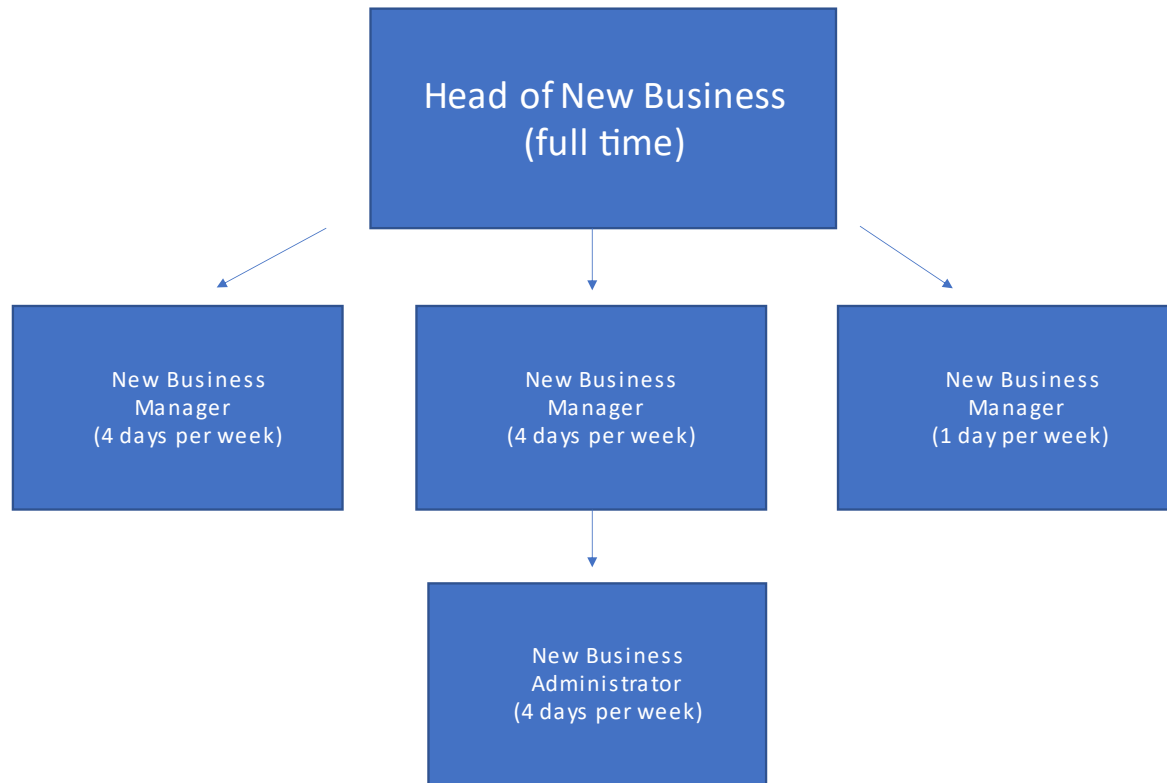
Job Context

Second Step is a leading mental health charity in the South West offering housing, support and hope to thousands of people with mental health and other problems. Our goal is to inspire hope and deliver change for everybody and every community we work with.

1.2 Organisation

Immediate Supervisor:	Chief Executive
Colleagues/Peers:	Senior Leadership Team, Service Business Teams, Business Development Team, Finance and Audit Committee, The Board, external partners
Reports to:	Chief Executive
Line Management:	New Business Managers / Officers, consultants

Team Structure



1.3 Job accountabilities

Market intelligence

- Map any significant external environment changes (such as health and care re-organisation), to enable Second Step to keep abreast of change and position itself accordingly to meet any changes.
- Identify opportunities and keep up to date on market developments, trends and other external factors that may impact on Second Step's current contracts and future growth and development. Identify any key insights (nationally/locally) regarding change in people's needs, including equalities perspectives, to inform service development/ new service opportunities.
- Analyse and manage new business opportunities to include informing decision-making on viability with SLT and at Board level through appropriate channels.
- In conjunction with CEO and colleagues, manage stakeholder relations by building and sustaining positive relationships with key strategic and influential people and organisations including statutory commissioning bodies, Local Authorities, Public Health, VCSE organisations, fundraising bodies and potential business partners. Support the development of local mental health alliances.

Bid management and Service Development

- Proactively seek, create, direct and develop new income generation opportunities across commissioned services, contract tender and extension, and all funding opportunities
- Lead the effective management of bids including; timely response to opportunities, service modelling, ensuring bid sign-off processes are followed, budget development and managing team members' inputs (operations, HR, finance) and all aspects of the development of bid submissions. Ensure good co-production with our clients in this process.
- Through our Service Business Team meetings and other methods, work closely with operational colleagues, including the Quality Team, to support the continued development of existing services in line with best practice and innovation.

Other

- Work together with the CEO and the SLT to develop and keep updated Second Step's 3-year Strategic Plan. 1.4 JOB ACCOUNTABILITIES Page 4 of 17
- Lead the development and implementation of an effective New Business Strategy with Chief Executive and Senior Leadership Team (SLT) in line with Second Step's Strategic Plan. Ensure each operational area has an annual up to date portfolio plan.
- Produce and implement the Second Step fundraising strategy. Line manage other members of staff within the business development team and ensure that they develop and maintain a high level of specialist knowledge and skills, are well informed, networked and equipped to meet their objectives.
- Link with the PR and Communications Manager and team to ensure communications and new business work together where appropriate.
- Present business development training and mentoring to other staff including Second Step board, identifying potential areas for new learning and building knowledge and expertise in others.
- Direct and develop in conjunction with the Chief Executive Office the development of new policy and the review and update of existing policies that support the development of the organisation.

1.4 Performance measures and critical success factors

- Develop and manage Second Step's annual New Business Development Strategy in line with the Strategic Plan
- Secure income against annual forecast and planned growth
- Effective reporting to SLT, the Board and Business Development, Finance and Audit Committee, providing analysis and research to inform decision-making processes.
- Delivery of bid submissions to time, budget, standard and target
- Actively working with colleagues including the Service Business Teams to respond to new business / business development opportunities through all stages from assessment to implementation.

- Full implementation of policies and procedures.
- Collaboration and contribution to the effectiveness of the team, strong working relationships and engagement with external partners

2. People profile

2.1 Person specification

	Essential	Desirable
Skills	<ul style="list-style-type: none"> • Degree or equivalent • Strong project management skills • Ability to research complex information, critically evaluate, and draw out trends • Excellent critical, analytical and strategic skills • Excellent interpersonal, communication and relationship management skills • Excellent presentation skills • Excellent skills in all Microsoft applications (at minimum Word, PowerPoint, Excel, Outlook. Skills in leading a team • Excellent writing skills (particularly in relation to the production of tenders) • Highly motivated and resourceful • Skilled in managing competing priorities and changing gear in response to opportunities 	<ul style="list-style-type: none"> • Degree and /or Postgraduate qualification in business-related field • Prince 2 and/or MSP accredited
Knowledge	<ul style="list-style-type: none"> • A proven knowledge of 3rd sector funding and the external landscape • A proven knowledge and understanding of the care and support requirements of people with mental health needs from diverse backgrounds • A proven knowledge of quality frameworks 	<ul style="list-style-type: none"> • A proven knowledge and understanding of the care and support requirements of other client groups including homelessness and complex needs

<p>Experience</p>	<ul style="list-style-type: none"> • Proven experience in a lead business development role of leading successful tenders and funding applications • Proven knowledge of best practice in the field • Proven experience of creating and developing strategic business plans • Proven experience of developing business networks, partnership working, stakeholder and relationship management • Proven experience of setting up new partnerships 	<ul style="list-style-type: none"> • Proven experience of finance management
<p>Values</p>	<ul style="list-style-type: none"> • Commitment to equality and diversity issues at work • An enthusiastic “ can do” approach • High level of personal responsibility and professionalism Commitment to the principles of recovery • Commitment to the principles of co-production 	
<p>Other</p>	<ul style="list-style-type: none"> • Car driver with access to transport • The role may require travel to other sites and organisation 	

3. Competencies

Competency	Entry Level 4	Desired Level 5	Exceptional Level 6
<p>Achieving Results</p> <p>Relevance to Recovery: Services reduce barriers, support service users to find their own solutions and to achieve positive outcomes.</p>	<p>Adjusts own work priorities to take other’s priorities into account, and involves other people to achieve goals Carries out complex analysis of problems, develops innovative approaches to problems and takes calculated risks Sets appropriate long-term objectives that improve the service and the performance of the organisation</p>	<p>Skilled in leading organisation wide project teams that deliver key objectives within time and resources Anticipates issues and looks beyond problems to the strategic causes. Ensures problems are managed at the right level and involves colleagues and partners appropriately in joint problem solving Works effectively and efficiently in an environment of uncertainty, complexity and risk</p>	<p>Leads on development, change and growth ensuring future opportunities whilst also maintaining and building a stable and sustainable organisation Through the thorough analysis of results and performance data identifies solutions and decision that may include streamlining or focusing services to ensure a robust performing organisation Reacts appropriately to the challenges of the current environment to build and sustain Second Step using a wide range of performance management tools</p>
Competency	Entry Level 2	Desired Level 3	Exceptional Level 4
<p>Customer Care</p> <p>Relevance to Recovery: Everything we do and how we do it carries the message that recovery is possible for everyone using our services.</p>	<p>Understands explicit service user needs, including cultural needs and supports service users to develop skills to meet their needs Ensures that their service/team does not discriminate against people on</p>	<p>Understands explicit service user experiences and needs and identifies ways in which the service can respond effectively Understands and identifies discrimination and social exclusion and acts to</p>	<p>Understands both explicit and implicit service user needs and identifies ways in which service/organisation can respond effectively Develops strategies for involving service users in measuring the</p>

<p>Customers include: Service users Carers Members of the public External agencies Funders Any other interested parties</p>	<p>the grounds of age, gender, race, ethnicity, faith, sexual orientation or ability Works hard and invests time getting to know and developing good working relationships with service users and other customers Knows who their key customers are and is able to change own style to suit different customer's needs</p>	<p>reduce it in service delivery Develops feedback and evaluation systems that improve services Contributes to a culture which is customer focussed and where the customer comes first, including responding to both internal and external customers</p>	<p>performance of services. Promotes awareness of the impact of stigma and discrimination and acts to reduce it, both within the organisation and with external agencies Identifies and nurtures customer contacts that have a positive impact on work and/or Second Step</p>
<p>Competency</p>	<p>Entry Level 3</p>	<p>Desired Level</p>	<p>Exceptional Level</p>
<p>Effective Communication Relevance to Recovery: How we talk to people, our non verbal communication, how we record our work, all give a positive message of hope and recovery.</p>	<p>Plans and manages all communications and ensures they are clear, effective and have maximum impact Is a sensitive communicator, able to diffuse difficult situations by careful handling of communications Designs and creates effective presentations and reports and is skilled and confident in presenting to audiences</p>	<p>Has highly developed presentation abilities and is effective at promoting the key messages and objectives of organisation Plans communication around the needs/objectives of the audience Distils key messages or key conclusions from complex situations</p>	<p>Through effective and appropriate communication and impact, influences and persuades staff, service users, partners and Board members Publishes and disseminates research and practice of work in relevant publications to highlight knowledge and expertise in area Demonstrates, validates and promotes Second Step through the successful implementation of proactive and broad communication strategy</p>

Competency	Entry Level 3	Desired Level 4	Exceptional Level 5
<p>Partnership and Teamwork</p> <p>Relevance to Recovery: All team work and partnerships should centre on the support requested by an individual and work collaboratively to achieve this. Every service user should have full knowledge of who is involved in their support.</p>	<p>Always tries to understand the needs and priorities of colleagues and reports, builds relationships based on co-operation, respect and trust Facilitates in their team a culture of openness, co-operation, trust and responsibility Shares power within the organisation and across networks and develops constructive relationships with SMT and other stakeholders, to enable their true involvement in decision making</p>	<p>Able to work effectively in different cultural situations and with different groups Able to identify and understand 'politics' and negative behaviour in others and work through and resolve these positively and tactfully Is seen as a role model for partnership and teamwork Respected and trusted by everyone they work with</p>	<p>Able to identify and understand 'politics' and negative behaviour and lead initiatives to resolve these positively and tactfully Able to resolve disputes and negotiate solutions in complex and uncertain situation</p>
Competency	Entry Level 2	Desired Level 3	Exceptional Level 4
<p>Personal and Professional Development</p> <p>Relevance to Recovery: Being open to learning about ourselves and from others, being committed to continual learning and development, assists us to support individuals in their recovery.</p>	<p>Understands the nature and causes of their emotional reactions to particular situations and actively manages own emotions and reactions when necessary Is sensitive to the needs of others in difficult or pressured situations Actively participates in supervision, reflects on supervisor's feedback and applies this learning to future work</p>	<p>Knows their strengths, and limitations, and understands how they impact on others in a range of situations, including when providing leadership that makes a difference to their team Recognises others' anxieties and problems, and facilitates them to find ways of dealing constructively with these Uses reflection on their work in supervision to maintain and improve their</p>	<p>Is open and realistic about their own competencies and shares this selfappraisal with their supervisor. Uses feedback from their supervisor to improve their self-appraisal skills Actively shares their own learning with people they supervise Is able to reflect on the quality of supervision given and received and seeks to address any concerns appropriately Is a self-directed</p>

		work Maintains their own personal and professional development by using both formal and informal learning opportunities, independent of/in addition to, their supervisor's suggestions	learner, able to accurately assess own development needs and consistently seeks to acquire new skills, knowledge and learning opportunities
Competency	Entry Level 4	Desired Level 5	Exceptional Level 6
Recovery Orientated Practice	Is able to apply recovery principles and values in all aspects of work, with groups and individuals throughout the organisation Integrates recovery principles and values into all aspects of organisation and service development	Maintains up to date comprehensive knowledge of user-led initiatives and applies this to all aspects of organisation and service development	Harnesses knowledge of Recovery, personalisation to steer the organisation to the 'cutting edge' of good practice Ensures Second Step has a reputation for Recovery practice within industry Ensures organisation has systems in place to promote Recovery and also capture outcomes
Competency	Entry Level 3	Desired Level 4	Exceptional Level 5
Strategic Thinking and Analytical Reasoning	Consistently takes a wide, long-term view of challenges, risks and opportunities and develops key strategies to respond to them Develops and maintains a vision for the department to provide direction for services and teams, and contributes to a shared vision for the	Carries out complex analysis of diverse information and uses the intelligence of others to identify options. Able to identify the many issues involved Creates and introduces completely new approaches/solutions to improve future department and organisation performance	Takes a strategic view of whole organisation within industry Evaluates performance of organisation reviewing goals and interests of stakeholders, analysing political, economic, social, technological and legal environment, identifying opportunities and threats

	organisation Understands, clarifies and makes appropriate use of diverse information Crystallises the key ideas, issues or observations from complex data		Insightful, innovative and creative thinker, breaking new ground outside the limits of the experience of his/her field
Competency	Entry Level 3	Desired Level 4	Exceptional Level 5
Working with Change Relevance to Recovery: Staff and systems are flexible and respond to customer's changing needs	Understands the nature of change and its impact on individuals; continually develops both general and specific plans for the proactive management of people through change At a departmental level evaluates and challenges current ways of doing things, developing new services/processes taking proper account of costs, benefits, buy-in and impact Able to manage change projects through development and implementation to evaluation and feedback Plans own and report projects and tasks, establishing clear long-term priorities to ensure that department and organisation objectives are met, and regularly reviews	Able to envision the changes required to achieve a given result and to develop approaches to implement them Is a change leader who inspires others to share a vision of the future with real commitment to it On an organisational level evaluates and challenges current ways of doing things, developing new services/processes taking proper account of costs, benefits, buy-in and impact Establishes clear long-term plans for self and others Anticipates change and plans and organises resources effectively to deliver key objectives Identifies major risks to plans and has carefully thought through contingency plans in place	Assesses the real need for major change, creates and evaluates the right options and change strategies Effectively initiates and sponsors effective major change Implements new ideas into innovative and robust new services which develop diversity and sustainability Demonstrates a deep understanding of the drivers of change and incorporate these into plans

	progress against targets. Brings in project work on time and budget		
Competency	Entry Level 3	Desired Level 4	Exceptional Level 5
Finance and Business Awareness	Applies the results of financial analysis (e.g. benchmarking) to develop own activities and areas of responsibility Knows where department's strengths and opportunities lie and seeks to exploit them Effectively manages own budget, monitoring and controlling the use of resources	Applies the results of financial analysis creatively to focus activities of self and others to drive out organisational improvements Identifies key opportunities in the context in which organisation operates and envisions solutions Structures team efforts to exploit opportunities Creates budgets, plans, negotiating and obtaining funds, monitoring and controlling the use of resources in plan with budgets	Respected commentator on future developments in organisation sector. Creates business approaches which provide fresh insight into organisational opportunities Uses knowledge of finance and funding streams to maximise opportunities available to the organisation in meeting its strategic aims Condenses and distils wide and complex future financial and business information into real and viable opportunities Embeds business planning knowledge and practice into identifying whether new ideas are worth pursuing and will meet organisational aims Ensures effective risk management is carried out at all times