



# Joining CAG Consultants

APPLICATION PACK FOR PROSPECTIVE NEW PARTNERS

INFORMING POSITIVE CHANGE

## Application pack for prospective new partners

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TO CONTACT CAG CONSULTANTS:

CAG CONSULTANTS

150 Minorities

London EC3N 1LS

Tel: 020 8555 6126

Fax: 020 7900 1868

[hq@cagconsult.co.uk](mailto:hq@cagconsult.co.uk)

[www.cagconsultants.co.uk](http://www.cagconsultants.co.uk)

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# 1 Introduction

Thank you for your interest in becoming a partner of CAG Consultants. Within this application pack you will find:

- a brief description of the benefits of being a partner of CAG and a description of the partnership;
- application instructions; and
- a job description and person specification.

Please send completed applications by email to [hq@cagconsult.co.uk](mailto:hq@cagconsult.co.uk). **The closing date is Monday 11<sup>th</sup> June (by the end of the day).**

For your information, if you are invited to interview, there is a two-step process. The first will be held on **Wednesday 27<sup>th</sup> June** in London. The second interview will be on either **July 16<sup>th</sup> or 17<sup>th</sup>**, near Birmingham.

We look forward to receiving your application. Thanks again for your interest.

## 2 Working for CAG Consultants

### About us

CAG Consultants Limited was founded in 1983 and has a proud and distinguished track record of delivery for a very wide range of clients across the public, private and third sectors. In April 2012, the company changed its structure to become a Limited Liability Partnership (LLP). This has given us greater flexibility to adapt to changing market conditions and provide a wider range of services to clients.

We currently work in the fields of sustainable development, climate change, energy, flood risk management and community/stakeholder involvement. For further details see our website – [www.cagconsultants.co.uk](http://www.cagconsultants.co.uk).

We are now seeking additional partners to join our nine existing partners.

### The benefits

The benefits include:

- The freedom and flexibility of self-employment, coupled with the benefits of being part of a supportive team.
- CAG Consultants is a registered co-operative with a flat structure – everyone is involved in and responsible for management and decision-making in the partnership.
- CAG was founded in 1983, providing an opportunity to be part of a partnership with a respected and well-established track record. Some of our current and recent clients include Natural England, Transport for London, the Greater London Authority, the States of Jersey, the Department for Business, Energy and Industrial Strategy (BEIS), the Department for Environment, Food & Rural Affairs (Defra), the Environment Agency, the Scottish Government, UK Power Networks, South East Water, Cornwall Council, Plymouth City Council, North Hertfordshire District Council, London Boroughs of Waltham Forest and Barking & Dagenham, Cambridgeshire County Council, Zero Waste Scotland and WWF.
- CAG is an ethical company – giving an opportunity to work for a partnership which puts sustainability and equality of opportunity at the core of its work.
- CAG works in the areas of sustainable development, climate change, energy, community/stakeholder involvement and related sectors – giving many opportunities to cross-fertilise and learn about and develop new areas of work.
- CAG is always seeking new market areas – partners are actively encouraged to develop new market areas around their own interests or specialisms.
- CAG gives people freedom over working hours – allowing work to be structured around other commitments. We also employ an administrator which reduces the administrative burden on each consultant.

- CAG partners are home-based – no need to move house and no more stressful commuter journeys (though much of our work is desk-based, we still of course need to travel to visit clients and to meet quarterly as a team).
- CAG has a UK-wide presence – our partners are based in Scotland, Wales and England (from the North to the South West) and has delivered work for clients in Northern Ireland.
- CAG provides the opportunity to generate a substantial income – we aim to share opportunities for chargeable work equitably across the partnership, and a maximum of 12.5% of partner earnings are retained to cover core costs.
- CAG provides the services and procedures necessary to allow access to work on large contracts, including: tender tracking services; insurance; corporate policies, procedures and accreditations; access to a pool of trusted partner organisations and associates; and a corporate financial management function.

## The challenges

Some of the challenges are:

- No salary is paid. Partners are paid for the chargeable work they deliver. Unless you have financial reserves, you are therefore likely to need to be able to generate chargeable work in the short term. Although we do our best to support new members to develop work and to allocate them work on existing projects, there is no guarantee that suitable existing work exists.
- Consultancy income is insecure, and partners are only paid in full for chargeable work once the client pays CAG. To address the cash flow issue, we have recently put in place a system of a minimum monthly drawings payment of £1000 to each partner, which is then deducted from their draw-downs for chargeable work.
- Working on your own can be challenging. While CAG partners usually work jointly on projects, and link with each other on a regular basis, you will need to be comfortable with working at home alone for significant periods of time. Some partners rent office or desk space at their own expense to help address this challenge.

## What we require from partners

Through leading or contributing to tender responses and marketing activity, partners are expected to generate chargeable work for CAG.

Most projects are delivered in conjunction with other members of the CAG team, meaning that partners will often be working on a number of projects at any one time.

No earnings targets are set. However, all partners are required to make a contribution to core costs from a percentage (currently a maximum of 12.5%) of their earnings from chargeable work. In 2018-19, the minimum contribution to the core over the course of the year has been set at £3,183. We recommend that partners plan to earn at least £30,000

over the course of a year in order to cover their contribution although a number of partners have been generating earnings of significantly more than £50,000 per year over the past few years. Contributions to core costs are capped at a maximum level, currently set at £7,957 per year.

All work contracts will be held with the partnership, with partners invoicing the partnership for their element of the completed work once the client has paid CAG.

Partners are expected to channel all their work opportunities through the partnership unless they have clear agreement to undertake specific projects or types of project outside the partnership.

Partners are also expected to devote some of their time towards corporate management tasks, e.g. website, marketing, finance etc. We aim to share these tasks equitably across the partnership.

Further details are set out in the job description below.

## Who we are, what we do, and why we do it

### Our values and principles

Through rigorous research, constructive policy advice and expert facilitation, we seek to make the world a better place.

We are committed to the following values:

**Independence.** We are proud of our heritage, and the unique structure of our business, which allows us to maintain an ethical and apolitical stance.

**Integrity.** We are inclusive and transparent, and partner with organisations who share our beliefs and values.

**Collaborative.** We understand and meet our clients' needs, taking a collaborative and iterative approach to project development.

**Progressive.** We have a genuine desire to effect change, a commitment to real improvement via evidence based research and thought leadership.

The following principles inform the work that we do:

- **Promoting human rights and social justice.**
- **Promoting economic and social development.**
- **Protecting the environment.**
- **Protecting animal welfare.**

## Our practice

Co-operative principles are part of our DNA, and our name. We were founded in 1983 as the Co-operatives Advisory Group, although we have long since stopped providing advice to other co-ops.

We want to be a responsible business that meets the highest standards of ethics and professionalism. In all our operational activities:

- CAG partners will favour the option which has the lowest cost to the natural environment, has the highest ethical credentials, and supports the local economy and community.
- Wherever possible we will assess the wider impacts on the natural and human environment of our activities, materials, energy consumption, transport requirements and use of external services.

## Our consultancy work

As a consultancy we apply our ethical policy within the briefs that we respond to. This is always done in line with professional guidelines relevant to that work and in the context of being guided by evidence.

### 3 Application instructions

To ensure that your application can be entered into the shortlisting process, please follow the instructions outlined below.

All applicants must complete all four sections described below. **Applications which are incomplete or do not follow the instructions will not be considered.**

Other information sent beyond the four requirements will not be considered.

Please do not include your name, address or date of birth anywhere except on the cover sheet described below. Just put your initials on the top right-hand corner of each page of the application. This is to ensure that we give fair consideration to each application.

Please provide the following:

- A. A cover sheet with your name, address, date of birth and contact details (postal address, email address and telephone number). This will not be part of the information considered when your application goes through the shortlisting process.
- B. A short CV which is no longer than four sides of A4 and in no less than 10-point Arial or equivalent text and lists the following:
  - a) Educational History, with establishments, dates and qualifications gained
  - b) Employment History, with name and address of employer, dates, reason for leaving, job title and brief description of duties
  - c) A list of relevant reports, papers, articles, and other published material
  - d) Period of notice required with current employer
  - e) The names, phone numbers, email addresses and postal addresses of two referees. One must be your current employer, or, if self-employed, a recent client.
- C. Person Specification Statement. Please outline the core work areas in which you propose to deliver work for CAG and demonstrate how you meet the requirements of the person specification. Please use relevant examples from your own practice to illustrate your experience, skills and knowledge. Please organise the information using the criteria set out in the person specification. This part of the document must be no longer than six sides of A4 and in no less than 10-point Arial or equivalent text.
- D. Links to examples of written work which you have lead-authored or sole-authored and which are relevant to your core work areas.
- E. Please ensure your application is in a format which can be opened by Microsoft Word or Adobe Acrobat Reader and that the two main parts of the application (CV

and person specification statement) are in one document, with the cover sheet sent as a separate attachment to the same email.

## **Returning the application**

Please email your application to [hq@cagconsult.co.uk](mailto:hq@cagconsult.co.uk).

## 4 Job description

### Purpose

It is the purpose of a partner to generate chargeable work in order to sustain the partnership, while furthering CAG's ethical values. Partners are also expected to contribute to the management of the partnership.

### Functions

1. To generate chargeable work by contributing to the marketing of CAG Consultants LLP by, among other things:
  - a. identifying and contacting potential clients
  - b. developing and implementing marketing strategies
  - c. preparing written marketing materials and mailings
  - d. speaking at conferences and seminars
  - e. preparing articles for publication
  - f. developing approaches or products for potential markets
2. Develop new paid consultancy project proposals by:
  - a. discussing and drafting project designs with clients
  - b. designing and writing project proposals for competitive tender
  - c. presenting proposals to clients as part of a competitive tender
3. Undertake paid consultancy projects, which will include:
  - a. meeting with and holding discussions with clients and other people involved in a project
  - b. carrying out research and analysing findings
  - c. running seminars and training courses
  - d. working: individually; as part of a project team; as manager of a team of consultants and associates
  - e. developing creative and innovative ideas
  - f. making policy recommendations
  - g. preparing project reports

- h. preparing other outputs as agreed with clients
4. Partners will be expected to:
- a. Work co-operatively with other partners in project development, delivery and CAG administration
  - b. make a specified minimum contribution to the core costs of the partnership from their income
  - c. work on several projects at one time
  - d. work to deadlines
  - e. meet CAG Consultants' quality requirements
  - f. manage time effectively and work within budgets

### **CAG Consultants' Social Values**

1. Promote CAG's ethical and social values in all aspects of work.

### **CAG Consultants' Management and Administration**

1. Contribute to the management of CAG by participating in the weekly catch-up calls, monthly telephone management meetings, quarterly face to face meetings, and an annual residential awayday, and taking on other management functions as agreed.
2. Follow CAG Consultants' administrative procedures.

## 5 Person specification

### *Skills and personal qualities*

Essential	Desirable
<b>A proven ability to generate chargeable work.</b>	A creative and innovative approach to projects, and the capacity to develop new ideas and policy in their market area.
<b>An entrepreneurial and highly motivated self-starter, who can develop and manage their own portfolio of work and work without supervision</b>	An ability to select and analyse relevant information on complex topics and respond to unfamiliar subjects.
<b>Good project management and planning skills, including the ability to lead large projects, manage others, work to deadlines and budgets and to work on several projects at once.</b>	An ability to write clearly and logically for a wide range of audiences, and present complex ideas.
<b>Good interpersonal skills and ability to relate to a wide range of people - community representatives, elected members, officers, other consultants, administrative staff, etc.</b>	Excellent presentation and facilitation skills, including to senior-level audiences
<b>Ability to work co-operatively with other members of CAG as part of a 'remote' team.</b>	
<b>Willingness and commitment to apply CAG's administrative systems and procedures and to contribute to CAG as a business.</b>	
<b>Capacity and discipline to work from home.</b>	

### *Values*

- Interest in and commitment to CAG's objectives and ethos and an understanding of how these apply to CAG's consultancy work and its internal management.
- Commitment to equal opportunities.
- An approach to work which values the right of communities and other stakeholders to take part in decisions which affect all aspects of their lives

### *Practical*

- Able to provide adequate room and conditions for a home-based office and up-to-date IT hardware and software capable of meeting CAG's data protection and data security policy and procedures.
- Willingness to travel extensively, predominantly by train, throughout the UK

- Flexibility over working patterns and hours including attending evening and weekend meetings as demanded by particular projects.

### ***Experience***

- We are seeking partners who are senior professionals with experience of winning consultancy work and who are comfortable developing and managing a portfolio of work within the partnership.
- We are open-minded about the types of skills and experience that new partners will bring. Primarily we are looking for complementary skills and experience. We list below some examples of skills/experience, which would complement the skills of existing partners. However, this is for guidance only and applicants with other experience which they feel complements the current work of CAG, and in which there are significant opportunities, are encouraged to apply. CAG's current work and information about the skills and experience of existing partners is outlined on our website: [www.cagconsultants.co.uk](http://www.cagconsultants.co.uk)
  - research expertise in relation to social issues such as health, poverty, vulnerability and cohesion;
  - evaluation in non-energy related fields; and
  - track record of delivering research in Scotland in fields in which CAG has a presence such as energy, fuel poverty, climate change, sustainability, flood risk management.