CAG CONSULTANTS

Joining CAG Consultants

APPLICATION PACK FOR PROSPECTIVE NEW PARTNERS AND ASSOCIATES

INFORMING POSITIVE CHANGE

Application pack for prospective new partners and associates

VERSION	DATE	VERSION SUMMARY	APPROVALS
RO	4/5/20	Spring 2020 update	Principal authors: Anna Bullen, Mary Anderson
			Approved by: Gerard Couper

TO CONTACT CAG CONSULTANTS:
CAG CONSULTANTS
150 Minories
London EC3N 1LS

Tel: 07735 562833

hq@cagconsult.co.uk
www.cagconsultants.co.uk

CONTENTS

1 Introduction 1

To apply to become a CAG partner 1

To apply to become a CAG associate 1

Data protection 2

2 Working as a partner of CAG Consultants 3

About us 3

The benefits 3

The challenges 4

What we require from partners 5

Who we are, what we do, and why we do it 5

Our values and principles 5

Our practice 6

Our consultancy work 6

3 Application instructions for potential partners 7

Returning the application 8

4 Job description for CAG partners 9

Purpose 9

Functions 9

CAG Consultants' Social Values 10

CAG Consultants' Management and Administration 10

5 Person specification for CAG partners 11

1 Introduction

Thank you for your interest in becoming a partner or associate of CAG Consultants:

- **As a CAG partner,** you will become a core member of our organisation, working on a full or part-time basis and enjoying equal access to work opportunities with other partners.

- **As a CAG associate,** you will enjoy a looser relationship with CAG Consultants. You may bring work opportunities to us – or we may bring you into work opportunities – on a project by project basis, where there is potential for mutual benefit.

To apply to become a CAG partner

Please follow the instructions within this pack. 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 partner applications by email to hq@cagconsult.co.uk. **The closing date is Monday 22nd June (by the end of the day).** We look forward to receiving your application.

For your information, if you are invited to interview, there is a staged process. Given the uncertainties of Covid 19, we will be undertaking initial interviews online, and then moving to a final face to face interview when this is possible. The proposed dates for these are:

- W/c 29th June – first online interviews by two partners
- W/c 20th July – second online interview with two other partners
- Final confirmatory face to face meeting with all partners, hopefully 15th September in London

To apply to become a CAG associate

To apply to join our pool of trusted CAG associates, please send a CV (maximum 4 pages) setting out relevant experience and giving an indication of your day rate by email to hq@cagconsult.co.uk by Monday 22nd June. We will only consider associates that have at least 5 years' senior-level consultancy experience in a relevant field. We may offer you an online interview if you have not previously worked with CAG and we think that there is realistic potential for us to work with you in the near future. If accepted, we will add you to our pool of CAG associates, in case suitable work opportunities arise.

Data protection

All applications and CVs will be kept on file for 1 year for the purpose of monitoring our recruitment processes. They will be used solely to determine the suitability of candidates to work with or for CAG Consultants. If you would like us to delete your CV or application from our records, please email hq@cagconsult.co.uk.

2 Working as a partner of CAG Consultants

About us

CAG Consultants Limited was founded in 1983 and has a proud and distinguished track record of delivery for a 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.

CAG Consultants are a leading UK provider of evidence-based research, advice and engagement for environmental, economic and social sustainability. We currently work in the fields of sustainable development, climate change, energy, innovation, flood risk management, economic development, evaluation and community/stakeholder involvement. For further details see our website – www.cagconsultants.co.uk.

We are now seeking additional partners and/or associates to join our nine existing partners, working from home across the UK.

The benefits

The benefits include:

- The opportunity to work on projects ranging from national policy to local community issues.
- 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.
- 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 different sectors as described above – 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 employ an administrator (funded through shared core cost contributions) 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 and we deliver work from Cornwall to the Scottish Islands, as well as Wales and Northern Island. Our partners' locations range from the North to the South West of England and we are very keen to find partners based in Scotland and Wales.

- CAG provides the opportunity to generate a substantial income – we aim to share opportunities for chargeable work equitably across the partnership, and between 10 and 12.5% of partner earnings are retained to cover core costs.

- CAG provides the services and procedures necessary to allow Partners and Associates to access 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 put in place a system of a minimum monthly drawings payment of £1000 to each partner, which is then deducted from their drawdowns 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 between 10% and 12.5%) of their earnings from chargeable work. In 2020-21, the minimum contribution to the core over the course of the year has been set at £3,244. 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 in excess of £60,000 per year over the past few years. Contributions to core costs are capped at a maximum level, currently set at £8,110 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 for potential partners

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 and links to written work sent as separate attachments to the same email.

Returning the application

Please email your application to hq@cagconsult.co.uk by the end of the day on Monday June 22nd 2020.

4 Job description for CAG partners

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 may include:
    a. meeting with and holding discussions with clients and other people involved in a project
    b. carrying out research and analysing findings
    c. designing and delivering a range of stakeholder engagement activities, including interviews, focus groups and workshops
    d. running seminars and training courses
    e. working individually or as part of a project team or as the manager of a team of consultants and associates

f. developing creative and innovative ideas

g. making policy recommendations

h. preparing project reports

i. 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. adhere to CAG corporate policies (available on request)

g. 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 for CAG partners

Skills and personal qualities

Essential
1. A proven ability to generate chargeable work.
2. An entrepreneurial and highly motivated self-starter, who can develop and manage their own portfolio of work and work without supervision
3. At least 5 years senior-level consultancy experience in a relevant field
4. For those applying in the field of stakeholder and community engagement, excellent facilitation skills and a demonstrated ability to facilitate processes of a contentious or sensitive nature.
5. 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.
6. Good interpersonal skills and ability to relate to a wide range of people - community representatives, elected members, officers, other consultants, administrative staff, etc.
7. Ability to work co-operatively with other members of CAG as part of a `remote' team.
8. Willingness and commitment to apply CAG's administrative systems and procedures and to contribute to CAG as a business.
9. Capacity and discipline to work from home.
10. Willingness to travel throughout the UK and occasionally overseas, in a way that is in keeping with our travel policy.[1]
11. An ability to write clearly and logically for a wide range of audiences, and present complex ideas.
12. Excellent presentation and facilitation skills, including to senior-level audiences
13. A creative and innovative approach to projects, and the capacity to develop new ideas and policy in their market area.
14. An ability to select and analyse relevant information on complex topics and respond to unfamiliar subjects.
Desirable
15. A recognised qualification in facilitation (for engagement specialists).

[1] Partners and employees are encouraged to minimise car use and air travel, and use public transport when undertaking CAG journeys. Policy available upon request.

Values

1. 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.

2. Commitment to equal opportunities.

3. 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

1. 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.

2. Willingness to travel extensively, predominantly by train, throughout the UK

3. 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, but currently are particularly interested in someone with community and stakeholder engagement expertise. CAG's current work and information about the skills and experience of existing partners is outlined on our website: www.cagconsultants.co.uk

CAG CONSULTANTS

Founded in 1983, CAG Consultants is an independent, employee-owned co-operative. We provide support, research and analysis, policy advice and training in a wide range of fields relating to sustainable development and climate change. We have practitioners in stakeholder & community involvement, regeneration, evaluation, economics and regulatory affairs. We deliver high quality, innovative and thoughtful work for our clients, who include government departments, local authorities, public agencies, the NHS and regeneration and community planning partnerships across the UK. We pride ourselves on our strong ethical approach and our commitment to social justice and improving and protecting the environment.

CAG Consultants' Quality Management System is approved to the Quality Guild standard.

For more information, see **www.cagconsultants.co.uk**