



Joining CAG Consultants

APPLICATION PACK FOR PROSPECTIVE NEW PARTNERS

INFORMING POSITIVE CHANGE

Application pack for prospective new partners

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1 Introduction

Thank you for your interest in becoming a partner 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.

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 5.00pm on Monday 13th June 2022.** We look forward to receiving your application.

For your information, if you are invited to interview, there is a staged process. Final interviews will be held in London, unless otherwise agreed.

The proposed dates for these are:

- Online first interview: between 22 June – 1 July inclusive
- Online second interview: between 4 July – 13 July inclusive
- Final face-to-face interview with all CAG partner: 18 July

Please advise if you cannot make any of these dates. These interview arrangements may change in order to comply with coronavirus requirements.

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 is 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 to join our current seven 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 are wide-ranging within the UK 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. Typical earnings for a full-time partner are £50-70k pa.
- We provide initial earnings support for new joiners if needed, to help consultants receive gross income of at least £40k fte in their first year. Further details of these arrangements are available on request.
- 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:

- Beyond the initial earnings support, earnings are not guaranteed. Partners are paid for the chargeable work they deliver.
- Consultancy income is insecure, and partners are generally only paid in full for chargeable work once the client pays CAG. To address the cash flow issue, we offer a system of a minimum monthly drawings payment of £1,000 to each partner, which is deducted from their drawdowns for chargeable work. Partners can also request early payment of their time inputs against an invoice that has already been issued to a client.

- 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 2021-22, the minimum contribution to the core over the course of the year has been set at £3,293. 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 £8,232 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.

New joiners are treated as full partners for decision-making purposes. After an introductory period of one year, subject to a satisfactory performance review, they are invited to become a full member of the LLP.

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. (References will not be sought unless a conditional offer is made.)
- 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 .

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 required 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 undertake good quality work relevant to CAG's offer to its clients
2. An entrepreneurial and highly self-motivated individual, who can demonstrate the ability to develop and manage their own portfolio of work and work without supervision
3. A successful track record of working at a senior level in a field relevant to CAG's work.
4. For stakeholder and community engagement specialists: 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. Good team working skills, including willingness to follow participatory/co-operative approaches to decision making and skills in working 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. An ability to write clearly and logically for a wide range of audiences, and present complex ideas.
11. Excellent presentation and facilitation skills, including to senior-level audiences
12. A creative and innovative approach to projects, and the capacity to develop new ideas and policy in their market area.
13. An ability to select and analyse relevant information on complex topics and respond to unfamiliar subjects.
Desirable
14. A proven ability to generate chargeable work, through previous senior-level consultancy experience.
15. For stakeholder and community engagement specialists; a recognised qualification in facilitation

Approach

1. Interest in and commitment to CAG's objectives, values 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.¹
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 the potential to win consultancy work and who are comfortable developing and managing a portfolio of work within the partnership.

We are looking for applicants with expertise and experience of:

- stakeholder and community engagement and/or
- social research, analysis, policy and evaluation in the fields of energy, carbon, climate change or economic development.

CAG's current work and information about the skills and experience of existing partners is outlined on our website: www.cagconsultants.co.uk

Candidates are encouraged to speak to a CAG partner to find out more about how we work, prior to applying. For enquiries please contact:

Denny Gray 07949 294680 dg@caconsult.co.uk, or

Dave Lawrence 07971 684378 dl@cagconsult.co.uk

¹ Partners and employees are encouraged to minimise car use and air travel, and use public transport when undertaking CAG journeys. Our transport policy is available on request.



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