



Business Strategy Development: Consultancy opportunity

The Coalition of Care and Support Providers in Scotland (CCPS) is a charitable representative membership organisation for not-for-profit providers of social care and support. We are facing a period of immense change and wish to appoint an individual or team to work with us to review our current operation and develop a new business plan to ensure we can remain a strong, effective and vibrant organisation for many years to come.

The situation

CCPS has built gradually over more than 25 years to represent the interests of, now, around 90 major not-for-profit providers of social care and support services in Scotland, with an annual income of around £1m.

In May 2024 we produced a new set of [operational priorities and values](#), which were developed collaboratively with members, staff and stakeholders over 12 months. This was a deliberately short-term approach. Our sector is changing at pace: the 2024 UK and 2026 Scottish elections introduce significant political instability and we recognise that we need to create a new business strategy to develop a more stable and independent platform from which to continue to grow our impact.

Currently around 70% of CCPS income is secured through Scottish Government grants and – although we have excellent relationships with our funders – we are acutely aware of both the increasing pressure on public funds which put these at risk and the impact of this balance of funding underpinning our organisation, when our role is to speak on behalf of members.

Government grants are usually negotiated annually, with frequent late notice of award placing significant instability within our system. In 2024-25 we have seen a drop in government investment, and we do not expect this situation to improve for some time given the state of public finances and the historic lack of funding growth in social care.

Sustainability of providers within our membership, who are also mostly funded from the public purse, also sets an ongoing risk for the income, and strength, of our collective voice and membership body.

In light of all of the above, the CCPS Board has agreed to a recommendation from the CEO to develop a new business plan for the organisation.

Our structure

CCPS is a registered charity and a company limited by guarantee. It is governed by a Board of elected members.

We host two units alongside our core CCPS work: the Housing Support Enabling Unit and the Criminal Justice Voluntary Sector Forum. Neither are incorporated bodies and CCPS is accountable for their finances, staff and overall governance, with both units' Executive Committees operating as sub-committees of the CCPS Board.

The current CEO has been in post for two years and is supported by a team of 13 staff. CCPS also regularly recruits consultants to support project work and is looking to build new secondment opportunities for staff from within CCPS member organisations.

What are we looking for?

We are looking for an individual or team with the skills and experience to support us to develop and support implementation of a 5-10 year business strategy for our organisation which ultimately:

- Creates a more stable funding base for our organisation which matches income directly to organisational priorities and allows us to thrive in the right ways.
- Ensures our sources of income support as much independence of voice and flexibility in prioritised member issues as possible.
- Clarifies member offer, and our marketing, and ensures we have good sector penetration – whilst assessing the risks and benefits of any potential expansion.
- Ensures our systems and processes to source, negotiate, manage and report on income and the impact of our spending are robust and transparent – both now and to deliver a new business strategy.
- Ensures we have capacity and capability to develop our potential as a financially sustainable organisation which delivers effectively for our members.
- Supports development of our strategic and operational approach to business risks management and mitigation.
- Embeds our organisational values into development and delivery of our business strategy.

Working directly with the CEO, we will also expect the successful appointee(s) to work collaboratively and openly with members and staff to develop a recommended way forward for CCPS Board approval – and then to support the first steps of any transition required.

We know we have work to do and are seeking creative experts to help. So, we have not set out a full specification for this work but, instead, would like to work with a preferred candidate(s) to develop this collaboratively.

Who are we looking for?

We are looking for an individual or team who can clearly demonstrate significant experience in:

- Supporting not-for-profit / charitable organisations to develop and deliver creative and impactful business plans
- Working in or with the Scottish funding landscape (statutory and non-statutory)
- Working with different not-for-profit / non-profit-distributing models of business

- Assessing capacity and capability of both processes and structures to deliver a thriving business
- Designing and supporting change in business operating models
- Engaging collaboratively with a wide range of stakeholders

We also expect the successful candidate to [share our values](#) in all of their work with us.

Timescales

We expect to appoint a preferred candidate at the start of November and complete the collaborative work on final specification by the end of the month.

We would anticipate around a 6-month programme of work to assess, engage on and develop a recommended plan for CCPS Board approval in May/June 2025. We would then anticipate 3-6 months of support to implement the foundations of the plan so that we can be in full delivery mode as we implement our refreshed priorities from September 2025 and seek new funding for April 2026.

Whilst these timescales may be shortened if the successful candidate has capacity, we are clear that this process requires extensive engagement and support; as such we want the work to have the time to evolve.

Funds

The Board will make available a designated fund, over two financial years, to deliver this brief. We want to secure the right person, or people, to work with us. We are keen to hear from interested parties what investment they would expect this work to require – noting the size of our organisation.

Application process

We are setting out a three-stage application process for this important investment in work for CCPS and its members.

Selection will be made by the CCPS CEO, Head of Communications and Engagement and two members of the CCPS Board.

Stage 1: Expressions of interest

We are inviting initial expressions of interest from interested parties that set out:

1. An introduction to the people who would work with us (please note we will only shortlist organisations who can confirm the actual personnel who would undertake the work).
2. A short outline response to what we are looking for including a summary of the approach(es) you would be keen to explore with us (1000 words max).
3. An estimate of anticipated investment required. A range would be acceptable at this stage. Please note that we do not expect you to set a full budget in your expression of interest.
4. Confirmation that you can deliver within the timescales.
5. A short summary of at least two pieces of similar work (anonymised if necessary), including any assessment of impact.

Please submit initial expressions of interest by **5pm on 19th September 2024** to Rachel.Cackett@ccpscotland.org

Stage 2: Shortlist

The selection panel will shortlist a small number of organisations and will invite these to an individual conversation with the CEO and to then submit a more detailed proposal, including outline timescales, costings and references, by **9am on Monday 28th October 2024**.

Stage 3: Co-development of final specification

The final shortlisted candidate will then be invited to work with us to co-develop the final specification and budget for the work, based on your outline proposal, during **November**. Some additional funding will be set aside to support this development work before a final contract is agreed. We would expect work to begin immediately after the contract is signed.

August 2024