THE FUNDABLE CARE GROUP

THE DEFINITIVE PLAYBOOK
FOR GROWTH, GRANTS,
INNOVATION AND GLOBAL IMPACT

STRATEGY. FUNDING. IMPACT. LEGACY.

THE FUNDABLE CARE GROUP

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A Growth Manager's Blueprint for Turning Complex Care, Specialist Property, SEND, Innovation and Global Impact into Contracts, Grants and Investable Growth

ACHMED ESSER

2026 EDITION

7	8	75	16
CAPITAL TYPES	FUNDABLE STEPS	ROUTES AND SIGNALS	FIELD TOOLS
one coherent portfolio	from fit to expansion	dated opportunity atlas	ready for working sessions

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Anonymisation: the underlying multi-service growth brief has been generalised. No prospect, group, company or executive is identified in the manuscript.

Professional disclaimer: this book provides strategic research and management tools. It is not legal, tax, clinical, safeguarding, investment, property, research-ethics or procurement advice.

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The commercial thesis

Most care groups do not have a shortage of opportunity. They have a shortage of architecture. Grants are pursued separately from commissioned services, property from care, innovation from operations and charitable ambition from governance. The result is a busy pipeline with little conversion, weak reuse and avoidable risk.

This book builds the opposite: one growth-management system that distinguishes every source of capital, uses the right legal recipient, begins with need, controls evidence and partners, and treats award as the start of accountability rather than the end of a bid.

> “*Organisations do not become fundable by collecting more grant links. They become fundable by matching each project to the correct entity, payer, evidence standard and route to award.*
>
> GROWTH PRINCIPLE

The five decisions hidden inside the brief

THE BOARD MANDATE

- Which ambitions are commissioned services, statutory entitlements, capital projects, R&D, charitable activity or investment?
- Which legal entity may receive, contract, own, borrow and deliver without creating conflict or private benefit?
- Which projects solve a validated commissioner, community or international problem and can be measured?
- Which opportunities are genuinely addressable given geography, registration, evidence, partners, mobilisation and cash?
- Who will run the portfolio every week and protect the board from attractive but unexecutable growth?

Contents

How to read this book

Parts I and II establish the commercial logic and the FUNDABLE operating sequence. Part III applies the sequence to complex care, property, adaptations, clinical and transport services, SEND, staffing, innovation, community work and international development. Part IV turns the thinking into a management cadence. Parts V and VI are designed to be used: a dated opportunity atlas and a print fieldbook.

A chief executive can read the opening, the capital stack, Chapters 21-26 and the priority pages of the atlas. A finance lead should focus on entity fit, business case, pipeline economics and property. Delivery leads should challenge every project charter and mobilisation assumption. A foundation board should read the community, foundation and international chapters before fundraising.

READER ROUTE

- Read once for the system; use the fieldbook repeatedly for decisions.
- Do not start with the largest value in the atlas; start with addressable fit and execution.
- Update live opportunity data, but preserve the entity, evidence and governance disciplines.
- Treat this as a growth operating manual rather than a grant directory.

PART I

THE REAL MANDATE

Why a request for grants is actually a request for group-wide commercial architecture.

1 REFRAME THE REQUEST

1. The brief that is really an enterprise growth system

A chief operating officer asks for help with grants. The organisation delivers complex and high-acuity care, supported living, community services, specialist staffing, secure transport, children's services, clinical work and SEND education; it also controls specialist property and wants an international foundation. Read literally, this is a long list of funding topics. Read commercially, it is a request for a growth architecture.

The hidden brief

The stated work - identify opportunities, build a pipeline, make projects ready and lead applications - sits upstream of writing. It requires decisions about markets, legal recipients, property, evidence, partnerships, investment, regulation, commissioning and delivery capacity. A person who merely searches databases will create noise. A person who merely writes forms will create submissions. The growth manager must create a system that converts real needs into executable, fundable projects.

The distinction matters because the same capability can appear in several markets. A secure transport team may be a subcontractor on a hospital-discharge contract, a direct bidder for patient transport, an implementation partner in an accessibility trial or a delivery resource in a humanitarian programme. Each route has a different buyer, legal basis, evidence burden, price logic and risk. Treating them as one 'funding opportunity' destroys clarity.

What the growth manager owns

The role owns portfolio design. It maintains the opportunity radar, qualifies routes, convenes finance and delivery, creates project charters, secures partners, builds the evidence room, controls bid/no-bid decisions and keeps the board honest about capacity. It also stops attractive but unfundable ideas before they consume weeks of executive time.

The role does not own every technical answer. Occupational therapists specify adaptation need; clinicians govern clinical claims; registered managers own regulated delivery; finance validates cost and cash; property specialists test title, planning and capital works; safeguarding leaders control risk. The growth manager's craft is orchestration: ensuring that these answers become one coherent investment or procurement case.

The commercial promise

A well-designed system changes the conversation with leadership. Instead of reporting that 180 grants were found, the growth manager can say that twelve qualified projects exist, five are grant-ready, three have live routes, two require authority partners, one should be financed rather than granted, and four have been stopped because the entity, evidence or delivery model is wrong. That is decision-grade intelligence.

Success is not the number of applications submitted. It is the value and quality of awards, contracts and investable projects won; the speed at which evidence can be reused; the reduction in avoidable bid cost; the balance of revenue sources; and the organisation's ability to deliver without harming people or its reputation.

> *"A funding request becomes commercially valuable only when it is translated into an architecture of payers, entities, evidence and delivery.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

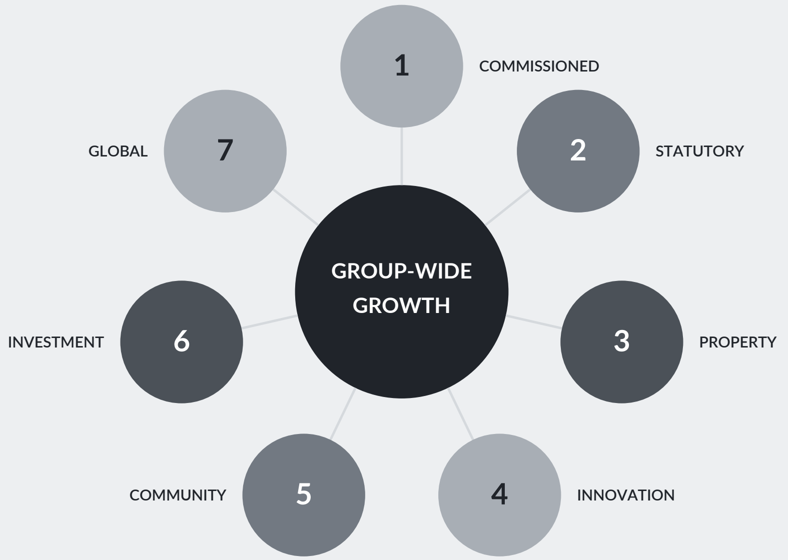
- Appoint one accountable growth manager with authority to convene operations, finance, property, clinical governance and legal advisers.
- Define success as funded and delivered outcomes, not applications submitted or opportunities found.
- Create separate pipelines for contracts, statutory routes, capital, R&D, community funding, investment and international work.
- Record a written no-bid reason whenever an attractive opportunity is declined.

Research note. Evidence base: current UK grant and procurement portals, public regulatory guidance and live opportunity data checked 2 September 2026.

2 STOP CALLING EVERYTHING A GRANT

2. The Seven-Capital Stack

The word funding is dangerously imprecise. It can mean an individual entitlement, payment for a commissioned service, a capital contribution, a restricted charity grant, a research award, a loan or an equity investment. Each behaves differently. The Seven-Capital Stack keeps the whole field visible without mixing incompatible routes.



Each source pays for a different asset, risk, uncertainty or outcome.

One mission, seven economic engines

Commissioned revenue pays for defined services or outcomes under contract. It includes placements, frameworks, spot purchasing, block contracts and call-offs. It is normally the core engine for care, transport, SEND and staffing because commissioners are buying delivery, not subsidising an organisation.

Statutory and individual funding follows a legal assessment or eligible person. Disabled Facilities Grants, NHS Continuing Healthcare, personal health budgets, direct payments and education plans differ in law and administration, but they share one discipline: the organisation must not treat the public entitlement as discretionary corporate capital.

Property capital changes or creates an asset. It may arrive through a housing partner, authority programme, Homes England route, building-safety scheme, energy programme, loan or developer arrangement. The property case must work in its own right, including title, planning, demand, rent, maintenance, exit and the separation of housing from care.

Innovation and R&D capital pays for uncertainty, learning and development. The funder expects a novel question, structured work packages, technical or service risk, evidence generation and a route to adoption. Routine expansion with an app attached is not innovation.

Community and charitable funding pays for public benefit that the market or state does not fully purchase. It can support participation, peer work, early intervention, education, community development, pilots and organisational capacity. It requires independent governance and clear additionality, especially where related trading companies may benefit.

Social and blended investment is repayable or expects a return. It can accelerate property, technology or proven service growth when cash flows support repayment. Impact does not remove the need for downside analysis, security, covenants and competent governance.

International funding includes grants, procurement, consortium awards, philanthropy and development finance. It magnifies every governance challenge: safeguarding, anti-bribery, sanctions, currency, local ownership, data, political risk and the ethics of entering a community with an externally designed solution.

Why stacking works

A single project can use more than one layer, but each source must pay for a different thing. A specialist-housing scheme might combine investment for acquisition, a housing partner's capital for development, DFG-funded adaptations for eligible residents, commissioned care revenue and a small charitable grant for community participation. The stack is strong because it allocates risk and cost honestly.

Stacking fails when the same cost is charged twice, restricted money cross-subsidises commercial delivery, an entity lacks eligibility, or a project depends on an uncertain future award to remain solvent. The growth manager therefore maintains a sources-and-uses schedule showing every pound, its restriction, timing, match requirement and repayment status.

Portfolio balance

An organisation funded by one commissioner is fragile. One dependent on short charity grants is exhausted. A group carrying property risk without matching long-term revenue can become insolvent while appearing asset-rich. The stack supports resilience by revealing concentration and duration.

The board should see revenue by capital type, payer, geography, service, contract end date and legal entity. It should also see how much of the future pipeline is recurring, one-off, restricted or repayable, and how much requires cash before reimbursement. Growth that ignores these distinctions is simply larger exposure.

> *"The purpose of a capital stack is not to make a project look ingenious. It is to make every source pay for the right risk, asset or outcome.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Tag every opportunity with one primary capital type and, where justified, one secondary type.
- Maintain a sources-and-uses table for any project using more than one funding route.
- Track recurring revenue separately from one-off awards and repayable capital.
- Set concentration limits by commissioner, programme, geography and contract end date.

Research note. The live atlas later in this book separates direct grants, partner-led funds, public contracts, statutory routes, capital, investment and international procurement.

3 DESIGN AROUND THE REAL ENTERPRISE

3. The anonymised reference group

This book uses a composite reference group built from a recognisable market pattern: a health and social care platform specialising in complex and high-acuity need, with supported living, community care, staffing, secure transport, children's services, clinical provision and SEND education. It also has a growing specialist-property portfolio and an emerging international foundation. No name is needed; the strategic anatomy is what matters.

The advantage of adjacency

The group's breadth creates uncommon combinations. It can understand a person's clinical need, recruit and supervise staff, adapt a home, move the person safely, provide education or therapeutic support and collect operational data. In a fragmented system, that can reduce hand-offs and make complex pathways work.

The same breadth can become a liability. Commissioners may fear overreach, weak specialism or hidden cross-subsidy. Regulators may see blurred accountability. Housing rights can become entangled with care. A new foundation may look like a fundraising wrapper for commercial growth. Integration must therefore be visible while legal, clinical and financial boundaries remain sharp.

The platform hypothesis

The group should not market itself as a list of unrelated services. Its strongest proposition is a complex-needs platform: assess, design, mobilise and sustain a safe pathway around people whose needs do not fit ordinary provision. Property, workforce, transport, education and clinical capability become modules around that pathway.

This hypothesis must be tested market by market. In one locality the bottleneck may be hospital discharge and reablement. Elsewhere it may be suitable housing, children's residential capacity, SEND attendance, rural transport or workforce instability. The platform stays coherent while the commissioned module changes.

The foundation hypothesis

An international foundation should not replicate the group's service catalogue in lower-income settings. It should begin with locally defined problems and local institutions, then decide whether the contribution is finance, technical assistance, training, procurement, digital tools or access to a specialist network.

The strongest foundation is independently governed, transparent about related parties, uncompromising on safeguarding and prepared to reject projects that are emotionally attractive but operationally unsafe. Connection to a commercial group can provide capability, but it must never determine beneficiary choice or supplier selection.

The first three internal products

The first product is a one-page enterprise map: every legal entity, regulator, service line, geography, property, key contract, accreditation, insurance limit, leadership owner and data source. The second is a capability-to-market matrix. The third is a project register. Together they reveal which ambitions are ready, plausible or merely verbal.

That map also prevents accidental claims. A group may have a strong collective story while a particular bidding company is new, uninspected or lacks turnover. The bid must state precisely whose experience, staff, systems, property and track record are being relied on, and on what legal basis they will be available at delivery.

> “*Integration is valuable only when the customer can see one accountable pathway and the regulator can still see every boundary.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Create an enterprise map covering legal entities, ownership, regulation, services, properties, people, contracts and evidence.
- Express the group as a complex-needs platform and test it against specific commissioner bottlenecks.
- Define related-party rules for the foundation before fundraising or project announcements begin.
- Never borrow group-wide claims for a bidding entity without documenting the legal and operational basis.

Research note. Regulatory lens: CQC requirements, charity-governance principles, supported-living separation and procurement due diligence.

4 THE FOUR FAILURE MODES

4. Why capable organisations remain unfunded

Many unsuccessful applications are competently written. They fail because the underlying project is wrong, the route is wrong, the evidence is late or the organisation cannot credibly execute. Improving prose does not cure those defects. The growth manager must recognise the failure mode before a portal opens.

Opportunity-first thinking

An organisation finds a fund and invents a project around its wording. Staff rush to add beneficiaries, outcomes and partners that were absent the previous week. The result may satisfy keywords but lacks operational truth. Reviewers see the thinness in the budget, milestones, demand evidence and letters of support.

The better sequence begins with a validated need, defined population, delivery owner and project concept. Opportunities are matched to the project. This does not remove responsiveness; it means the organisation can respond quickly without manufacturing strategy inside a deadline.

Entity confusion

A commercial provider assumes a charitable fund can support it, a foundation proposes to purchase only from related companies, or a property company applies for money that belongs to an eligible resident. Even where partnership is technically permitted, governance may be too weak to survive due diligence.

Entity fit includes eligibility, objects, control, accounts, subsidy rules, tax, VAT, procurement, related parties, reserves, match funding and the capacity to hold restricted money. It is a legal and economic decision, not an administrative formality.

Evidence theatre

The organisation has policies, logos, testimonials and large claims, but cannot produce a clean chain from need to intervention to outcome. Data lives in several systems, definitions change by service and positive stories are selected without a denominator. The bid looks polished while assurance is brittle.

Evidence becomes valuable when it is controlled: data definition, source owner, period, cohort, exclusions, method, comparator, limitations and approval. A modest result with provenance is stronger than an extraordinary claim that cannot be audited.

Capacity fiction

Leaders approve more pursuits than the organisation can mobilise. The bid assumes managers, clinicians, drivers, property staff and partners will appear after award. Cash-flow need, TUPE, registration, planning, recruitment lead time and mobilisation dependencies are under-modelled. Winning becomes the start of failure.

A credible pipeline is capacity-constrained. Every opportunity consumes bid resource, executive attention, due-diligence time, match funding and mobilisation headroom. The portfolio must be chosen around the scarce constraint, not around the total theoretical market.

> “*The most expensive bid is not the one that loses. It is the one that wins an obligation the organisation cannot safely deliver.*"
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Require a project charter before any major opportunity search begins.
- Complete entity and eligibility checks before drafting narrative.
- Create an evidence register with owner, definition, source and approval status.
- Add mobilisation capacity and cash requirement to every bid/no-bid decision.

Research note. This chapter converts common due-diligence, procurement, charity and mobilisation failures into an early-stage control system.

PART II

THE FUNDABLE OPERATING SYSTEM

Eight disciplines that turn ambition into a project an independent decision-maker can support.

5 ELIGIBILITY BEFORE ELOQUENCE

5. F - Fit the entity, route and risk

Every serious project begins with three fit decisions: which legal entity should carry it, which capital route should pay for it, and which risks that entity can lawfully and financially hold. These decisions are more important than the opening paragraph of an application.

THE OPERATING SEQUENCE

F	U	N	D	A	B	L	E
FIT	UNDERSTAND	NAME	DESIGN	ASSEMBLE	BUILD	LEAD	EXECUTE

Repeat, learn and improve conversion after delivery.

Build the entity grid

List every company, charity, CIC, property vehicle, education entity and partnership in rows. In columns, record legal form, objects or SIC activity, ownership, directors or trustees, regulators, accounts, turnover, reserves, borrowing, insurance, VAT position, staff, policies, accreditations, track record and restrictions. The result is an eligibility and capacity grid, not a corporate family tree.

The grid should include proposed entities as blank rows. A blank row is useful because it exposes what does not yet exist: trustees, charitable objects, bank account, conflicts policy, safeguarding leadership, independent accounts, reserves, operating history and the time required for registration. It prevents a future foundation from being treated as if it were already grant-ready.

Choose the primary route

A project should have one primary payer and one primary economic logic. A complex-care service is most likely commissioned. A resident's adaptation is most likely statutory. A new specialist property may need investment and a housing partner. A novel digital method may need R&D funding. A community peer network may need charitable support. Mixing these before the primary route is clear creates a project that no decision-maker can understand.

Secondary funding can strengthen the project once the core economics work. It should not rescue a fundamentally unviable model. For example, a charity grant can support independent advocacy around a care pathway; it should not quietly make an underpriced care contract deliverable.

Allocate risk deliberately

The entity receiving money also receives obligations. These may include clawback, restricted expenditure, state-aid or subsidy conditions, outcome reporting, data access, audit rights, IP terms, repayment, asset locks, public-procurement duties and long-tail safeguarding exposure. The board must know which balance sheet carries them.

Property deserves special caution. Acquisition, development, lease, care delivery and nomination rights can sit in different entities, but the agreements must make failure survivable. A property should not become worthless if one care contract ends, and a resident should not lose a home merely because a care provider changes.

Pass the fit gate

The fit gate is a one-page decision. It identifies the proposed entity, eligibility rule, capital type, match or cash requirement, governing approvals, conflicts, regulatory dependencies, delivery liabilities and exit. If any element is unknown, the project remains in design rather than moving into bid production.

This gate is not bureaucracy. It is a speed tool. Once the organisation knows which entity and route are valid, later work can proceed without repeated legal uncertainty.

> *"Eligibility is not a box to tick. It is the design discipline that decides who may receive money, who must deliver, and who survives if the project changes.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Build and board-approve the entity grid.
- Give each project one primary payer and one primary capital type.
- Document related-party, subsidy, VAT, IP and clawback implications before submission.
- Keep proposed entities at 'not ready' until governance, banking, policies and accounts exist.

Research note. Relevant sources include Charity Commission guidance, Companies House records, fund-specific eligibility rules and supported-living guidance on housing and care separation.

6. U - Understand the buyer, funder and market

A funder does not award money because an organisation is worthy. A commissioner does not award a contract because a bidder is enthusiastic. Each decision-maker has a mandate, budget, risk appetite, evidence standard, timetable and political context. Understanding that decision is the beginning of persuasion.

Map the decision system

For grants, identify the programme owner, policy objective, source of money, eligible geography, beneficiaries, prior awards, decision panel, assessment criteria, monitoring burden and whether the funder expects innovation, proven delivery or both. For contracts, add procurement route, incumbent, contract history, lot design, price mechanism, mobilisation date and the operational people who will live with the award.

The published specification is only one layer. Board papers, needs assessments, market-position statements, joint strategic needs assessments, scrutiny minutes, capital plans, inspection reports, prior notices and award summaries reveal what the buyer is trying to change and what has previously failed.

Separate signal from noise

A large budget is not automatically a large opportunity. Some programmes are reserved for public bodies, research organisations or charities. Some values are framework ceilings rather than guaranteed spend. Some international funds accept only invited partners. Some notices are market engagement, not competitions. The radar records these distinctions explicitly.

The growth manager should score addressable value rather than headline value. If a £65 million framework has ten lots, several years, multiple suppliers and no guaranteed volume, the expected share may be far smaller. Conversely, a £150,000 pilot can open a route to recurring commissioning if it solves a visible problem.

Understand the incumbent and ecosystem

Public-service markets are ecosystems. A provider rarely wins by presenting itself as the only capable actor. It wins by showing how it will work with commissioners, NHS bodies, schools, housing providers, voluntary organisations, local communities, families and specialist subcontractors without losing accountability.

Incumbent intelligence should remain ethical and public. Review award notices, published performance, inspection outcomes, annual reports, workforce advertising, property footprint and partner announcements. The objective is not to attack an incumbent. It is to understand the operating model the buyer already knows and the risk of changing it.

Build the pursuit hypothesis

Before drafting, write a one-sentence hypothesis: 'This decision-maker will choose us because we can produce this measurable change, at this level of risk and cost, through these capabilities that are difficult to replicate.' Then list the three strongest reasons it may be wrong.

A pursuit without a falsifiable hypothesis becomes a collection of positive statements. A pursuit with one becomes a test: every section, evidence item, partner and price either strengthens the case or exposes a reason to stop.

> *“The strongest application does not describe the applicant most loudly. It explains the decision-maker's problem more precisely than anyone else.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Create a decision map for every priority funder or commissioner.
- Replace headline value with addressable value and expected share.
- Maintain an ethical incumbent and partner map using public evidence.
- Write and challenge a one-sentence pursuit hypothesis before drafting.

Research note. Use Find a Tender, Contracts Finder, authority papers, JSNAs, market-position statements, inspection reports and prior award notices as primary intelligence sources.

7. N - Name the need so it can be measured

'Improve wellbeing', 'support vulnerable people' and 'transform care' are aspirations, not project definitions. A fundable need names the population, place, problem, baseline, consequences, existing provision, gap and reason action is required now.

The need statement

A useful need statement can be read aloud in under a minute. It says who is affected, how many people are likely to be affected, what is currently happening, how that differs from an acceptable condition, which evidence supports the claim and what would happen without intervention. It distinguishes national context from local proof.

The statement should include uncertainty. If demand is estimated from referrals, waiting lists or proxy data, say so. Precision without provenance is not confidence; it is decoration. Funders often accept uncertainty when the method for resolving it is credible.

Person, pathway and system

Complex-care need exists at three levels. The person may face unsafe housing, unmet clinical need, loss of education, family stress or restricted mobility. The pathway may suffer delay, hand-offs, failed placements, transport gaps or workforce discontinuity. The system may carry avoidable cost through hospital stay, crisis response, out-of-area placement or repeated assessment.

A strong case connects the levels without reducing a person to a saving. It explains the human outcome first, then shows how a better pathway can also improve capacity, reliability or cost.

Create the baseline

Baseline measures should be few enough to govern. For a reablement service they may include referral volume, start time, intensity, duration, goal attainment, escalation, readmission and discharge destination. For an adaptation programme they may include enquiry-to-assessment time, approval time, works time, cost, defect, satisfaction and avoided delay. For SEND they may include attendance, engagement, plan outcomes, exclusions, destinations and family experience.

Baseline quality determines later credibility. Define numerator, denominator, cohort, period, exclusions and source. Where the group lacks historic data, begin a prospective baseline immediately rather than waiting for a tender.

Use lived experience properly

Lived experience is not a testimonial pasted into a bid. It is participation in problem definition, design, governance, delivery and evaluation. People should know how their contribution affects decisions, how data will be used and whether they will be paid.

The growth manager builds a participation plan with accessible methods, safeguarding, consent, feedback and influence. This produces stronger services and protects the organisation from tokenism.

> *“A problem is fundable when another person can verify its scale, understand its consequence and see why the proposed response belongs here and now.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Write a one-minute need statement for every priority project.
- Separate person, pathway and system-level outcomes.
- Define a controlled baseline before choosing ambitious targets.
- Build lived experience into governance and design, not only narrative.

Research note. Evidence sources should prioritise local needs assessments, referral and operational data, inspection findings, commissioner plans and transparent lived-experience methods.

8. D - Design the intervention before the application

A fundable project is a designed operating model. It has a defined cohort, referral route, activities, workforce, assets, partners, safeguarding, data, milestones, cost and exit. The application should explain that model; it should not be the place where the model is invented.

Build the project spine

The project spine contains nine items: need, beneficiary, eligibility, referral, intervention, accountable owner, outcome, cost and duration. If any is ambiguous, the project is not ready. Each item should fit on one page before detail is added.

The spine also identifies what the project will not do. Boundaries protect quality and budget. A secure patient-transport project is not automatically an ambulance service, a clinical service or a crisis team. A SEND programme is not automatically a school. Precision protects both eligibility and safety.

Design for the hardest day

Many proposals describe average delivery. Reviewers worry about the hardest day: a vehicle breakdown during a secure transfer, a medication issue at a new placement, staff shortage during mobilisation, a safeguarding disclosure in a youth session, a failed adaptation, a data breach or a local partner withdrawing overseas.

Design includes escalation, contingency, supervision, on-call arrangements, substitute capacity, clinical governance, business continuity and communication. The project becomes credible when the organisation can show how it behaves under pressure.

Translate activity into outcomes

Activities are what the organisation does; outputs are what it produces; outcomes are the change experienced; impact is the longer-term difference. A training session is an activity. Completed modules are outputs. Improved competence and safe practice are outcomes. Reduced failure or better continuity may be impact.

Each outcome needs an indicator, baseline, target, collection method, frequency, owner and limitation. A small measurement plan built during design is more convincing than a long evaluation section written at the deadline.

Design exit and continuation

Every grant-funded activity ends or changes. The project should state whether it will stop, transfer, become commissioned, attract participant income, secure philanthropy, be integrated into core operations or scale through investment. 'We will seek further funding' is not a sustainability strategy.

For pilots, the continuation decision should be pre-agreed: what evidence would justify scale, adaptation or closure? Ending a weak project after learning is responsible management, not failure.

> *"A beautifully written application cannot rescue an operating model that has not survived contact with its hardest day.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Create a nine-item project spine before narrative drafting.
- Run a hardest-day workshop with delivery, safeguarding, clinical, property and finance owners.
- Give every outcome a baseline, indicator, target, owner and limitation.
- Define the end-state and continuation decision before submitting.

Research note. The design standard reflects recurring public-funder requirements for delivery plans, safeguarding, mobilisation, outcomes, value and sustainability.

9. A - Assemble evidence, partners and permission

Fundability depends on what the organisation can prove and who is prepared to stand beside it. Evidence, partnership and permission should be assembled while projects are being designed, not chased after the application has been written.

The evidence ladder

Evidence has levels. At the bottom are unsupported claims and anecdotes. Above them are controlled internal data, independent testimonials, audited performance, external evaluations, regulatory findings, peer-reviewed evidence and replicated outcomes. Not every project needs the top rung, but the organisation should know where each claim sits.

Evidence should be relevant as well as strong. A regulated care rating does not prove competence in international education. A staffing framework does not prove secure transport. A group-level case study may support capability, but the delivery entity must explain how people, systems and accountability will transfer.

Partner for missing capability

A partner is useful when it supplies eligibility, trust, specialist competence, local access, research leadership, regulated capacity, property, technology or scale that the group does not possess. A logo is not a partnership. The agreement should define role, decision rights, data, IP, pricing, risk, mobilisation and what happens if the award is not won.

Good consortia are designed around work packages. Each partner owns a measurable contribution and one accountable person. The prime retains integration and contract responsibility. Informal promises are converted into heads of terms before submission.

Secure permission

Projects may need board approval, trustee approval, landlord consent, planning, building control, commissioner support, research ethics, information-governance review, clinical safety assurance, school or authority participation, match funding or letters confirming access to people or sites. These are permissions, not appendices.

The growth manager maintains a permission register with owner, required evidence, decision date and dependency. A project cannot be called grant-ready while a critical permission remains imaginary.

Create reusable proof

The evidence room should include approved organisational narratives, controlled metrics, case studies, CVs, policies, licences, registrations, accounts, insurance, accreditations, mobilisation plans, social value, carbon evidence, property documents, safeguarding, data protection and partner records. Each item has an owner and review date.

Reuse does not mean copying old answers. It means reusing verified facts and tested components so that each new submission can focus on the decision rather than rediscovering the organisation.

> *"Evidence becomes an asset when it has provenance, permission, an owner and a place in the decision being made.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Grade major claims on an evidence ladder.
- Convert partner interest into work packages and heads of terms.
- Maintain a live permissions register for every project.
- Build a controlled evidence room with owners and review dates.

Research note. This approach aligns with procurement due diligence, grant assurance, research governance and charity conflict controls.

10. B - Build the business case and honest budget

The budget is the operating model expressed in numbers. It should reveal how the project works, what drives cost, where risk sits, how cash moves and what happens when assumptions change. A round-number budget assembled after the narrative is a warning sign.

Cost from activity

Start with volumes, intensity, duration and unit inputs. For care: referrals, hours, skill mix, pay, on-costs, supervision, travel, training, absence and management. For transport: journeys, distance, vehicle, driver, escort, cleaning, downtime and control room. For property: acquisition, professional fees, works, contingency, finance, void, lifecycle maintenance and compliance.

Every cost should have a basis: quote, payroll rate, historic actual, framework price, benchmark or documented assumption. Contingency should be linked to identified risk, not added as a percentage to conceal uncertainty.

Model cash, not only profit

A project can be profitable and still fail for lack of cash. Grants may pay in arrears, retain amounts or require evidence before release. Contracts may carry mobilisation cost and monthly payment delay. Property projects can lock cash for months. International work introduces currency and transfer risk.

The business case therefore includes a monthly cash curve, working-capital requirement, match timing, VAT, tax, exchange assumptions and board-approved funding source. If the organisation cannot finance the gap, it cannot honestly bid.

Price risk and value

Public contracts often transfer demand, wage, indexation, performance or mobilisation risk. The price model should test low, expected and high scenarios and identify which risk cannot be accepted. A low price that depends on permanent vacancies, unpaid management or later renegotiation is not competitive; it is deferred failure.

Value for money is broader than cheapness. It can include avoided escalation, shorter delay, better utilisation, lower total pathway cost, durable asset value, improved outcomes and social value. The case should quantify only what can be defended and clearly label wider benefits that remain estimates.

Make the board decision explicit

The business case ends with a decision page: requested approval, funding route, total cost, income, margin or surplus, cash requirement, sensitivity, key dependencies, residual risk, accountable executive and stop conditions. This page should survive even if the application is never submitted.

The growth manager does not own the financial truth. Finance signs the model; delivery signs the assumptions; the board accepts the risk. Clear ownership prevents a bid team from becoming the place where organisational optimism is hidden.

> *“A budget is not a table added to a proposal. It is the proposal stripped of adjectives.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Build costs from volume, intensity, duration and owned assumptions.
- Add a monthly cash curve and working-capital decision.
- Test downside scenarios and define unacceptable risk.
- Require finance, delivery and board approval of the final business case.

Research note. The methodology is designed for grant reimbursement, public-contract mobilisation, property capital and repayable social investment.

11. L - Lead the application through to award

Once a project is ready, the application becomes a managed decision process. Leadership is more than writing: it sets the win strategy, controls evidence, resolves gaps, protects compliance, keeps contributors moving and decides when the pursuit should stop.

Create the compliance and score map

Break every requirement into a controlled matrix: instruction, criterion, weighting, evidence, owner, source, review and completion. For grants, include eligibility, expenditure rules, outcomes, attachments and declarations. For tenders, include pass/fail questions, pricing, schedules, word limits, method statements and portal constraints.

Then create a score map. For each assessed section, state what an excellent answer must prove and which evidence will prove it. This prevents writers from filling words while missing the evaluator's decision.

Run disciplined reviews

A useful review sequence is proposition, solution, evidence, compliance and final readability. It avoids the common mistake of polishing sentences before the operating model is settled. Reviewers should be assigned a question, not invited to comment generally.

Contradictions are more damaging than imperfect style. One owner should control facts such as volume, staffing, mobilisation date, price, partner roles and outcomes across the whole submission.

Negotiate before award

Partnership terms, property access, match funding, subcontract prices, data responsibilities, mobilisation resources and executive availability should be negotiated before the bid is submitted. An unsigned letter of support is not a delivery agreement.

Where clarification or dialogue is allowed, use it to reduce uncertainty rather than advertise confusion. Questions should be concise, commercially relevant and submitted early enough to influence the response.

Prepare for due diligence

Assume the funder or buyer will test accounts, ownership, conflicts, policies, registrations, insurance, references, staffing, property, data security, exclusions, tax, subsidy and past performance. Assemble the due-diligence pack while the application is live.

Award is a transition, not a finish line. The handover pack should contain the approved solution, commitments, assumptions, risk, milestones, evidence obligations, contract or grant conditions, named owners and unresolved clarifications.

> *“Winning is not the moment the portal closes. It is the point at which every promise becomes an owned delivery obligation.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Use one compliance matrix and one score map as the pursuit's source of truth.
- Review proposition and solution before prose.
- Negotiate critical partner, property and resource terms before submission.
- Build the due-diligence and handover packs in parallel with the application.

Research note. The pursuit controls reflect current UK grant and public-procurement evaluation, due-diligence and mobilisation practice.

12. E - Execute, evidence and expand

A growth system becomes valuable after award. Delivery generates evidence, relationships, intellectual property, operational learning and renewed demand. Without a deliberate evidence loop, each future bid starts from memory and every grant ends as an isolated event.

Mobilise the promise

Translate every scored commitment into an implementation control: owner, date, measure, cost and evidence. Include statements that were not contractual but influenced the award, such as community participation, social value, workforce development or carbon commitments. They still carry reputational weight.

The first thirty days should establish governance, baseline, data collection, partner cadence, beneficiary communication, risk escalation and change control. A rushed start can make later outcome evidence unreliable.

Measure without burden

Good measurement is designed into workflow. The same referral, scheduling, care, transport, education or property systems that support delivery should produce the agreed indicators wherever possible. Parallel spreadsheets create inconsistency and staff resistance.

Measure enough to decide, not everything that can be counted. Review whether the project is reaching the intended people, delivering the intervention, achieving outcomes, remaining safe and staying within cost.

Create the learning asset

At agreed intervals, produce a short learning note: what was expected, what happened, what changed, which assumptions were wrong, what the data can and cannot prove, and what should happen next. Honest learning makes later innovation and scale cases stronger.

Case studies should preserve both human meaning and method. They need context, intervention, timeline, outcome, evidence source, limitations and permission. Anonymous does not mean vague; it means identifiable details are protected while decision-useful facts remain.

Expand with control

Scale only after the model has a stable unit, defined conditions and a known bottleneck. Expansion may mean another locality, cohort, property, commissioner, partner or country. Each changes risk. A model that works with one exceptional manager may not yet be a system.

The growth manager returns the evidence to the radar. Proven components can support renewals, extensions, social investment, R&D progression and new tenders. Weak components are improved or retired. The FUNDABLE cycle begins again at a higher level of certainty.

> *An award is valuable once. A controlled evidence loop compounds its value across every future decision.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Convert every scored promise into an implementation owner and evidence requirement.
- Embed outcome data into operational workflow.
- Produce honest learning notes with limitations.
- Define the unit and conditions of scale before expanding.

Research note. The execution loop supports grant reporting, contract management, quality assurance, renewal, R&D progression and ethical case-study development.

PART III

NINE SECTOR GROWTH ENGINES

Different markets reward different evidence, entities, partnerships and routes to award.

13 FROM INDIVIDUAL ENTITLEMENT TO A DELIVERY ENGINE

13. Disabled Facilities Grants and the adaptation economy

Disability adaptations are often described as a grant opportunity for property owners. That is usually the wrong commercial model. In England, the Disabled Facilities Grant is administered by councils for eligible disabled people, with the statutory framework focused on necessary and appropriate works. The scalable opportunity lies in the pathway around the grant: assessment, case management, design, landlord coordination, approved contracting, specialist products, quality and aftercare.

Understand who the grant is for

The eligible person and the council process sit at the centre. Means testing can apply, landlord permission may be needed and works should not normally start before approval. Councils may also use discretionary powers, local policies or complementary funding. The provider must not market DFG as money available to improve its own portfolio.

Where a supported-living tenant needs adaptations, the housing, care and grant relationships must be kept distinct. The tenant's rights and assessed needs lead; the landlord provides access and consent; the authority determines eligibility and specification; the contractor delivers approved works. A care organisation may support the person through the process but should not control the outcome for its own asset benefit.

Build the local-authority map

The 2026/27 English allocation is substantial, including a large West Midlands share. Yet allocation does not equal an open contract. Each council may use in-house teams, home-improvement agencies, approved lists, frameworks, dynamic markets or individual quotations. The growth manager maps the route authority by authority.

The map should record allocation, local policy, top-up powers, average case value, waiting times, OT capacity, home-improvement agency, procurement portal, existing contractors, lot structure, geographic coverage, landlord process, complaints and framework refresh. This turns a national budget into an addressable market.

Choose the operating position

There are at least five defensible positions. The group can become an approved adaptation contractor; form a consortium with builders, surveyors and product specialists; provide landlord and resident case management; develop specialist accessible property with residents using lawful individual routes; or create a digital workflow product for authorities and agencies. Each requires different competence and regulation.

A direct works position needs construction controls, competent persons, asbestos and safety processes, resident safeguarding, accessible communication, surveying, quotation, variation control, defects, warranties, complaints and auditable subcontracting. Care experience helps with empathy and risk, but it does not replace construction competence.

Create an adaptation service standard

A high-performing pathway should measure enquiry-to-contact, assessment-to-approval, approval-to-start, completion time, cost variance, defects, resident satisfaction, complaints, aborted work and whether the adaptation achieved the functional goal. It should also measure communication quality for people with sensory, cognitive or language needs.

The proposition can be differentiated by difficult cases: rapid hospital discharge, complex behaviour, specialist equipment interfaces, secure working, temporary solutions, multi-trade coordination and landlord complexity. The promise should be precise - faster safe completion for defined case types - rather than a generic claim to understand disability.

> *“The grant is not the business model. The reliable, respectful and measurable pathway around the eligible person is the business model.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Map every priority council's DFG policy, delivery route, home-improvement agency and procurement calendar.
- Select one operating position before hiring or marketing.
- Build a construction-capable partner network with transparent quality and variation controls.
- Publish an adaptation pathway standard with time, cost, quality and resident measures.

Research note. Key evidence: GOV.UK DFG guidance; 2026/27 allocation data; live and recent adaptation framework notices in Wolverhampton, Newport, Breckland and Barnsley.

14 A PROPERTY IS NOT A CARE PLAN

14. Specialist property and capital

Specialist property can remove one of the largest constraints in complex care: the absence of a suitable home. It can also create concentrated financial, regulatory and reputational risk. The correct strategy treats property as a separate investment and housing system that is coordinated with care but never casually dependent on it.

Begin with demand, not a building

A property proposition starts with evidenced local need, referral and nomination routes, affordability, planning, housing management, rent, void assumptions, adaptation need and exit. Buying first and finding a commissioner later reverses the order and transfers speculation to vulnerable residents.

Demand evidence should distinguish general statements from executable demand. A council strategy may show a shortage, but the project still needs likely cohorts, location, accessibility, revenue pathway and decision-makers prepared to engage. Letters of support should describe the need and route, not promise placements that cannot be guaranteed.

Separate the four roles

The owner holds the asset and long-term capital risk. The landlord manages tenancy and housing obligations. The care provider delivers regulated or commissioned support. The commissioner or individual funds care. One group may have interests in several roles, but agreements, governance, consent and choice should remain visible.

This separation protects residents and investors. If the care provider changes, the tenancy can continue where appropriate. If the property owner refinances or sells, the care contract does not automatically move. If a charitable vehicle contributes capital, its public-benefit restrictions remain enforceable.

Build the capital stack

Potential sources include equity, senior debt, social investment, registered-provider capital, Homes England or authority programmes, developer contributions, energy and building-safety schemes, and individual adaptation funding. Each should have a specific use, security position, cost, term and trigger.

The model must survive downside cases: delayed planning, higher build cost, slower occupancy, lower rent, voids, delayed care commissioning, interest changes and adaptation overruns. A property model that works only when every bed fills on opening day is not investable.

Design for whole life

Bespoke adaptations can create value for one resident while reducing flexibility for the next. Design should balance current need, dignity, durability, maintenance, replacement, infection control, assistive technology, fire safety and future convertibility. Clinical and OT input should be independent of the desire to maximise asset value.

Whole-life planning includes sinking funds, planned maintenance, equipment servicing, lift and hoist replacement, energy, digital connectivity, accessibility of outdoor space, staff welfare and emergency continuity. Capital awards rarely pay for all of this, but the business case must.

> “*The safest specialist property is one that remains a good home even when a contract, provider or resident changes.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Require an evidenced demand and nomination route before acquisition approval.
- Document owner, landlord, care-provider and commissioner roles separately.
- Stress-test planning, build cost, occupancy, rent, interest and void assumptions.
- Create a whole-life asset plan for every specialist property.

Research note. Use Homes England and authority capital programmes, supported-living guidance, DFG rules, planning evidence and social-investment terms to build the stack.

15 CONTRACTS ARE THE CORE ENGINE

15. Complex care, supported living and commissioned growth

For a complex-care group, the largest sustainable opportunity is usually not a grant. It is commissioned revenue: local-authority and NHS pathways, frameworks, dynamic markets, individual packages, block arrangements, hospital discharge, reablement and specialist placements. Grant strategy should strengthen this engine rather than distract from it.

Choose the problems worth solving

Commissioners buy capacity, reliability and outcomes around defined need. High-value problems include delayed discharge, failed placements, out-of-area spend, packages with unstable staffing, co-occurring conditions, challenging transitions, lack of suitable housing and fragmented clinical responsibility.

The group should choose a small number of problem archetypes and build a repeatable response for each. A proposition for rapid reablement is different from long-term supported living; a forensic or secure pathway is different from autism support; children's transitions are different from adult complex care. Breadth becomes credible through modular design, not a claim to do everything.

Build the commissioner account plan

For each priority area, map adult social care, children's services, ICB, NHS providers, brokerage, CHC, housing, public health, SEND, procurement, finance and market-development leads. Record current frameworks, spot routes, thresholds, price mechanisms, quality concerns, demand signals and incumbent ecosystem.

The objective is not indiscriminate outreach. It is a structured account hypothesis: which bottleneck can be solved, which service module is relevant, what evidence is missing, which procurement route exists and what pre-market engagement is coming.

Make mobilisation the differentiator

Complex-care buyers fear promises that disappear after award. A mobilisation model should show referral assessment, compatibility, property readiness, staffing pipeline, recruitment checks, training, shadowing, clinical oversight, medicines, equipment, transport, family communication, data transfer, contingency and the first ninety days.

Capacity should be evidenced in units. How many packages can be assessed, staffed and started in thirty, sixty and ninety days? Which roles are genuinely available? What lead time is required for registration or property? An honest capacity curve is more persuasive than an unlimited-growth claim.

Protect quality during growth

Growth creates quality risk when managers supervise too many services, recruitment outruns culture, agency reliance rises, data fragments or senior attention shifts to new awards. The bid strategy should include a growth control: trigger points for additional leadership, quality review, clinical capacity, workforce training and pause decisions.

The board should monitor incidents, safeguarding, complaints, staff turnover, agency use, supervision, medication, missed calls, outcomes and financial variance by new service cohort. Growth is safe only when the signal can be seen early.

> “*The most credible growth claim is not 'we can take any package'. It is 'we know exactly which packages we can mobilise safely, how fast, and with what controls'.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Define three to five complex-need archetypes with distinct service modules.
- Create commissioner account plans around bottlenecks and procurement routes.
- Publish a capacity curve and detailed mobilisation method.
- Set quality trigger points that can pause growth.

Research note. Live examples in the atlas include reablement, inclusion health, complex-needs housing support, residential care and tenancy-support procurements.

16 THREE ENGINES, THREE DIFFERENT RISKS

16. Clinical services, secure transport and specialist staffing

Clinical services, secure patient transport and staffing can reinforce a complex-care platform, but they should never be sold as interchangeable capacity. Each has its own regulation, competency, insurance, data, safeguarding, fleet or employment risk. The growth system should integrate them at pathway level while qualifying them separately.

Clinical services

A clinical proposition begins with scope of practice, professional leadership, competencies, prescribing or medicines boundaries, escalation, supervision, records, indemnity, audit and interface with the person's existing clinicians. The word 'clinical' increases scrutiny; it should not be used to decorate a care offer.

Growth routes include commissioned clinics, nursing or allied-health support, care-home outreach, discharge pathways, health-inclusion services, research implementation and training. Each requires proof from the professionals and entity that will deliver.

Secure and specialist transport

Transport design starts with passenger need, legal status, risk assessment, vehicle specification, restraint and non-restraint policy, escort skill, route planning, control room, handover, delays, dignity, infection control, safeguarding, breakdown and incident response. It is not a taxi service with extra paperwork.

Potential markets include non-emergency patient transport, mental-health conveyance, social-care journeys, SEND transport, discharge, out-of-area transfers and accessible community mobility. The group should choose the highest-fit categories and evidence performance in journey reliability, safety, communication and handover.

Specialist staffing

Staffing may support the group's own mobilisation or become a contracted service. These are different economics. Internal workforce capability is a strategic asset; agency supply is a volume-and-compliance business with price pressure, worker-status issues, onboarding, right-to-work, training, payroll, pensions, working-time, vetting and safeguarding.

The strongest external staffing proposition is specialist and outcomes-aware. It may provide trained teams for high-acuity packages, rapid mobilisation, clinical roles or hard-to-fill settings. It should not promise continuity while using a transactional roster model that cannot deliver it.

Create pathway combinations

Combination becomes valuable when it removes a real hand-off. A discharge pathway might join clinical assessment, transport, adapted property and community care. A SEND pathway might join transport, education support and family engagement. The combined case should name one accountable coordinator and preserve each professional boundary.

The commercial model must prevent hidden subsidy. A profitable staffing arm should not mask an underpriced transport contract; a transport asset should not be bought for a grant before demand is contracted. Shared capability is a benefit only when transfer pricing and accountability are transparent.

> *“Integrated pathways reduce hand-offs. Blurred professional boundaries increase risk. A growth model must achieve the first without creating the second.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Define separate eligibility, regulatory and evidence packs for clinical, transport and staffing opportunities.
- Choose specific transport markets rather than pursuing every journey type.
- Distinguish internal workforce capability from external agency supply.
- Use transparent transfer pricing and one accountable pathway coordinator for combined offers.

Research note. Opportunity routes include NHS and authority transport, inclusion-health contracts, workforce programmes and accessible-vehicle support.

17 FUNDING FOLLOWS DUTY, PLACEMENT AND OUTCOME

17. Children's services, SEND and alternative provision

SEND and children's services attract many grant searches, but the durable market is shaped by statutory duties, education plans, local-authority commissioning, placements, alternative provision, early help, family hubs, health input and capital allocated through public systems. The route to growth is partnership and commissioned delivery, supported by selective grants for innovation and community benefit.

Understand the funding chain

An education, health and care plan describes assessed need and provision; it is not an unrestricted grant to a provider. Funding may flow through local-authority high-needs systems, school budgets, placements, contracts, personal budgets or health and social-care contributions. Capital programmes are frequently authority or school-led.

The growth manager maps the chain from duty to decision: who assesses, who commissions, who names provision, who pays, how price is agreed, what registration or inspection is required, and how outcomes and attendance are monitored.

Choose a defined education problem

Possible problems include children missing education, placement breakdown, complex transitions, sensory or physical access, emotionally based non-attendance, post-16 progression, family exhaustion, transport failure, communication need and shortage of local specialist capacity. Each requires a different model.

A generic promise to support all SEND need is weak and potentially unsafe. The organisation should define age, need, educational status, exclusion criteria, staffing, curriculum or therapeutic model, location, hours, transport and route back to appropriate education.

Design around safeguarding and education quality

Children's services need robust safeguarding, safer recruitment, designated leadership, multi-agency working, attendance controls, online safety, allegations management, family communication and clear clinical or therapeutic boundaries. Where education is provided, curriculum, teaching quality, assessment, destinations and registration must be addressed.

The group's health and care experience can strengthen the model, but it cannot substitute for education leadership. A partnership with an established school, college, academy trust or specialist provider may be the fastest credible route.

Use grants to test, not to disguise core provision

Grants can support family participation, peer networks, community access, youth development, assistive technology, early intervention or a well-defined pilot. They should not be used to deliver statutory provision below a sustainable price or to evade the requirements of commissioned education.

The 2026 opportunity landscape includes family hubs, youth interventions, children's social-care improvement and gaming-based connection pilots. The growth manager should decide which are strategic learning routes and which are distractions from building a commissioned education offer.

> “*In SEND, the strongest proposition is not broad compassion. It is a precisely governed educational response to a defined barrier, with a lawful route to payment.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Map the local SEND funding chain and decision-makers in priority authorities.
- Define the age, need, education status, boundaries and return pathway for each service.
- Add genuine education leadership before marketing education provision.
- Use grants for additional, measurable innovation rather than underfunded statutory delivery.

Research note. The live atlas includes DfE transformation investment, school-based capital, family hubs, social-care improvement and youth-development opportunities.

18 NOVELTY MUST BE MORE THAN LANGUAGE

18. Innovation, R&D and the evidence advantage

A multi-service care group has unusual access to real-world problems, but access to problems does not automatically make it innovative. Funded R&D requires a question whose answer is uncertain, a method capable of answering it, a team with the right expertise and a route by which the result can be adopted or commercialised.

Separate improvement from research

Operational improvement applies known methods to improve delivery. R&D seeks new knowledge, capability or technology where technical uncertainty remains. Both are valuable, but different funds and controls apply. A scheduling dashboard may be improvement; a validated model predicting acuity-related staffing failure may be R&D.

The project brief should state the uncertainty, current state of the art, why existing solutions are insufficient, proposed advance, work packages, milestones, decision gates, evidence method, IP position and exploitation route.

Choose the highest-value problems

Strong themes for this kind of group may include adaptation design and case workflow, safe mobilisation of complex packages, workforce prediction, accessible transport, remote clinical support, medication risk, behavioural escalation, SEND engagement, property matching and outcome measurement. The theme should come from repeated operational friction, not from whichever competition is open.

Prioritise problems where the group has data, a credible implementation setting and a customer willing to engage. A technically interesting project without an adoption path is research theatre; a market need without a novel method is ordinary product development.

Build the research partnership

Universities and NHS partners can contribute research design, ethics, clinical expertise, facilities, credibility and eligible leadership. The group contributes problem access, implementation, users, workflow knowledge and commercial adoption. Roles should be negotiated around contribution, not prestige.

Data use requires lawful basis, minimisation, privacy, security, consent where appropriate, de-identification, access controls and clear controller or processor roles. Vulnerable populations require additional care; a funding deadline never justifies weak governance.

Plan for adoption

Innovation funding ends. The proposal should identify buyer, procurement route, regulatory classification, clinical safety, interoperability, intellectual property, pricing, evidence threshold and support model. The answer may be service licensing, software, training, consultancy, device sales or internal productivity.

Programmes such as KTP, SBRI Healthcare, Innovate UK collaborations, UKRI impact routes and selected international calls reward different stages. A portfolio should move from problem discovery to feasibility, validation, adoption and scale rather than applying randomly.

> *“The most fundable innovation is a repeated operational problem, converted into a precise uncertainty, tested with credible partners and linked to a real buyer.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Create an innovation problem bank sourced from recurring operational friction.
- State technical or service uncertainty before choosing a competition.
- Secure research, data and IP agreements early.
- Define adoption, regulation and commercialisation as part of the first design.

Research note. Current routes include KTP, Innovate UK bilateral competitions, UKRI impact funding, SBRI Healthcare, ARIA and Horizon Europe.

19 PUBLIC BENEFIT MUST BE REAL AND GOVERNED

19. CIC, community funding and the foundation boundary

Community and charitable funding can support work that contracts do not purchase: participation, prevention, peer leadership, education, community development, volunteering, hardship, local connection and early-stage testing. It becomes dangerous when a new social-purpose entity is treated as a route to subsidise related companies.

Choose the form for the purpose

A CIC, charity, charitable company, CIO or unincorporated group has different governance, tax, asset, reporting and funder access. The right form depends on mission, activities, control, trading, capital, geography, trustee or director independence and intended funding. A CIC is not a lighter charity; some funders accept it and others do not.

Create the entity only after the public-benefit model is clear. Its objects, board composition, conflicts, reserves, safeguarding, financial controls, procurement and impact reporting should be designed before fundraising.

Control related parties

A foundation linked to a commercial group may legitimately buy expertise from a related company, but the decision must be in the foundation's interests, permitted by governing documents, managed for conflicts, competitively justified and recorded. Trustees or directors with conflicts should not control the choice.

The budget should show related-party payments openly. Hidden margin, exclusive supplier arrangements or projects designed around the group's spare capacity will undermine trust and may breach duties or grant conditions.

Build a case for support

A charitable case explains need, beneficiaries, why the entity is suited, the intervention, outcomes, participation, safeguarding, cost, learning and what unrestricted support enables. It should sound different from a sales brochure. Public benefit and community voice lead; the group's commercial capability is supporting evidence.

Start with a small portfolio of coherent programmes rather than every global development theme. A foundation covering health, education, skills and community development can still be focused if it selects one geography, population and operating thesis.

Clear the name and identity

Before announcing a foundation, check the Charity Commission register, Companies House, trade marks, domains, social media and public use. A dissolved entity or removed charity can still create confusion, reputational risk and search competition; an apparently free company name is not the same as a clear brand.

The identity should not imply endorsement by an unrelated public figure, prior charity or institution. Name clearance is inexpensive compared with rebuilding trust after launch.

> “*A foundation is not credible because it has a noble purpose. It becomes credible when independent people can see that money, power and benefit are governed in the public interest.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Select legal form only after defining purpose, activities, control and funding strategy.
- Adopt a related-party policy and independent procurement process before the first award.
- Launch with a focused programme thesis and measurable public benefit.
- Complete charity, company, trade-mark, domain and public-use name clearance.

Research note. Current public checks show why name clearance matters: existing, removed or dissolved organisations may continue to occupy the same name and online identity.

20 LOCAL OWNERSHIP BEFORE GLOBAL AMBITION

20. International humanitarian health, education and skills

International work is attractive because the need is visible and the ambition is large. It is also where inexperienced organisations can do the most harm. A credible foundation begins with local ownership, a narrow problem, strong safeguarding, lawful money flows and delivery partners who understand the political and cultural setting.

Choose one operating thesis

A broad mission can be expressed through a focused thesis, such as strengthening community health and inclusive skills around displaced or underserved young people in one region. The thesis determines partners, evidence, languages, safeguarding, logistics and funding routes. Without it, every crisis becomes a prospective project and the foundation builds no depth.

The first country should be selected through need, partner quality, legal feasibility, security, diaspora or institutional relationships, language, travel, banking, sanctions, government permissions and the foundation's real competence. Emotional connection is relevant but not sufficient.

Partner locally

Local organisations understand communities, informal power, delivery constraints and what has already been tried. They should help define the problem and control the intervention, not merely implement an imported design. Partnership terms should cover governance, budget, safeguarding, complaints, data, procurement, branding, monitoring and exit.

Due diligence is proportionate but real: registration, leadership, accounts, references, bank, policies, sanctions, fraud controls, beneficiary feedback, prior funders and site verification. A small organisation can be excellent while still requiring practical capacity support.

Build the international funding ladder

Early work may use founder donations, restricted philanthropy or a small institutional grant to test the partnership. Evidence can support larger foundation grants, UN partnerships, innovation funds, bilateral programmes or procurement. Each step should increase local capacity and reduce dependence on one external sponsor.

United Nations procurement, Horizon Europe, Global Innovation Fund and bilateral R&D routes are different markets. UNGM may require supplier registration and past performance; research programmes require eligible consortia; innovation investors require evidence and scale. One generic international brochure will not open them.

Design for harm prevention

The risk register should cover safeguarding, sexual exploitation and abuse, child protection, security, political interference, bribery, sanctions, diversion, currency, procurement, data, health and safety, clinical quality, medicines, transport, media and volunteer conduct. Reporting and whistleblowing must be accessible locally.

Exit is part of ethical design. The foundation should not create a service, salary structure or dependency it cannot sustain. A project may transfer, close, integrate into local systems or continue with diversified finance; the plan should be discussed with partners and communities before launch.

> *“International impact begins when local institutions have real power over the problem, the money and the evidence - not when a foreign organisation arrives with a larger plan.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Choose one population, geography and operating thesis for the first programme.
- Give local partners a role in design, governance and learning.
- Build a staged funding ladder rather than chasing every international call.
- Adopt full safeguarding, anti-fraud, sanctions and exit controls before delivery.

Research note. Monitor UNGM, Global Innovation Fund, Horizon Europe, Wellcome and bilateral innovation routes, but pursue only those matching entity eligibility, geography and evidence stage.

PART IV

THE GROWTH-MANAGEMENT SYSTEM

The cadence, controls and judgement required to convert opportunities into durable delivery.

21. The opportunity radar

The opportunity radar is not a spreadsheet of links. It is a controlled view of decisions the organisation might rationally pursue. Its value lies in qualification, timing and ownership. A shorter radar that leadership trusts is more useful than an automated feed of thousands of notices.

Build seven search channels

Each capital type needs its own channel. Commissioned opportunities come from Find a Tender, Contracts Finder, devolved portals, authority systems, NHS procurement, frameworks and market engagement. Statutory routes come from legislation, council policy and individual case pathways. Capital comes from housing, local authority, energy, safety and investment programmes. R&D comes from Innovate UK, UKRI, SBRI and international research portals. Community, social investment and international funding have different networks again.

Automated search can monitor terms, buyers, CPV codes, geographies, deadlines, values and changes. Human qualification remains essential because a keyword cannot understand whether the entity is eligible, the programme is truly open, a framework guarantees no work, or the delivery model is ethically wrong.

Score the opportunity

A practical score uses strategic fit, eligibility, addressable value, probability, evidence, partner readiness, mobilisation, cash, deadline and risk. Weighting should reflect the organisation's constraints. If leadership time is scarce, mobilisation and evidence may deserve more weight than gross value.

The score produces a category, not an illusion of precision: pursue, shape, partner, monitor or decline. A red flag such as ineligibility, unsafe mobilisation, no cash or unresolved conflict overrides the total.

Control the calendar

Deadlines should be viewed backwards. A £1 million application due in six weeks may require board approval in two, partner terms in three, evidence review in four and final sign-off in five. If those dates cannot be met, the deadline is already missed even though the portal remains open.

The radar therefore includes internal gates and a minimum start time by opportunity type. Major public tenders may need ninety days of shaping; complex grants sixty; small rolling funds ten to twenty; international consortia six to twelve months.

Learn from the funnel

Track source, qualification outcome, bid decision, submission, score, award, value, effort, partner, reason for loss and delivery result. Over time the organisation can see which themes, buyers, entities and routes convert and which produce expensive optimism.

The funnel should also record opportunities influenced before publication. A market-engagement response, commissioner workshop or research partnership may not appear as a conventional lead, yet it can be more valuable than a cold notice.

> *“The radar is successful when it protects the organisation from noise while bringing the right decision into view early enough to shape it.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Create separate search channels for each capital type.
- Use a weighted score with red-flag overrides.
- Schedule internal gates backwards from the deadline.
- Analyse conversion, effort and delivery by source, theme and entity.

Research note. The opportunity atlas demonstrates the separation of live direct, partner-led, rolling, structural, precedent and watchlist routes.

22. The grant-ready project factory

A group with many ambitions needs a project factory: a repeatable method for turning ideas into approved, evidence-backed project dossiers. The factory is not a bureaucracy. It prevents each live opportunity from triggering an emergency reinvention of the same information.

Use four readiness levels

Level zero is an idea. Level one has a problem owner and concept. Level two has a project spine, target population, entity hypothesis, preliminary budget and evidence gaps. Level three is grant-ready: approved entity and route, design, baseline, outcomes, budget, cash, partners, permissions, risk and reusable narrative. Level four is opportunity-specific and ready for submission.

Ideas may stay at level zero without shame. The factory exists to reveal the work required and to concentrate resource on projects capable of moving. A monthly gate promotes, pauses or retires each one.

Create the dossier

The core dossier contains a two-page case, project charter, theory of change, logic model, operating model, work plan, outcome framework, budget, cash curve, risk, equality and accessibility analysis, safeguarding, data plan, partner map, permissions, sustainability, entity decision and source evidence. Supporting documents are linked rather than duplicated.

The dossier has a named project sponsor, delivery owner and growth manager. The sponsor decides strategic priority; the delivery owner confirms the model can work; the growth manager controls readiness and route.

Standardise without flattening

Templates should prompt thought, not force every project into identical language. A property project needs title and planning; an R&D project needs uncertainty and IP; a humanitarian project needs local ownership and security; a children's project needs education and safeguarding. The common skeleton is supplemented by sector modules.

The organisation can standardise facts, approvals, definitions, design questions and file controls while preserving a distinct proposition for each decision.

Retire ideas responsibly

Projects should be retired when need is weak, the entity cannot qualify, the route has disappeared, cost is unsustainable, delivery cannot be made safe, evidence contradicts the thesis or another organisation is better placed. Retirement frees capacity and records learning.

A retired project may return when conditions change, but it should not remain indefinitely in a pipeline labelled 'future'. Stale ambition makes the dashboard dishonest.

> *“A project becomes grant-ready when the organisation could explain, cost, govern and start it even if the funder's form had not yet been published.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Adopt four readiness levels with monthly promotion and retirement gates.
- Build one controlled dossier per priority project.
- Add sector modules for property, R&D, children, transport and international work.
- Retire projects explicitly and preserve the reason.

Research note. The fieldbook section provides practical templates for the dossier, readiness audit, scorecard, theory of change and source-and-use schedule.

23. Evidence, assurance and the data room

A care group can possess excellent delivery and still look risky if evidence is scattered, claims are inconsistent and due diligence takes weeks. The data room converts trust into a reusable organisational asset. It should be current enough for a live pursuit and controlled enough for an auditor.

Organise by decision

The room should have corporate, financial, regulatory, workforce, safeguarding, quality, clinical, information-governance, property, environmental, social-value, delivery, case-study, partner and project areas. A separate restricted area protects sensitive material and personal data.

Files need owner, version, approval, review date, permitted use and retention. Old policies should remain archived but never appear alongside current versions without clear status.

Control claims

Create a claims register containing every important statement used in marketing or bids: contracts won, value delivered, outcomes, response times, retention, quality, social value, carbon, innovation and geographic reach. For each, record exact wording, calculation, period, source, approver, limitation and expiry.

This is particularly important in a group. 'We operate nationally' may be true collectively but not for the bidding entity. 'We have twenty years' experience' may refer to leaders rather than the company. Precise language strengthens credibility and reduces legal risk.

Build assurance into workflow

Evidence should be produced by normal operations: controlled recruitment, training, supervision, incidents, audits, outcomes, complaints, safeguarding, property checks, journey performance and financial data. The bid team should not create a parallel reality every quarter.

Assurance includes challenge. A person independent of the claim should test data, sample evidence and record limitations. The aim is not to remove all uncertainty but to know what can safely be said.

Design the proof portfolio

Create a portfolio of short cases organised by problem, intervention and outcome. Each includes context, baseline, action, result, evidence, limitation and permission. A buyer can then see relevant proof without reading a company history.

Where evidence is weak, use a plan rather than an inflated claim. A transparent baseline and evaluation commitment may be more persuasive than selective anecdotes.

> *“Trust compounds when every important claim can be found, understood, challenged and reused without being reinvented.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Create a controlled data-room index with owners and review dates.
- Build a claims register for all material public and bid statements.
- Embed evidence generation in operational systems.
- Organise case studies by customer problem and auditable outcome.

Research note. The assurance model supports CQC-regulated delivery, public-procurement due diligence, grant reporting, research governance and investor review.

24. Pipeline economics and the board dashboard

A pipeline is not the sum of opportunity values. It is a probability- and capacity-adjusted view of future decisions. Without economics, a £100 million list can conceal no likely revenue, excessive bid cost and impossible mobilisation.

Use addressable value

Start with the amount the organisation could realistically win. A framework ceiling is reduced for lots, term, supplier count, expected demand, geography and the organisation's capacity. A grant value is reduced for match, ineligible cost, partner share and payment timing. An investment is not revenue at all; it is capital with an obligation.

Then apply stage probability based on evidence, not optimism. Discovery, qualified, shaping, approved, submitted, preferred and awarded should have different probabilities informed by past conversion.

Measure return on pursuit

Bid cost includes internal hours, external advisers, travel, design, technical work, legal review, partner coordination and opportunity cost. Expected gross contribution is probability times addressable value times margin or surplus, less pursuit cost and mobilisation risk. The calculation is imperfect but forces useful questions.

Low-probability strategic pursuits may still be approved where learning, relationship or market entry justifies the cost. That reason should be explicit rather than hidden in an optimistic win probability.

Show capacity and cash

The dashboard should show bid capacity by month, delivery capacity by service, working-capital requirement, match funding, property commitments and executive decisions due. It should flag overlapping mobilisation and large payments in arrears.

A group can win several opportunities and still be unable to start them together. The board should see the combined scenario, not each business case in isolation.

Use a decision dashboard

A useful monthly dashboard contains: qualified pipeline by capital type; weighted addressable value; live deadlines; stage movement; conversion; bid effort; top risks; capacity; cash; project readiness; evidence gaps; partner decisions; and actions requiring board approval. It should fit on two pages with detail behind it.

The dashboard tells a story: where growth is likely, what blocks it, which risk is increasing and what leadership must decide now. A traffic-light display without narrative can make unresolved problems look managed.

> *“The pipeline becomes real only after value, probability, margin, cash, capacity and delivery timing have been allowed to argue with the headline number.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Replace headline value with addressable and weighted value.
- Calculate pursuit cost and expected contribution.
- Model the combined cash and mobilisation scenario across awards.
- Give the board a two-page dashboard with explicit decisions.

Research note. The dashboard accommodates frameworks with no guaranteed volume, reimbursed grants, one-off capital, recurring contracts and repayable investment.

25 BUILD THE ASSET WHILE PURSUING LIVE WORK

25. The first ninety days and the first twelve months

A growth manager cannot spend six months designing a perfect system before engaging the market. Nor should the first live deadline dictate the entire strategy. The answer is a dual track: build the operating asset while pursuing a small number of immediately viable opportunities.

THE FIRST 90 DAYS

1	2	3	4
DAYS 1-15	DAYS 16-30	DAYS 31-60	DAYS 61-90
MAP	**CHOOSE**	**BUILD**	**SUBMIT**
entities, evidence and markets	projects, routes and no-bid rules	briefs, budgets and data room	first pursuits and board dashboard

Day 30: portfolio gate. Day 60: submission gate. Day 90: learning and capacity gate.

Days 1-15: map

Create the enterprise, entity, service, property, evidence, contract and stakeholder maps. Interview leaders and delivery owners. Confirm what exists, what is claimed, what is missing and which decisions are already urgent. Establish one controlled folder structure and one opportunity radar.

At the end of day fifteen, leadership should have a clear picture of legal recipients, current capability, priority geographies, existing contracts, live opportunities and major blockers.

Days 16-30: choose

Select three to five growth themes and no more than ten priority projects. Define capital route, entity, sponsor, delivery owner, evidence gap and next decision for each. Approve the scoring model, bid/no-bid gate, related-party principles and board dashboard.

Choose the first live pursuits by readiness and strategic value, not urgency alone. A near deadline may be declined while a later market-engagement response receives attention because it can shape a much larger route.

Days 31-60: build

Advance priority dossiers, collect controlled evidence, agree partners, prepare financial models, establish baseline measures and complete permission plans. Create commissioner and funder account plans. Begin pre-market conversations using specific problem hypotheses rather than a broad company introduction.

At day sixty, at least three projects should be opportunity-ready, the data room should answer routine due diligence, and leadership should know the combined cash and mobilisation constraint.

Days 61-90: submit and learn

Lead the first applications and tenders through controlled reviews. Respond to market engagement. Start a small community or evidence pilot where appropriate. Establish award handover and learning reviews before results arrive.

At day ninety, the board should review what changed: projects promoted or retired, evidence created, opportunities shaped, submissions made, partnerships formed, risks exposed and decisions required for the next quarter.

Months 4-12: compound

The second quarter focuses on repeatability: more project dossiers, improved account plans, one or two flagship commissioned pursuits, a credible DFG market-entry position, a research partnership and the foundation's governance. The third quarter focuses on conversion and mobilisation. The fourth consolidates delivery evidence, renewals, next-year programmes and portfolio balance.

By month twelve, the organisation should own a growth system independent of one adviser: trained owners, controlled data, clear entities, a qualified pipeline, active partnerships, evidence loops and a board rhythm. The growth manager remains valuable because the system produces better decisions, not because information is withheld.

> “*The first ninety days should produce both live commercial movement and a reusable organisational asset. Sacrificing either creates short-term theatre.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Complete the enterprise map and opportunity radar in the first fifteen days.
- Choose no more than ten priority projects by day thirty.
- Make at least three projects opportunity-ready by day sixty.
- Use day ninety and each quarter thereafter as a learning and portfolio gate.

Research note. The timeline is designed around immediate September 2026 deadlines while preserving a twelve-month route to commissioned, capital, innovation and charitable growth.

26. The growth manager's standard

The growth manager is often introduced as a person who finds money. The mature role is more demanding: it protects strategic attention, converts evidence into propositions, creates lawful capital structures, improves commissioning relationships and ensures that winning does not outrun delivery.

The standard of judgement

Good judgement is visible in what is declined. The growth manager does not confuse prestige with fit, large value with addressable value, eligibility with competitiveness or a good cause with a good project. Decisions are recorded and open to challenge.

The role is commercially ambitious without becoming credulous. It can see a seven-figure pathway in a small pilot and a catastrophic obligation inside a large tender.

The standard of evidence

Every material claim has provenance. Uncertainty and limitation are stated. Outcome measurement is proportionate. Data is protected. Lived experience influences design. Partners know what they are committing to. The application says no more and no less than the organisation can deliver.

This standard makes prose more persuasive because confidence rests on controlled facts rather than superlatives.

The standard of governance

Entity, conflict, related-party, safeguarding, clinical, property, research and international risks are handled before money arrives. The growth manager knows when specialist legal, tax, clinical, property or research advice is needed and does not imitate it.

The board retains decisions. Delivery owns assumptions. Finance owns the model. The growth manager integrates, tests and leads the pursuit.

The standard of impact

Growth is judged by durable benefit to people, safe delivery, organisational resilience, fair partnership and financial sustainability. Winning a grant that cannot continue, a property that restricts choice or a contract priced below safe delivery is not impact.

The best portfolio creates options. It can respond to a commissioner, support an eligible person, finance an asset, test an innovation, empower a community and work internationally without pretending those routes are the same.

> *"The growth manager's real product is not an application. It is a better organisational decision that can survive scrutiny, award and delivery.*
>
> GROWTH PRINCIPLE

BOARD AND GROWTH-MANAGER ACTIONS

- Publish the decision, evidence, governance and impact standards for the role.
- Make no-bid decisions visible and reviewable.
- Keep specialist advice and board accountability explicit.
- Judge the portfolio by safety, durability, benefit and financial resilience.

Research note. The fieldbook and atlas that follow convert the standard into practical controls and dated opportunities.

PART V

THE SEPTEMBER 2026 OPPORTUNITY ATLAS

Live, rolling, structural and market-signalling routes checked on 2 September 2026.

How to use the atlas

The entries that follow are not a promise of eligibility or success. They are a dated decision set checked against public information on 2 September 2026. Each card states the realistic route: direct, partner-led, rolling, upcoming, structural, precedent or watchlist. Terms and deadlines can change without notice, so the source must be revalidated before money or reputation is committed.

48	15	£723m	90 days
FUNDING ROUTES	LIVE TENDERS	DFG ENGLAND	LAUNCH PLAN
live, rolling and structural	current UK procurement	2026/27 allocation	from map to first pursuits

Priority sequence for the reference group

First, protect the immediate commissioned-service pipeline: high-value reablement, family-hub, inclusion-health and supported-housing procurements can create recurring revenue but demand executable mobilisation. Second, build the DFG and adaptation market as a council-pathway and supplier strategy rather than a corporate grant search. Third, prepare a Knowledge Transfer Partnership and accessible-fleet cases where a real innovation or asset problem exists. Fourth, create charitable and international projects only after independent governance, beneficiary logic and related-party controls are in place.

ATLAS CONTROLS

- Revalidate every deadline and amendment on the official source before board approval.
- Separate headline value from the genuinely addressable lot, geography, role and margin.
- Use near-deadline opportunities mainly for partner entry unless evidence and delivery are already mature.
- Record low-fit opportunities as disciplined no-bids; a large number is not a strategy.

The September deadline board

Near-term deadlines require triage, not panic. A late opportunity should become a partner conversation or a documented no-bid unless the project, evidence, cost and delivery team already exist.

Deadline	Opportunity	Value	Route / decision
3 September 2026	UK-Switzerland collaborative R&D Round 3	UK contribution typically up to £450,000	UK business with Swiss partner - fit 2/5
4 September 2026	Child Focused Court IDVA service - Cheshire and Merseyside	Up to £609,957	Eligible non-profit or specialist consortium - fit 2/5
7 September 2026	Children's Social Care Improvement Teams	£45,000-£480,000	Local-authority lead; delivery-partner route - fit 3/5
9 September 2026	MRC high-throughput screen using the AstraZeneca compound library	Up to £270,000	Eligible research-organisation lead - fit 1/5
9 September 2026	Farmer Welfare Grant	£1,000-£600,000	Eligible welfare or community organisation - fit 2/5
9 September 2026	Greater Manchester Inclusion Health 2027-32	£3.2 million	Health-inclusion specialist or consortium - fit 4/5
10 September 2026	UKRI policy fellowships	£180,000-£280,000	Eligible research organisation - fit 2/5
11 September 2026	Connections Through Gaming Pilot for boys aged 11-16	£120,000-£648,000	Eligible delivery lead or consortium - fit 4/5
11 September 2026	Administration Support for Engagement and Participation	£672,000	Prime or specialist community-engagement partner - fit 3/5
11 September 2026	Shared Lives Incentive Referral Framework	£74,000	Referral, engagement or incentive framework provider - fit 3/5
Reopens 14 September 2026	Robertson Trust Large Grants reopening	Programme-defined	Eligible Scotland-focused charity - fit 3/5
14 September 2026	Specialist children's domestic-abuse therapeutic service	£165,000	Specialist therapeutic provider or partner - fit 3/5
15 September 2026	Walk and Talk mental-health service	£123,000	Community mental-health / activity partner - fit 3/5
16 September 2026	Knowledge Transfer Partnership 2026-27 Round 3	Indicative £75,000 -£750,000 project	Business plus university or research organisation - fit 5/5
18 September 2026	Communities of Practice Development	£50,000	Consultancy / facilitation prime or partner - fit 2/5
18 September 2026	CAWT Healthier Futures early-intervention programme	£4.2 million	Health/community consortium - fit 4/5
18 September 2026	Pathway 1 and Community Reablement	£65 million	Care-provider prime, lot bidder or consortium - fit 5/5
22 September 2026	Official Oral History of Women Veterans	£150,000-£250,000	Research, heritage or charity lead - fit 1/5

Deadline	Opportunity	Value	Route / decision
23 September 2026	VAWDASV and tenancy support service - TESS4	£1.9 million	Qualified support-provider prime or consortium - fit 3/5
23 September 2026	Mental-health tenancy support service - TESS5	£1.3 million	Mental-health housing-support provider - fit 4/5
25 September 2026	Local Water Environment Grant	£1-£100,000	Eligible environmental or community lead - fit 2/5
27 September 2026	AI Growth Lab	Regulatory support rather than cash	Innovative company with a regulated AI use case - fit 4/5
28 September 2026	Best Start Family Hubs	£14.4 million	Family-services consortium or lot bidder - fit 5/5
29 September 2026	Housing support for homeless people with complex needs	£993,000	Qualified housing-support provider - fit 4/5
30 September 2026	School-based Nursery Capital Grant 2027-30	Scheme-defined capital award	Eligible school or local-authority lead - fit 2/5
30 September 2026	PEACEPLUS Youth Intervention	£91,000	Youth/community delivery partner - fit 3/5

Live, rolling and structural funding routes

The list includes direct opportunities, partner-led calls, rolling funds, upcoming windows and structural public-funding routes. "Fit" measures relevance to the reference group, not probability of award.

LIVE DIRECT — FIT 4/5

01. EV chargepoint grant for residential landlords

Funder / buyer: UK Government
Value: Up to £100,000   Deadline: 31 March 2027
Best route: Eligible residential landlord or property owner

Growth-manager view. Map every qualifying specialist property and car park. Treat the grant as an estate-and-fleet programme linked to accessible transport, staff travel and future social-value evidence, not as an isolated facilities purchase.

FIND A GRANT

LIVE DIRECT — FIT 3/5

02. Workplace Charging Scheme

Funder / buyer: Office for Zero Emission Vehicles
Value: Contribution per eligible socket   Deadline: 31 March 2027
Best route: Eligible employer or organisation

Growth-manager view. Useful where care, staffing or transport operations control workplaces. Build one decarbonisation case covering duty cycles, charging capacity, staff use, fleet replacement and tender evidence.

FIND A GRANT

LIVE DIRECT | FIT 3/5

03. Boiler Upgrade Scheme

Funder / buyer: UK Government / Ofgem
Value: Typically £5,000-£7,500   Deadline: 31 December 2027
Best route: Eligible property owner

Growth-manager view. Screen owned and long-lease properties for technical eligibility, match cost, EPC implications and disruption. The commercial gain is lower whole-life operating cost and credible carbon performance, not the voucher alone.

FIND A GRANT

LIVE PARTNER | FIT 3/5

04. Commissioned Rehabilitative Services General Grant Scheme

Funder / buyer: Ministry of Justice
Value: £8,000-£450,000   Deadline: 29 March 2027
Best route: Non-profit lead or delivery consortium

Growth-manager view. Pursue only where the service genuinely supports rehabilitation, resettlement, health or social inclusion. Any related commercial delivery must be procured transparently and priced at defensible market terms.

FIND A GRANT

LIVE DIRECT FIT 2/5

05. Cladding Safety Scheme

Funder / buyer: Homes England
Value: Indicative £250,000-£20 million Deadline: 31 March 2030
Best route: Responsible entity for an eligible building

Growth-manager view. Run a portfolio compliance screen rather than assuming care use creates eligibility. Building safety is a prerequisite to growth; no commissioner or investor wants an expansion plan resting on unresolved life-safety exposure.

FIND A GRANT

LIVE DIRECT FIT 1/5

06. Life Sciences Innovative Manufacturing Fund

Funder / buyer: Office for Life Sciences / Department for Business and Trade
Value: £1 million-£130 million Deadline: 31 March 2030
Best route: Private-sector manufacturing project

Growth-manager view. Not a routine care-services fund. Retain only if a separate venture develops a regulated assistive product, diagnostic or other life-sciences manufacturing proposition with material capital investment.

FIND A GRANT

LIVE DIRECT FIT 3/5

07. ARIA Opportunities

Funder / buyer: Advanced Research and Invention Agency
Value: Indicative £10,000-£10 million Deadline: 16 January 2028
Best route: Research performer, company or consortium

Growth-manager view. Relevant only for a bold technical hypothesis with unusual methods and exceptional talent. Routine service expansion described as innovation will fail the credibility test.

FIND A GRANT

LIVE DIRECT FIT 2/5

08. Heat Network Efficiency Scheme

Funder / buyer: Department for Energy Security and Net Zero
Value: Indicative £5,000-£10 million Deadline: 31 March 2030
Best route: Eligible heat-network owner or operator

Growth-manager view. Screen larger accommodation schemes and mixed estates. Where a network exists, obtain metered evidence and a technical diagnosis before treating it as a funding prospect.

FIND A GRANT

LIVE DIRECT | FIT 3/5

09. Electric Car Grant

Funder / buyer: UK Government
Value: £1,500-£3,750 per eligible vehicle   Deadline: 31 March 2030
Best route: Purchase of an eligible vehicle

Growth-manager view. Model whole-life cost for community care, outreach and management fleets. Eligibility, duty cycle, charging access, mileage policy and residual value matter more than the headline discount.

FIND A GRANT

LIVE PARTNER | FIT 2/5

10. Community Hub Bursaries

Funder / buyer: UK Government
Value: £10-£1,000   Deadline: 3 July 2027
Best route: Community-facing venue or partner

Growth-manager view. Small in cash terms but useful for testing engagement in a new locality. Use it as a micro-pilot that generates participation evidence for a larger community or public-health case.

FIND A GRANT

LIVE DIRECT FIT 1/5

11. Life Sciences Transformational R&D Investment Fund

Funder / buyer: Office for Life Sciences
Value: £5 million-£25 million Deadline: 31 March 2028
Best route: Eligible private R&D investment project

Growth-manager view. A future route only if a separate health-technology venture reaches substantial R&D scale. It needs its own IP, team, milestones, co-funding and commercial case.

FIND A GRANT

LIVE PARTNER FIT 1/5

12. MRC high-throughput screen using the AstraZeneca compound library

Funder / buyer: Medical Research Council
Value: Up to £270,000 Deadline: 9 September 2026
Best route: Eligible research-organisation lead

Growth-manager view. Academic-led biomedical research, not a care grant. Participate only where a credible investigator has a relevant discovery programme and the group contributes a controlled implementation or user-insight role.

UKRI

LIVE PARTNER | FIT 2/5

13. School-based Nursery Capital Grant 2027-30

Funder / buyer: Department for Education
Value: Scheme-defined capital award   Deadline: 30 September 2026
Best route: Eligible school or local-authority lead

Growth-manager view. Potentially relevant through a school or authority partner where specialist early-years inclusion, accessibility or SEND design adds value. Do not confuse nursery capital with private property expansion.

FIND A GRANT

UPCOMING | FIT 4/5

14. Depot Charging Scheme - next application window

Funder / buyer: Office for Zero Emission Vehicles
Value: Up to £1 million   Deadline: Expected 28 October 2026-29 January 2027
Best route: Eligible depot or fleet operator

Growth-manager view. Prepare site control, connection capacity, vehicle replacement profile, quotations and utilisation evidence now for a secure-transport or community-fleet depot.

FIND A GRANT

LIVE PARTNER FIT 2/5

15. Places grants for historic buildings

Funder / buyer: Historic England
Value: £1,000-£1 million Deadline: 31 March 2027
Best route: Eligible heritage place or partnership

Growth-manager view. Relevant only where a property is genuinely historic and the intervention produces public heritage benefit. Accessibility may strengthen the case but cannot disguise a commercial refurbishment.

FIND A GRANT

LIVE PARTNER FIT 1/5

16. People and Research programme

Funder / buyer: Historic England
Value: £250,000-£300,000 Deadline: 31 March 2027
Best route: Research or heritage partnership

Growth-manager view. A niche education or foundation partnership route for authentic research into inclusive place-making, disability access or community history. The research question must lead.

FIND A GRANT

LIVE PARTNER FIT 2/5

17. Local Water Environment Grant

Funder / buyer: Environment Agency
Value: £1-£100,000 Deadline: 25 September 2026
Best route: Eligible environmental or community lead

Growth-manager view. Useful for a community-development site where nature, flood resilience, therapeutic space and local participation are integral. Avoid force-fitting an ordinary care project.

FIND A GRANT

LIVE DIRECT FIT 5/5

18. Plug-in Wheelchair Accessible Vehicle Grant

Funder / buyer: Office for Zero Emission Vehicles
Value: Up to £2,500 per vehicle Deadline: 5 April 2027
Best route: Purchase of an eligible wheelchair-accessible vehicle

Growth-manager view. High strategic fit for accessible transport. Link specification to passenger profiles, safeguarding, infection control, range, charging and commissioner requirements; do not buy around the grant.

FIND A GRANT

LIVE PARTNER FIT 2/5

19. Heritage Revival Fund

Funder / buyer: Architectural Heritage Fund / UK Government
Value: £5,000-£500,000 Deadline: 31 March 2030
Best route: Not-for-profit or community-led heritage enterprise

Growth-manager view. A possible route for a community hub in a historic building. It requires a viable heritage-enterprise proposition and an arm's-length public-benefit vehicle, not merely cheaper property.

FIND A GRANT

LIVE PARTNER FIT 3/5

20. Children's Social Care Improvement Teams

Funder / buyer: Department for Education
Value: £45,000-£480,000 Deadline: 7 September 2026
Best route: Local-authority lead; delivery-partner route

Growth-manager view. Time-critical and authority-led. The credible route is to support a ready council partner with specialist practice, workforce or data capability rather than attempt an unsolicited prime application.

FIND A GRANT

LIVE PARTNER FIT 2/5

21. UKRI policy fellowships

Funder / buyer: UK Research and Innovation
Value: £180,000-£280,000 Deadline: 10 September 2026
Best route: Eligible research organisation

Growth-manager view. Build a research relationship around care, SEND, disability, workforce or commissioning policy. The value to the group is evidence and influence; the fellowship must remain academically independent.

UKRI

LIVE DIRECT FIT 1/5

22. Visa Fees Reimbursement Scheme for Scale Ups

Funder / buyer: UK Government
Value: £500-£25,000 Deadline: 1 March 2027
Best route: Eligible high-growth life-sciences, digital or clean-energy scale-up

Growth-manager view. Potentially relevant to a separate digital-health or life-sciences venture, not ordinary overseas recruitment. Confirm sector, scale-up and visa conditions before counting a saving.

FIND A GRANT

LIVE DIRECT FIT 4/5

23. Youth Jobs Grant

Funder / buyer: Department for Work and Pensions
Value: Up to £3,000 per sustained outcome Deadline: 31 October 2028
Best route: Eligible employer or delivery model

Growth-manager view. Build a workforce-entry pathway around real jobs, supervision, qualifications and retention. It can support care, transport, administration or property roles where outcomes are additional and auditable.

FIND A GRANT

LIVE DIRECT FIT 5/5

24. Knowledge Transfer Partnership 2026-27 Round 3

Funder / buyer: Innovate UK
Value: Indicative £75,000-£750,000 project Deadline: 16 September 2026
Best route: Business plus university or research organisation

Growth-manager view. One of the strongest innovation routes. Define a capability the group cannot readily buy - for example predictive acuity, adaptation design intelligence or workforce optimisation - then choose the academic partner around the problem.

INNOVATE UK

LIVE DIRECT FIT 2/5

25. UK-Switzerland collaborative R&D Round 3

Funder / buyer: Innovate UK / Innosuisse
Value: UK contribution typically up to £450,000 Deadline: 3 September 2026
Best route: UK business with Swiss partner

Growth-manager view. Technically live but almost closed. Pursue only with an existing Swiss consortium and mature proposal. Otherwise capture the theme and prepare for later bilateral rounds.

INNOVATE UK

LIVE DIRECT FIT 1/5

26. Transferable audio-visual equipment on rail-replacement coaches

Funder / buyer: Department for Transport
Value: 75% reimbursement, up to £99,999 Deadline: 18 December 2026
Best route: Eligible coach operator

Growth-manager view. Low fit unless the transport arm operates eligible rail-replacement services. The wider lesson is that accessible passenger information can become a funded product when tied to a precise market need.

FIND A GRANT

LIVE PARTNER FIT 3/5

27. MRC Impact Acceleration Accounts

Funder / buyer: Medical Research Council
Value: £50,000-£300,000 Deadline: 11 November 2026
Best route: Eligible research-organisation lead

Growth-manager view. Approach universities with a defined translational asset: service testbed, user cohort, implementation setting or adoption route. Patient access must remain controlled by consent, governance and research approvals.

UKRI

LIVE PARTNER FIT 2/5

28. Child Focused Court IDVA service - Cheshire and Merseyside

Funder / buyer: Public-sector commissioner
Value: Up to £609,957 Deadline: 4 September 2026
Best route: Eligible non-profit or specialist consortium

Growth-manager view. Near-term deadline and specialist safeguarding requirement. Participate only through a qualified domestic-abuse partner and a clear court-based delivery model.

FIND A GRANT

LIVE PARTNER FIT 4/5

29. Connections Through Gaming Pilot for boys aged 11-16

Funder / buyer: Department for Culture, Media and Sport
Value: £120,000-£648,000 Deadline: 11 September 2026
Best route: Eligible delivery lead or consortium

Growth-manager view. Strong fit for an alternative-provision or youth-development arm with digital safeguarding and therapeutic expertise. Build around connection, attendance, wellbeing and progression rather than equipment.

FIND A GRANT

LIVE DIRECT FIT 4/5

30. AI Growth Lab

Funder / buyer: UK Government
Value: Regulatory support rather than cash Deadline: 27 September 2026
Best route: Innovative company with a regulated AI use case

Growth-manager view. Potentially valuable for AI in care, transport, SEND or workforce decision support. Enter with a narrow use case, human oversight, data-protection analysis and an evidence plan - not for a marketing badge.

FIND A GRANT

LIVE PARTNER FIT 2/5

31. Farmer Welfare Grant

Funder / buyer: Department for Environment, Food and Rural Affairs
Value: £1,000-£600,000 Deadline: 9 September 2026
Best route: Eligible welfare or community organisation

Growth-manager view. A foundation or community-care partnership could contribute mental-health or outreach expertise in rural areas, but only with sector trust and an agricultural partner.

FIND A GRANT

LIVE PARTNER FIT 1/5

32. MRC research equipment opportunity

Funder / buyer: Medical Research Council
Value: £200,000-£1 million Deadline: 5 November 2026
Best route: Eligible research organisation

Growth-manager view. Partner-led only. Relevant where a clinical or data-research collaboration genuinely requires shared equipment and the group provides a controlled implementation setting.

UKRI

LIVE PARTNER FIT 1/5

33. Official Oral History of Women Veterans

Funder / buyer: Office for Veterans' Affairs
Value: £150,000-£250,000 Deadline: 22 September 2026
Best route: Research, heritage or charity lead

Growth-manager view. A possible education or foundation partnership only with genuine veterans, trauma, oral-history or research competence. Otherwise decline; disciplined no-bid decisions are part of fundability.

FIND A GRANT

LIVE PARTNER FIT 2/5

34. Sustainable Drainage Systems in Schools

Funder / buyer: Department for Education / partners
Value: £10,000-£1 million; match indicated Deadline: 2 November 2026
Best route: Eligible school or local-authority partnership

Growth-manager view. Relevant to SEND or education estates where flood resilience, outdoor learning and accessibility combine. Secure eligible estate leadership and match funding before design spend.

FIND A GRANT

LIVE PARTNER FIT 2/5

35. Accelerated cancer diagnosis innovation call

Funder / buyer: UK research and innovation system
Value: £1.5 million-£4 million Deadline: 28 October 2026
Best route: Research-led consortium

Growth-manager view. Participate only with a governed diagnostic pathway, clinical leadership and research partner. A care setting can be valuable but cannot substitute for scientific capability.

UKRI

LIVE DIRECT FIT 4/5

36. UK-Singapore collaborative R&D 2026

Funder / buyer: Innovate UK / Enterprise Singapore
Value: £100,000-£900,000 Deadline: 16 December 2026
Best route: UK business with Singapore partner

Growth-manager view. A serious route for digital health, assistive technology, care operations or accessibility innovation. Start with the cross-border problem and commercial market, then define work packages, IP and regulatory route.

INNOVATE UK

ROLLING FIT 5/5

37. National Lottery Awards for All England

Funder / buyer: The National Lottery Community Fund
Value: £300-£20,000 Deadline: Open / rolling
Best route: Eligible community or charitable organisation

Growth-manager view. Ideal for testing a local project, volunteer model, peer network or community-development strand. Keep funded activity visibly separate from commercial service delivery.

NLCF

ROLLING FIT 5/5

38. Reaching Communities England

Funder / buyer: The National Lottery Community Fund
Value: £20,001-£20 million; most awards lower Deadline: Open / rolling
Best route: Eligible charity, CIC or community organisation

Growth-manager view. Build a multi-year case around community power, equity, lived experience and durable outcomes. Related-party procurement and additionality must be explicit.

NLCF

ROLLING FIT 4/5

39. Reach Fund investment-readiness grants

Funder / buyer: Access - The Foundation for Social Investment
Value: £5,000-£15,000 Deadline: Open through approved Access Points
Best route: Charity or social enterprise preparing for social investment

Growth-manager view. Use to make a community, care-property or service proposition investment-ready: financial model, governance, impact evidence, legal structure and lender materials.

ACCESS

ROLLING FIT 3/5

40. Garfield Weston Foundation Regular Grants

Funder / buyer: Garfield Weston Foundation
Value: Variable Deadline: Rolling portal
Best route: Eligible UK charity

Growth-manager view. Suitable for a genuinely independent charitable programme with sound accounts and a proportionate ask. Fund a coherent outcome or essential capacity, not a shopping list.

GARFIELD

UPCOMING FIT 3/5

41. Robertson Trust Large Grants reopening

Funder / buyer: The Robertson Trust
Value: Programme-defined Deadline: Reopens 14 September 2026
Best route: Eligible Scotland-focused charity

Growth-manager view. Prepare only for a Scotland delivery footprint and a poverty or trauma outcome within the trust's strategy. Do not manufacture geographic relevance.

ROBERTSON

ROLLING FIT 2/5

42. Robertson Trust Wee Grants

Funder / buyer: The Robertson Trust
Value: Up to £5,000 Deadline: Programme-dependent / verify
Best route: Small Scotland charity or community group

Growth-manager view. Potential pilot funding for a small independent partner rather than a large group. Use it to learn locally; do not create an artificial micro-entity to fit the threshold.

ROBERTSON

LIVE PARTNER FIT 3/5

43. Parkinson's physical-activity provider grants

Funder / buyer: Parkinson's UK
Value: Up to £3,000 Deadline: 2026 programme - verify current round
Best route: Eligible activity provider or community partner

Growth-manager view. A modest but high-specificity route for adapted movement and community participation. Clinical claims, instructor competence, referral pathways and accessibility matter more than scale.

FIND A GRANT

STRUCTURAL FIT 5/5

44. Disabled Facilities Grant - England 2026/27 allocation

Funder / buyer: Department of Health and Social Care / local authorities
Value: £723 million national allocation Deadline: Case-led and council-administered
Best route: Eligible resident; council process; supplier/framework delivery

Growth-manager view. Build a national adaptation-growth programme around council pathways, home-improvement agencies, occupational-therapy specifications, approved contractors and landlord case management. The grant generally follows the eligible person, not the provider's portfolio.

DFG

STRUCTURAL FIT 5/5

45. West Midlands Disabled Facilities Grant allocation

Funder / buyer: Local authorities via central allocation
Value: £89,602,528 for 2026/27   Deadline: Council programmes throughout the year
Best route: Casework, frameworks, approved suppliers and partnerships

Growth-manager view. Prioritise councils around the operational and property footprint. Map procurement route, waiting times, discretionary policy, home-improvement agency relationships, OT capacity and contractor panels before outreach.

DFG

STRUCTURAL FIT 5/5

46. SEND transformation funding 2026/27

Funder / buyer: Department for Education / local authorities
Value: £429 million in 2026/27   Deadline: Authority programme cycles
Best route: Authority partnership, commissioning and delivery contracts

Growth-manager view. The practical route is authority transformation, placements, early intervention, alternative provision, workforce and specialist support - not a generic SEND grant application.

FIND A GRANT

STRUCTURAL FIT 4/5

47. Norfolk supported-housing capital fund

Funder / buyer: Norfolk County Council / partners
Value: Part of an £18 million capital fund Deadline: Programme-specific windows
Best route: Supported-housing developer application

Growth-manager view. A model for property-led partnerships: evidence need, separate housing from care, demonstrate planning and delivery capability, and settle nomination, rent, revenue and exit arrangements before acquisition.

HOMES ENGLAND

STRUCTURAL FIT 3/5

48. Adult social work employer support 2026/27

Funder / buyer: Department of Health and Social Care
Value: Up to £2.3 million programme Deadline: Programme route - verify
Best route: Employer-support or sector partnership

Growth-manager view. A workforce and practice-development opportunity rather than a staffing subsidy. Explore partnerships around supervision, retention, practice education and employer standards.

FIND A GRANT

Current public procurement opportunities

Public contracts are often the main revenue route for care, SEND, transport, staffing and community delivery. The values below are published notice values and may be divided into lots or roles.

LIVE PARTNER FIT 2/5

49. Communities of Practice Development

Funder / buyer: National Trust
Value: £50,000 Deadline: 18 September 2026
Best route: Consultancy / facilitation prime or partner

Growth-manager view. Useful for an education or community-development capability that can evidence facilitation and evaluation. Care credentials alone will not answer the brief.

CONTRACTS FINDER

LIVE PARTNER FIT 3/5

50. Administration Support for Engagement and Participation

Funder / buyer: North Lanarkshire Council
Value: £672,000 Deadline: 11 September 2026
Best route: Prime or specialist community-engagement partner

Growth-manager view. Potential fit for family voice and lived-experience infrastructure. The bid needs local delivery, accessible engagement, data protection and clear separation from statutory decisions.

FIND A TENDER

LIVE DIRECT FIT 3/5

51. Residential, respite and nursing care beds

Funder / buyer: Comhairle nan Eilean Siar
Value: £12 million Deadline: 16 October 2026
Best route: Registered care provider or consortium

Growth-manager view. Commercially material but geographically demanding. Test registration, workforce, property, mobilisation and island-supply assumptions before treating value as attractiveness.

FIND A TENDER

LIVE PARTNER FIT 3/5

52. PEACEPLUS Youth Intervention

Funder / buyer: Newry, Mourne and Down District Council
Value: £91,000 Deadline: 30 September 2026
Best route: Youth/community delivery partner

Growth-manager view. A fit for a youth, SEND or alternative-provision team with cross-community competence. Peace and reconciliation must lead the design, not sit in a generic youth programme.

CONTRACTS FINDER

LIVE PARTNER FIT 4/5

53. CAWT Healthier Futures early-intervention programme

Funder / buyer: Cross-border health partnership
Value: £4.2 million Deadline: 18 September 2026
Best route: Health/community consortium

Growth-manager view. Strong thematic fit where clinical, community and prevention capability can be evidenced across the eligible geography. Partnership structure and cross-border delivery determine viability.

FIND A TENDER

LIVE DIRECT FIT 4/5

54. Housing support for homeless people with complex needs

Funder / buyer: Renfrewshire Council
Value: £993,000 Deadline: 29 September 2026
Best route: Qualified housing-support provider

Growth-manager view. High service fit, but Scotland-specific regulation, local workforce and housing relationships are gating conditions. Bid only with an executable mobilisation plan.

FIND A TENDER

LIVE DIRECT FIT 5/5

55. Pathway 1 and Community Reablement

Funder / buyer: Walsall Council
Value: £65 million Deadline: 18 September 2026
Best route: Care-provider prime, lot bidder or consortium

Growth-manager view. A flagship opportunity in the likely core geography. Capacity, hospital discharge, therapy interfaces, workforce transfer, scheduling, price risk and mobilisation evidence must be integrated.

FIND A TENDER

LIVE PARTNER FIT 4/5

56. Greater Manchester Inclusion Health 2027-32

Funder / buyer: NHS Greater Manchester
Value: £3.2 million Deadline: 9 September 2026
Best route: Health-inclusion specialist or consortium

Growth-manager view. The group may add clinical, outreach, staffing or transport capability, but lived-experience design and inclusion-health track record are essential. The deadline makes partner entry more realistic than a new prime bid.

FIND A TENDER

LIVE PARTNER FIT 5/5

57. Best Start Family Hubs

Funder / buyer: Worcestershire County Council
Value: £14.4 million Deadline: 28 September 2026
Best route: Family-services consortium or lot bidder

Growth-manager view. Excellent adjacency to children, SEND, early help and community development. Build around family outcomes, locality integration, safeguarding, data-sharing and a credible voluntary-sector ecosystem.

FIND A TENDER

LIVE PARTNER FIT 3/5

58. Specialist children's domestic-abuse therapeutic service

Funder / buyer: Warrington Borough Council
Value: £165,000 Deadline: 14 September 2026
Best route: Specialist therapeutic provider or partner

Growth-manager view. Bid only with qualified trauma specialists and recognised domestic-abuse practice. General children's services, staffing or counselling claims are insufficient.

FIND A TENDER

LIVE DIRECT FIT 3/5

59. VAWDASV and tenancy support service - TESS4

Funder / buyer: Vale of Glamorgan Council
Value: £1.9 million Deadline: 23 September 2026
Best route: Qualified support-provider prime or consortium

Growth-manager view. Potential supported-living and safeguarding fit. Welsh policy, VAWDASV expertise, refuge and tenancy pathways, language commitments and survivor-centred governance are decisive.

FIND A TENDER

LIVE DIRECT FIT 4/5

60. Mental-health tenancy support service - TESS5

Funder / buyer: Vale of Glamorgan Council
Value: £1.3 million Deadline: 23 September 2026
Best route: Mental-health housing-support provider

Growth-manager view. A credible core-service pursuit if Welsh mobilisation, housing partnerships, recovery practice and staffing are real. Keep housing and care rights distinct.

FIND A TENDER

LIVE PARTNER FIT 3/5

61. Walk and Talk mental-health service

Funder / buyer: NHS Greater Glasgow and Clyde
Value: £123,000 Deadline: 15 September 2026
Best route: Community mental-health / activity partner

Growth-manager view. A focused route suitable for a local specialist partner. The offer must join clinical safety, physical activity, referral management, inclusion and outcome measurement.

FIND A TENDER

LIVE PARTNER FIT 3/5

62. Shared Lives Incentive Referral Framework

Funder / buyer: Sheffield City Council
Value: £74,000 Deadline: 11 September 2026
Best route: Referral, engagement or incentive framework provider

Growth-manager view. A relationship-building route into Shared Lives rather than a broad care contract. Clarify referral ethics and measurable conversion before committing resource.

FIND A TENDER

LIVE PARTNER FIT 5/5

63. Greater Manchester inclusion health - co-occurring conditions

Funder / buyer: NHS Greater Manchester
Value: £15 million Deadline: Verify current notice immediately
Best route: Specialist health/community consortium

Growth-manager view. Strategically important for complex needs, mental health, substance use and homelessness. Verify the exact deadline and decide whether a lot, subcontract or consortium role is executable.

FIND A TENDER

Recent adaptation-market precedents

These are not open competitions. They demonstrate how local authorities procure Disabled Facilities Grant and adaptation delivery, and where future framework intelligence should be built.

PRECEDENT FIT 5/5

64. Wolverhampton Disabled Facilities Grant works

Funder / buyer: City of Wolverhampton Council
Value: £19.408 million Deadline: Awarded / contract period from 2026
Best route: Multi-lot works contract

Growth-manager view. A market precedent showing that DFG delivery can be a sizeable procured works market. Its quality, price and social-value logic should shape the evidence library and contractor-partner strategy.

CONTRACTS FINDER

PRECEDENT FIT 5/5

65. Newport approved contractor framework for adaptations

Funder / buyer: Newport City Council
Value: £5.2 million excluding VAT Deadline: Framework commenced 1 September 2026
Best route: Approved contractor framework

Growth-manager view. A direct signal that councils aggregate adaptation demand through frameworks. Track future refreshes, call-off performance, incumbent capacity and nearby authorities.

FIND A TENDER

PRECEDENT FIT 4/5

66. Breckland DFG contractor framework

Funder / buyer: Breckland Council
Value: Published award notice in August 2026 Deadline: Awarded
Best route: Framework supplier model

Growth-manager view. Use the supplier list and lot structure as market intelligence. Decide what capability belongs in-house and where specialist partners are required.

CONTRACTS FINDER

PRECEDENT FIT 4/5

67. Barnsley modular ramp installations

Funder / buyer: Barnsley Metropolitan Borough Council
Value: £600,000 excluding VAT over potential six years Deadline: Contract commenced July 2026
Best route: Specialist supply and installation contract

Growth-manager view. Evidence that one narrow adaptation component can support a durable specialist contract. Choose deliberately which repeatable components merit owned capability.

CONTRACTS FINDER

Strategic watch routes

These routes require a suitable future call, consortium, investable model or market-engagement signal. They belong in the radar, not in the current submission count.

WATCHLIST FIT 5/5

68. SBRI Healthcare challenge competitions

Funder / buyer: NHS England / Accelerated Access Collaborative
Value: Challenge-specific Deadline: Periodic calls
Best route: Innovative company with NHS need and evidence plan

Growth-manager view. Create an innovation pipeline around defined NHS problems. Retain a ready dossier on IP, health economics, adoption, clinical safety and regulatory route.

SBRI

WATCHLIST FIT 4/5

69. Horizon Europe Cluster 1 - Health

Funder / buyer: European Commission
Value: Call-specific consortium funding Deadline: Work-programme deadlines
Best route: International research and innovation consortium

Growth-manager view. Best approached through universities, NHS bodies and technology partners. Select one research question linked to the group's settings; do not put the whole care portfolio into one consortium.

EU

WATCHLIST FIT 4/5

70. UN Global Marketplace health, education and logistics notices

Funder / buyer: United Nations agencies
Value: Notice-specific Deadline: Continuous procurement monitoring
Best route: Registered supplier or NGO consortium

Growth-manager view. Build country and agency focus before registration sprawl. Humanitarian health, education, training, supplies and transport each require different evidence and local partners.

UNGM

WATCHLIST FIT 4/5

71. Global Innovation Fund

Funder / buyer: Global Innovation Fund
Value: Grants, loans or equity by stage Deadline: Approach / window dependent
Best route: Evidence-led social innovation

Growth-manager view. A route for scalable international innovation benefiting people on low incomes. Define evidence stage, unit economics, local ownership and pathway to scale before approaching.

GIF

WATCHLIST FIT 2/5

72. Wellcome research and career schemes

Funder / buyer: Wellcome
Value: Scheme-specific   Deadline: Call-specific
Best route: Eligible research lead with implementation partners

Growth-manager view. The group can offer an implementation setting or community partnership, but research independence must be protected. Start with the investigator and question.

WELLCOME

WATCHLIST FIT 4/5

73. Specialist care and social-investment funds

Funder / buyer: Social-investment market
Value: Often £400,000 to £1 million-plus   Deadline: Fund-specific
Best route: Investable charity, social enterprise or property/service vehicle

Growth-manager view. Prepare for repayable capital with robust cash flow, asset security, impact metrics and governance. Social investment is not a softer grant.

ACCESS

WATCHLIST FIT 5/5

74. NHS and local-authority early market engagement

Funder / buyer: UK public commissioners
Value: Pipeline-specific Deadline: Continuous
Best route: PIN, PME and pre-procurement activity

Growth-manager view. Strategy starts before the tender. Responding early can shape lots, mobilisation, outcomes and partnership design. Monitor national portals and commissioner sites weekly.

FIND A TENDER

WATCHLIST FIT 5/5

75. Homes England specialist and supported-housing programmes

Funder / buyer: Homes England and strategic partners
Value: Programme-specific capital and finance Deadline: Programme cycles
Best route: Registered-provider, authority or developer partnership

Growth-manager view. Develop repeatable packs covering land, planning, nomination, rent, care separation, capital stack, delivery risk and exit. Property and care companies should not be casually interdependent.

HOMES ENGLAND

PART VI

THE FIELDBOOK

Print-ready canvases, gates and registers for board, growth, finance, delivery and partners.

How to use the fieldbook

These pages are designed for print. Complete them in a working session with the people who own delivery, finance, evidence, property, governance and partnerships. Blank space is deliberate: a concise answer is more useful than a paragraph that hides uncertainty.

FIELDBOOK DISCIPLINE

- Date every sheet and name the decision owner.
- Write "unknown" rather than filling gaps with assumption.
- Attach the evidence or source rather than relying on memory.
- Review the completed sheet at the next stage gate and record changes.

ENTERPRISE MAP

Complete one row for every legal entity before opportunity hunting begins.

Entity / vehicle	Purpose and objects	Regulator / registrations	Revenue and restrictions	Evidence owner	Material ris

Decision: which vehicle may bid, receive, contract, borrow, own the asset and deliver?

CAPABILITY-TO-MARKET MATRIX

Translate operating capability into a specific customer problem and purchasing route.

Capability	Problem solved	Population / place	Likely payer	Purchase route	Proof avail

Do not list services. State the bottleneck removed and who already has authority to pay.

SEVEN-CAPITAL STACK

Allocate each cost and risk to the capital source that is legally and economically suited to it.

Capital type	Source / programme	Use of funds	Restriction / repayment	Timing	Match / dependenc

Control: no duplicated cost, hidden cross-subsidy or unsupported dependency.

NEED STATEMENT CANVAS

Describe the need before choosing the intervention or funding programme.

Population	Current failure	Scale / trend	Consequence	Existing response	Evidence a limitation

Test: would an independent reader understand why action is needed without seeing the proposed solution?

PROJECT CHARTER

One page that makes the project real enough to qualify against opportunities.

Element	Decision / description	Owner	Evidence / depend
Outcome			
Beneficiaries			
Scope			
Intervention			
Milestones			
Budget			
Delivery lead			
Partners			
Risks			
Continuation			

Gate: no search or bid resource until the charter has a named delivery and finance owner.

OPPORTUNITY QUALIFICATION

Score the opportunity as a commercial and delivery decision, not as an attractive headline.

Criterion	Weight	Score 0-5	Weighted result	Evidence / rea
Strategic fit				
Entity eligibility				
Addressable value				
Evidence strength				
Delivery capacity				
Partner position				
Economics / cash				
Win probability				
Risk				
Timing				

Suggested gate: pursue only when the weighted score exceeds the board threshold and no red-line risk remains.

EVIDENCE LEDGER

Turn every claim into a controlled evidence asset that can survive due diligence.

Claim / metric	Source system	Period / cohort	Method / denominator	Owner / approval	Limitation / next action

Rule: no superlative, outcome or market claim enters a submission without provenance.

PARTNER ARCHITECTURE

Choose partners for missing authority, trust, capability or evidence - not merely for decoration.

Partner	Role and work package	Why essential	Value / liability	Evidence	Agreement status

Before submission: delivery, IP, data, publicity, safeguarding, budget, liability and exit must be understood.

FOUNDATION RELATED-PARTY TEST

Apply before a charitable vehicle funds, contracts with or promotes any connected organisation.

Question	Evidence / answer	Independent decision-maker	Conflict control	Public-benefit
Is the transaction necessary?				
Is the price demonstrably fair?				
Were alternatives considered?				
Were conflicts declared and excluded?				
Is private benefit incidental?				
Can the decision be published?				
Would an external funder accept it?				

Red line: the foundation is not a captive lead-generator, subsidy channel or exclusive buyer for the group.

DFG AND ADAPTATION PATHWAY MAP

Map the local system around the eligible person, council and works delivery.

Stage	Local actor	Decision / specification	Typical delay	Group role	Evidence / procureme route
Awareness / referral					
Assessment					
Eligibility / means test					
Design / specification					
Landlord consent					
Approval					
Procurement					
Works					
Sign-off					
Aftercare					

Principle: the grant normally follows the eligible resident; growth comes from lawful pathway and supplier participation.

PROPERTY INVESTMENT CASE

Prove that the asset and service models remain viable separately and together.

Dimension	Base case	Downside	Evidence / covenant	Owner
Local need				
Planning / use				
Title / lease				
Capital cost				
Rent / income				
Void risk				
Adaptation cost				
Care revenue				
Maintenance				
Exit / alternative use				

Red line: never acquire on the assumption that a future grant, referral or care contract will rescue the economics.

INNOVATION AND R&D READINESS

Distinguish a genuine uncertain development project from ordinary service improvement.

Test	Current answer	Evidence	Gap / experiment	Owner
Novel problem				
State of the art				
Technical uncertainty				
User need				
Work packages				
Research / clinical governance				
IP and freedom to operate				
Adoption buyer				
Health economics				
Exploitation plan				

Fundability test: if the result and method are already known, the work is delivery or procurement - not R&D.

INTERNATIONAL PROJECT GATE

No overseas project proceeds on goodwill alone.

Gate	Evidence / status	Local owner	Risk rating	Decision
Locally defined need				
Partner due diligence				
Safeguarding				
Sanctions / anti-bribery				
Permissions				
Data and consent				
Security / travel				
Currency / banking				
Supply chain				
Monitoring / complaints				
Exit / sustainability				

Red line: pause where local accountability, safeguarding or legal permission is uncertain.

SUBMISSION CONTROL SHEET

Maintain one source of truth for the final pursuit.

Requirement / section	Owner	Evidence due	Draft status	Reviewer	Final contr

Final gate: compliance, price, evidence, approvals and portal submission are independently checked.

BOARD GROWTH DASHBOARD

Report decisions, concentration, conversion and delivery - not a long list of links.

Measure	Current	Target	Trend	Risk / decision
Qualified pipeline				
Addressable value				
Weighted value				
Projects grant-ready				
Live submissions				
Win rate				
Cash exposure				
Commissioner concentration				
Awards mobilising				
Evidence gaps				

Board question: what changed this month, what decision is required and what could harm delivery?

AWARD-TO-EVIDENCE PLAN

Design evidence capture before delivery begins so the award creates future proof.

Outcome / claim	Indicator	Baseline	Frequency	Owner	Decision us future bid

Close the loop: every funded project should improve the next project, contract or investment case.

GRANT-READY PROJECT CHECKLIST - 1

Tick only where the answer can be evidenced.

- ☐ The need is specific, evidenced and linked to a defined population and place.
- ☐ The project exists independently of the funding programme wording.
- ☐ The proposed applicant is eligible and its objects permit the activity.
- ☐ Any related-party benefit is incidental, transparent and independently controlled.
- ☐ A named delivery owner accepts the scope, milestones and assumptions.
- ☐ Finance has approved the cost model, VAT treatment, match and cash profile.
- ☐ The intervention can be delivered safely within regulatory and safeguarding duties.
- ☐ Outcomes, indicators, baseline and evidence sources are defined.
- ☐ Partners have real work packages and understand liability, data and publicity.
- ☐ The property position, planning, title, lease and exit are understood where relevant.

GRANT-READY PROJECT CHECKLIST - 2

Continue the same evidence test.

- ☐ Clinical or research claims have the correct qualified owner and approvals.
- ☐ Data protection, consent and information-sharing routes are viable.
- ☐ The budget distinguishes restricted, unrestricted, repayable and in-kind resources.
- ☐ The project can continue, close or transfer responsibly after the funded period.
- ☐ The opportunity is more attractive than the best alternative use of the same team.
- ☐ Mobilisation can begin within the funder or buyer timetable.
- ☐ Evidence and experience relied on from another group entity are legally available.
- ☐ The application does not depend on an undeclared future grant or contract.
- ☐ The board understands material downside and cash exposure.
- ☐ The submission owner has authority to stop the bid if a red-line condition fails.

NO-BID RED LINES

Any unresolved red line should stop or pause the pursuit.

- [ ] The applicant is ineligible or would need to misdescribe its status.
- [ ] The project exists only because the fund is open.
- [ ] The same cost would be claimed from two sources.
- [ ] The activity would create unsafe care, staffing, transport or safeguarding pressure.
- [ ] A property acquisition depends on unconfirmed referrals, grant or rent assumptions.
- [ ] The foundation would primarily benefit a connected trading company.
- [ ] A required partner is named but has not accepted its role.
- [ ] The proposed price cannot support safe and compliant delivery.
- [ ] Claims cannot be evidenced or would require misleading aggregation.
- [ ] The deadline prevents competent governance, pricing or mobilisation planning.
- [ ] The organisation lacks legal permission, registration, insurance or geographic capacity.
- [ ] International work lacks a credible local owner, safeguarding control or legal route.

PART VII

RESEARCH NOTES

Primary portals, public guidance and verification notes supporting the operating system and atlas.

Research and verification note

The operating system draws on public grant, procurement, regulatory, housing, research and social-investment sources. The opportunity atlas was checked on 2 September 2026. Because notices may be amended, withdrawn or clarified, the definitive position is the current official source and associated documents, not this printed summary.

Primary source register

1. UK Government, Disabled Facilities Grants guidance. Eligibility, council administration, means testing and the statutory framework. https://www.gov.uk/disabled-facilities-grants
2. UK Government, Find a Grant. Official discovery point for central-government grant schemes; checked on 2 September 2026. https://www.find-government-grants.service.gov.uk/grants
3. UK Government, Contracts Finder. Official source for UK public contract notices. https://www.contractsfinder.service.gov.uk/Search
4. UK Government, Find a Tender. Official source for UK procurement notices under the current regime. https://www.find-tender.service.gov.uk/Search
5. UK Research and Innovation opportunities. Official research-funding directory. https://www.ukri.org/opportunity/
6. Innovate UK Innovation Funding Service. Official business-led innovation competitions. https://apply-for-innovation-funding.service.gov.uk/competition/search
7. The National Lottery Community Fund. Official programme pages for Awards for All, Reaching Communities and related funding. https://www.tnlcommunityfund.org.uk/funding/programmes
8. SBRI Healthcare. Official NHS innovation challenge programme. https://sbrihealthcare.co.uk/
9. United Nations Global Marketplace. Official procurement platform used by participating UN organisations. https://www.ungm.org/Public/Notice
10. European Commission Funding and Tenders Portal. Official portal for Horizon Europe and other EU programmes. https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home
11. Access - The Foundation for Social Investment. Official information on investment-readiness and blended-finance programmes. https://access-socialinvestment.org.uk/
12. The Robertson Trust. Official Scottish grant programme information. https://www.therobertsontrust.org.uk/funding/
13. Garfield Weston Foundation. Official charitable funding guidance and application route. https://garfieldweston.org/
14. Global Innovation Fund. Official impact-first innovation funding information. https://www.globalinnovation.fund/
15. Wellcome. Official research funding information. https://wellcome.org/grant-funding
16. Homes England. Official housing and regeneration programme information. https://www.gov.uk/government/organisations/homes-england
17. Care Quality Commission. Regulatory information for health and social care providers in England. https://www.cqc.org.uk/

18. Social Care Institute for Excellence, supported living guidance. Guidance on housing-support separation and supported-living models. https://www.scie.org.uk/housing/role-of-housing/supported-living/

19. Charity Commission for England and Wales. Charity registration, governance, conflicts and reporting guidance. https://www.gov.uk/government/organisations/charity-commission

20. Companies House. Company-name, entity and filing checks. https://find-and-update.company-information.service.gov.uk/

21. UK Intellectual Property Office. Trade-mark and brand-clearance information. https://www.gov.uk/government/organisations/intellectual-property-office

Tender notice links used in the atlas

T1. Communities of Practice Development - National Trust; £50,000; deadline stated 18 September 2026. https://www.contractsfinder.service.gov.uk/Notice/c6e1c7fd-3bfd-4a1f-ac28-bf9297d74962

T2. Administration Support for Engagement and Participation - North Lanarkshire Council; £672,000; deadline stated 11 September 2026. https://www.find-tender.service.gov.uk/Notice/080077-2026

T3. Residential, respite and nursing care beds - Comhairle nan Eilean Siar; £12 million; deadline stated 16 October 2026. https://www.find-tender.service.gov.uk/Notice/079923-2026

T4. PEACEPLUS Youth Intervention - Newry, Mourne and Down District Council; £91,000; deadline stated 30 September 2026. https://www.contractsfinder.service.gov.uk/Notice/3b871e25-88b7-494f-80a1-bbeafa379f1cb

T5. CAWT Healthier Futures early-intervention programme - Cross-border health partnership; £4.2 million; deadline stated 18 September 2026. https://www.find-tender.service.gov.uk/Notice/078721-2026

T6. Housing support for homeless people with complex needs - Renfrewshire Council; £993,000; deadline stated 29 September 2026. https://www.find-tender.service.gov.uk/Notice/078638-2026

T7. Pathway 1 and Community Reablement - Walsall Council; £65 million; deadline stated 18 September 2026. https://www.find-tender.service.gov.uk/Notice/078122-2026

T8. Greater Manchester Inclusion Health 2027-32 - NHS Greater Manchester; £3.2 million; deadline stated 9 September 2026. https://www.find-tender.service.gov.uk/Notice/076937-2026

T9. Best Start Family Hubs - Worcestershire County Council; £14.4 million; deadline stated 28 September 2026. https://www.find-tender.service.gov.uk/Notice/076925-2026

T10. Specialist children's domestic-abuse therapeutic service - Warrington Borough Council; £165,000; deadline stated 14 September 2026. https://www.find-tender.service.gov.uk/Notice/076877-2026

T11. VAWDASV and tenancy support service - TESS4 - Vale of Glamorgan Council; £1.9 million; deadline stated 23 September 2026. https://www.find-tender.service.gov.uk/Notice/076824-2026

T12. Mental-health tenancy support service - TESS5 - Vale of Glamorgan Council; £1.3 million; deadline stated 23 September 2026. https://www.find-tender.service.gov.uk/Notice/076819-2026

T13. Walk and Talk mental-health service - NHS Greater Glasgow and Clyde; £123,000; deadline stated 15 September 2026. https://www.find-tender.service.gov.uk/Notice/076790-2026

T14. Shared Lives Incentive Referral Framework - Sheffield City Council; £74,000; deadline stated 11 September 2026. https://www.find-tender.service.gov.uk/Notice/076764-2026

T15. Greater Manchester inclusion health - co-occurring conditions - NHS Greater Manchester; £15 million; deadline stated Verify current notice immediately. https://www.find-tender.service.gov.uk/Notice/076664-2026

Method and limitations

Values are the published programme or notice values available at the verification date. They are not necessarily the value addressable by one organisation; lotting, geography, eligibility, co-funding, procurement scope, reimbursement and partner roles may reduce it substantially. "Structural" entries describe an active public-funding or commissioning route rather than an open corporate application. "Precedent" entries are recent market evidence rather than live competitions. "Watchlist" entries require monitoring for a suitable call.

This book is strategic research, not legal, tax, clinical, investment, safeguarding, property, research-ethics or procurement advice. Specialist advice should be obtained where a decision depends on those disciplines. Names of the originating prospect and its companies have been deliberately excluded; the reference group is a composite used to make the analysis transferable.

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