



Consultancy



Our commitment to
**Consulting
Excellence**

May 2024

Consulting Excellence Declaration

At NECS Consultancy we consistently apply core NHS values in the way we work and interact with our clients and colleagues. We focus on performance where everyone has a clear line of sight to the strategic objectives to enable NECS to reach its vision: "To make life changing improvements to communities".

The five pillars of the MCA Consulting Excellence Framework link directly with NECS Values which drive our Consultancy behaviour:

- ✓ **Honesty & Integrity**
- ✓ **Respect & Dignity**
- ✓ **Professionalism**
- ✓ **High Standards & Performance**
- ✓ **Happy & Fulfilling**

We pride ourselves on being highly professional, acting with honesty and integrity, delivering to the highest performance standards. We treat everyone we work with, our customers, our partners and our people, with the greatest respect and dignity. We believe that a happy and fulfilling place to work is best for our people and our customers.

We focus on excellence in everything: we deliver client service via exceptional talent and technical capability to find solutions to our customers' most challenging problems. We pride ourselves on always being there, alongside customers and their communities, ultimately to achieve better outcomes for patients.



"NECS Consultancy has been on an amazing Journey since its formation in 2016.

Delivering significant change and improvement within healthcare systems across the UK. Our commitment to our people underpins our approach to delivering innovative and sustainable solutions.

Our operating model reinvests back into the NHS providing a true social and ethical foundation which our staff and partners can be proud of."

Prof. Edward Kunonga
Director of Transformation
and Population Health Management





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VISION

To make life changing improvements to communities.



MISSION

Solutions together – outcomes better.



SOCIAL PURPOSE

To make our own direct contribution towards reducing health inequalities, by creating jobs and generating wealth for the communities we serve.



Our Enabling Strategies

- ✓ Estates Strategy and Future Ways of Working Framework
- ✓ Data and Information Strategy Export Strategy
- ✓ People Strategy
- ✓ Quality Framework
- ✓ Collaboration and Strategic Partnering



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Ethical behaviour



We understand the importance of generating a surplus for re-investment in the NHS...

NECS is a not-for-profit NHS organisation. Our customer ownership model has been pivotal in defining our success helping to shape our strategic direction and deliver in accordance with our values. The NECS Board controls the strategic direction of the business, acting as guardians of our vision, mission and social purpose.

Our governance resembles a community interest company, such that any financial surplus is returned to our customer owners through the NECS Transformation Fund, for re-investment into their respective health and care systems. We understand the importance of generating a surplus for re-investment in the NHS and over the last ten years, we have re-invested £44m in this way.

As a publicly funded organisation, NECS has a duty to maintain the highest standards of conduct and integrity and expects the highest standards of corporate behaviour and responsibility from everyone. The NECS Standards of Business Conduct describes the standards and public service values which underpin the work of the NHS and sets out the guidance and best practice which all of our staff must follow.

Our commitment to ethical behaviour and how we treat our clients and colleagues is embedded in our values. From the day of joining our people complete mandatory training in ethical approaches to working in our health sector with required periodic refreshes. Any conflicts of interest or declaration of interests are notified as they arise, with everyone required to make a formal declaration annually.

As a responsible organisation, our top priority is delivering a social impact. We have a clear social purpose: to make our own direct contribution towards reducing health inequalities, by creating jobs and generating wealth for the communities we serve. By being commercially successful we will realise our vision – we are able to earn income and create good employment, thereby improving health and well-being and positively changing lives.

We invest in people to make a difference with our NECS 100 graduate, apprentice and graduate intern scheme which has provided work opportunities across the country, including roles in our consultancy team. These roles are developmental, not exclusive to any one age, demographic or socio-economic status.



Client service and value

Explicit in our values are the requirements for professionalism, acting with honesty and integrity, and delivering to the highest performance standards, each of which underpin our focus on client service and value in our consultancy projects.

Our organisational success is based on the quality of our service to our customers, to drive quality and value for money. Our aim is to develop strong partnership relationships based on mutual trust and understanding.

We combine core NHS values with a focus on client service and a relentless pursuit of continuous improvement.

We work to support health and social care customers in meeting strategic and operational challenges, to improve outcomes and increase efficiency. Whether in support of long-term strategic change or transformation, short-term high-impact activity or managing back-office services at scale, we have the skills to design and deliver cost-effective, innovative and high-quality solutions to complex healthcare challenges.

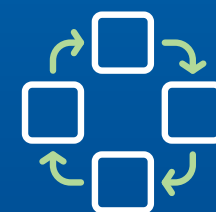
We are focussed on getting the right solutions for our clients and deploy suitable expertise to deliver value. We will work in partnership with other organisations when it will enhance the value we can deliver.

Our teams bring a mix of public, private, clinical and voluntary sector experience to provide added value to our work. In addition, we have developed eight key specialisms which are deployed across fully integrated teams to enhance our service delivery, support and solutions. This core strength is vital for offering the very best outcomes to our clients.



We are passionate about providing excellent client service. We have a structured process for accepting and setting up projects, together with delivery across a five stage NECS Consultancy delivery framework which centres on delivering identified outcomes and on leaving sustainable value from our work:

1



MOBILISE

2



DIAGNOSE

3



DESIGN

4



DELIVER

5



SUSTAIN

Professional development

Enhancing the growth and expertise of our team stands as a fundamental pillar of NECS Consultancy's ethos. We are committed to providing comprehensive professional development and unwavering support for career advancement to all our consultants. Our primary goal is to ensure the delivery of consultancy services that consistently meet and exceed the expectations of our valued clients.

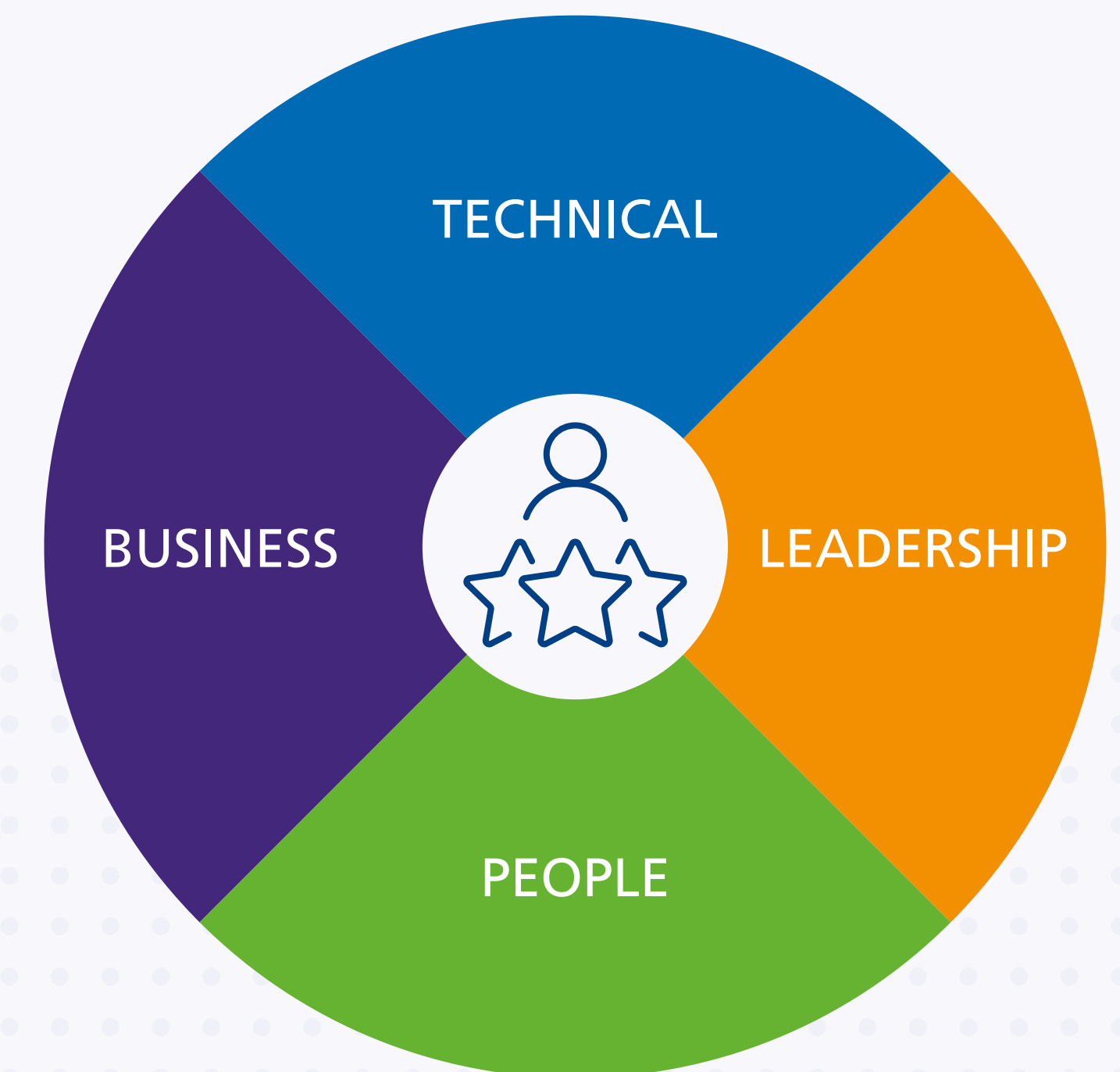
At NECS Consultancy, every team member benefits from a personal development plan tailored to their individual aspirations and growth objectives. These plans are anchored by a range of developmental opportunities, including access to the NECS training programme, specialised Consultancy training aimed at embedding best practices, and other bespoke development initiatives.

Our Consultancy development programme is formally accredited for the Chartered Management Consultant award, giving all of our consultants the opportunity to develop their Consultancy skills to become Chartered Management Consultants.

The offer to our people for professional development includes:

- All new NECS consultants progress through a structured induction programme.
- Access to bespoke Consultancy skills training, coaching and mentoring.
- Support and experience to become Chartered Management Consultants.
- A manager and team who care about people's health and wellbeing.
- Regular access to management support and robust appraisal and personal development planning.

Consultants with less than five years experience are supported by our **Emerging Consultants** network. This group works in parallel with the Young MCA to create and facilitate ongoing networking, learning and development opportunities for our emerging consultants.



The NECS Consultancy competency framework articulates required skills and knowledge for our consultants



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Commitment to diversity and inclusion

At NECS we want to foster a sense of belonging in everything we do and create an inclusive organisation. We seek to foster a sense of belonging with a strong commitment to D&I which is reflected in our structures and networks.

We make sure that our diverse workforce supports the development of an inclusive culture, guaranteeing that we are best placed to deliver services and reflect the populations we serve. At NECS, as we recognise that everyone is different and value the unique contribution that everyone's experience, knowledge and skills makes.

There is a clear [NECS Workforce Race Equality \(WRES\) Strategy](#) which is accessible to all and is published on our website. Our strategy was developed in collaboration with colleagues, identifying specific actions to deliver against three subject areas: Prevention and Support, Recruitment and Retention, and Training. NECS has produced and published a WRES report since 2016 to facilitate making improvements against the 9 indicators.

The **NECS Council** was established to ensure the involvement and empowerment of NECS people to influence and shape the strategic development of the organisation. The Council draws representatives from across the workforce to provide the forum for engagement with the Executive Group and to provide a sounding board for Directors and the senior leadership team on organisational development.

We recognise the value which special interest networks bring, which include:

- **Women and Carers in Consultancy** amplifies our collective female and carers' voice, advocating the development and fostering of female and carer accomplishment.
- **Clinicians in Consulting** established for clinicians to share experiences, and to support the transition of their skills to delivering consultancy services.
- **Emerging Consultants** supports the development of consultants with less than five years' experience.





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Commitment to Sustainability

At NECS we commit to ensuring our organisation operates in an increasingly sustainable way by:

Reducing our carbon footprint through a **Carbon Reduction Plan (CRP)** as part of our wider organisational strategy, which includes:



Promoting **sustainable travel** through a cycle to work scheme and availability of NHS fleet electric vehicles.



Encouraging the completion of **net-zero / green training** by all staff.

Developing our **Corporate Social Responsibility (CSR)** activity, highlighted through an intranet webpage:



Established a **CSR working group** to generate ideas, set objectives, support regional strategy implementation and monitor progress.



Inclusion of CSR activities in our **commercial offers** through established Service Lines.



Nomination of a **national charity partner** – currently 'Winston's Wish' – whilst also encouraging local charitable activity.

Opportunity offered to all staff to take an annual paid **volunteering day** to support local causes and individual health and well-being.

We strive to ensure that sustainability is considered by our clients in our work through:

PMO:

- Delivering a **paperless** PMO offer.
- Reducing unnecessary travel by **working virtually** when able to do so.
- Incorporating sustainability of programme outputs and outcomes into our **tried & tested methodology** – in phase 5 'sustain'.

Provision:

- Free PMO **training and support** to university students.
- Offering **flexi-placements** to Trust graduates.
- Including **pro-bono work** (training and coaching) for programmes with non-profit organisations within the charitable & voluntary sector.