



Consultancy



Our commitment to Consulting Excellence

April 2023

Consulting Excellence Declaration

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

As the health and care systems of our customers become more integrated, we will make a real, positive difference for patients and the neighbourhoods in which they live. The four pillars of the MCA Consulting Excellence Framework (ethical behaviour; client service and value; professional development; and commitment to diversity and inclusion) link directly with the NECS values which drive our Consultancy behaviour:

Our Values drive everything we do and the way we do it:



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 own 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 excellent client service, we deliver via exceptional talent and technical capability to find solutions to our customers most challenging problems. We are in it for the long haul. We pride ourselves on always being there, alongside customers and their communities, ultimately to achieve better outcomes for patients.

Ethical behaviour

NECS is a not-for-profit NHS organisation. We are motivated by our values and those of our health service clients. Our customer-owner model means we understand the importance of generating a surplus for re-investment in the NHS.

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 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. Through jobs and wealth we can improve health and well-being, 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.

Our commitment to ethical behaviour and how we treat our clients and colleagues is embedded in our NECS values. From the day of joining our team members complete mandatory training in ethical approaches to working in our health sector with required refreshes periodically.

Our Corporate Social Responsibility Strategy encompasses environmental, economic and social aspects of sustainability and places greater responsibility on us to improve the quality of life of those around us.

- Annual reinvestment of our surplus into improving healthcare services. In 21/22 this investment amounted to £9m.



- NECS100 roles have been mobilised in our Consultancy teams
- NECS has committed to achieving Net Zero emissions by 2040.



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.

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 have a structured process for accepting and setting up projects together with a NECS Consultancy delivery framework which centres on delivering identified outcomes. At project close, we always leave value behind, engaging with clients to focus on feedback and to share the learning from our work.

Our team brings a mix of public, private, clinical and voluntary sector experience to provide added value to our work, together with the experience of being part of the NHS. We deploy that expertise as teams to deliver value for our clients.

We are focused on getting the right solutions for customers. We do not always expect to deliver everything ourselves. Sometimes we want to work in partnership with another organisation who will bring something extra to what we deliver.



Professional development

Developing our people is a key priority for NECS Consultancy:

- to offer professional development and support for career progression to all of our consultants; and
- to be able to deliver the quality of consultancy services expected by our customers.

Everyone in NECS Consultancy has a personal development plan. Plans are underpinned by the opportunity to attend courses from the NECS training programme, specific Consultancy training to instil best practice, and other development programmes.

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



The NECS Consultancy competency framework articulates required skills and knowledge



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 at all levels and is reflected in our structures and networks.

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.

There is a clear **NECS Workforce Race Equality (WRES) Strategy** which is accessible to all and is published on our website. NECS has produced and published a WRES report since 2016 to facilitate making improvements against the 9 indicators. Our 2023 strategy was developed in collaboration with colleagues, identifying specific actions to deliver against three subject areas: Prevention and Support, Recruitment and Retention, and Training.

Our **Women and Carers in Consultancy** network is a mechanism through which our collective female and carers' voice is amplified. The group, open to everyone in the NECS consultancy team, advocates and supports the development and fostering of female and carer accomplishment.

Consultants with less than five years experience are supported by the **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.



“In NECS, we more than value diversity, we actively celebrate it.

We continue to review how we recruit and attract talented individuals into the organisation to ensure we can see changes in the diversity of our workforce.

Our value of dignity and respect, outlines that we will create an environment of inclusivity and we continue to embed this culture with actions aligned to our beliefs”

Stephen Childs, CEO