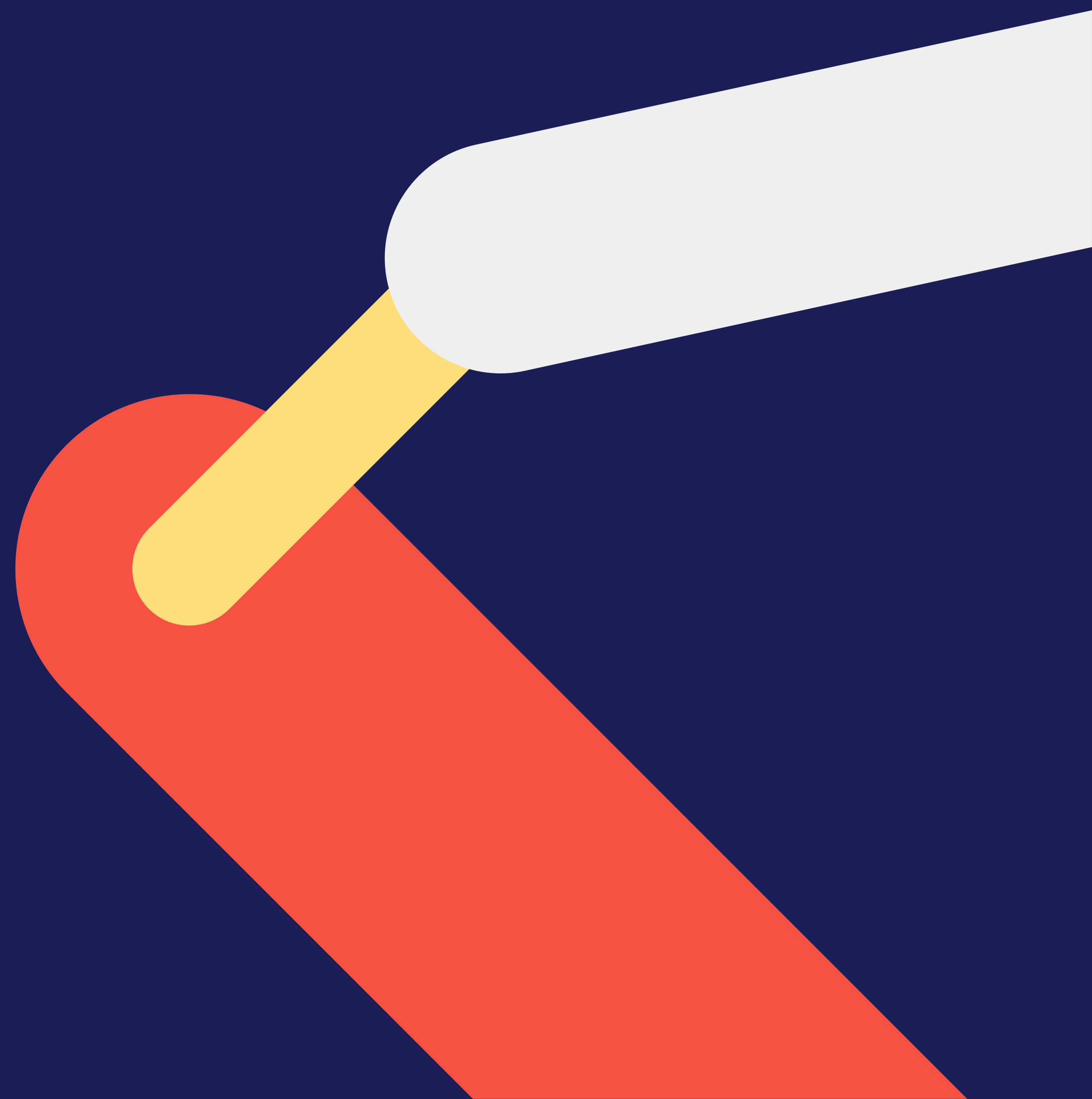


The PSC

Our commitment to Consulting Excellence

MCA Annual Declaration - 2023



We are proud to champion the MCA Consulting Excellence Framework.

The PSC (formerly known as 2020 Delivery) formed in 2006 with the express mission to transform public services. We work with ambitious leaders in public services to solve complex challenges and deliver high-value change. We are a team of curious, independent-minded thinkers and doers, united by the belief that better public services are the key to a stronger society.

Through our work with hundreds of leaders across public services, we know how important the Consulting Excellence Principles are to our team and our clients. Ethical behaviour, client service and value, professional development, commitment to diversity and inclusion and sustainability underpin everything we do.

What does this mean to us?

**Ethical Behaviour / Client Service &
Value / Professional Development /
Diversity & Inclusion / Sustainability**



Ethical behaviour

We are responsible and good citizens

The PSC's mission is to help chief executives and senior leaders improve public services and deliver lasting positive change for service users, patients and taxpayers.

Our projects improve services for citizens. Example outcomes from our work includes a strategy that will save the Department of Education £1bn in procurement costs; and reducing waiting times for patients on one hospital pathway by over 90%.

We believe strongly in equality and diversity. Equality and diversity enable us to deliver the creative, innovative and problem-solving abilities our work requires.

We believe that diverse identities, experiences and ideas are essential to tackling the complex problems and are actively seeking candidates from diverse background. Successful applicants will become part of a diverse, high performing team united by the same mission.

The PSC is an equal-opportunities employer and operates anonymised recruitment to ensure candidates are judged on their abilities and character alone. We are proud to partner with upReach, a charity which works to improve social mobility by creating conditions for undergraduates from less advantaged backgrounds to access and sustain top graduate jobs.

We give every employee the opportunity to "give something back". Each employee can spend up to 1 day per month on pro bono work of their choice, for example being a trustee at a cancer charity, governor at a local school or supporting Hestia's Modern Slavery Response Team to use operational data and digital tools to improve the efficiency of their operations across London and the South East.

We conduct our business ethically

The PSC is internally owned. We remain impartial, in order to objectively advise clients. We are committed to promoting and maintaining the highest level of ethical standards in relation to all of our work.

Neither the company nor our staff either offer or accept any financial or other advantage of any kind that could act as an inducement to behave improperly. We share any incidents relating to bribery or corruption at our weekly team meeting, so that all staff remain aware of their responsibilities in this area.

We are committed to ensuring the security and integrity of all data owned by the company and our clients. We have rigorous information security systems and policies, and all of our staff are trained in information security processes.

We never hold personal confidential data from our clients, and we are sensitive to the privacy concerns of service-users. We have a confidentiality agreement template to use with clients, which specifies how we handle user- and patient-level data.

We foster an ethical culture

We prioritise an ethical and sustainable approach to business and leadership, and we lead by example. We ensure potential partners and sub-contractors have aligned ethical and sustainability values, and require our partners to verify they are financially secure.

We devote team time to briefing and internal debate on significant, current issues within public services. It is important to our work that our team have informed views on the pressing issues impacting our clients and their users. Employees regularly attend and contribute to public sector conferences and lectures to ensure they are up to date.

We have a whistle blower policy, ensuring our employees are protected from suffering any detriment or termination of employment if they make any qualifying disclosures about our company in the public interest.

Bullying, harassment or any other detrimental treatment afforded to a colleague who has made a qualifying disclosure is unacceptable within The PSC.



Client Service & Value

We provide excellent consulting services which deliver the outcomes clients seek and need

Everything we do is aligned around achieving high quality outcomes for our clients, their teams, and their users. We apply a rigorous quality management approach for all projects. It is important to us, and our clients, that projects are run efficiently and effectively.

We work with our clients to carefully scope our work to meet their needs. Our values of honesty and respect ensure we listen and respond to clients' underlying needs. We are committed to building open and thoughtful relationships both in our internal teams and with our clients.

We have open conversations if we do not believe the plan will deliver best value for the client organisation or users.

Where appropriate, we collaborate with partners to deliver the best quality outcome, when we believe the project would benefit from capabilities or expertise which The PSC does not have. We choose our partners carefully, seeking "best in class" organisations and individuals who are aligned with our values.

We often work closely with client colleagues seconded to our teams, and work hard to transfer our specialist knowledge and skills to our clients.

We are transparent with clients and respond to their concerns

We are upfront with our clients. We let them know who will be supporting them from our team, and the specialist skills those team members bring. We explain up front what we need from the client organisation in order for our work to be successful.

We work with the client to identify the outcome they really want to change. We track these rigorously to ensure our work is meeting underlying needs, not targeting symptoms. If the project isn't delivering against those needs, we will change the direction of a project should it be necessary.

We proactively request feedback from our client and the team at all stages of the project. We act quickly and positively to understand and resolve issues our client has, and to learn lessons and make improvements.

We advocate that all intellectual property developed during a customer assignment should belong to the client. When the project is complete all project documents are given to the client in fully open formats so that the work can be owned and adapted on an ongoing basis.

We always strive to improve the value we can deliver to our clients

Not only are our consultants trained in our own continuous improvement methodology, we also offer this as training to our public service clients. Our programmes have been delivered to over 2000 public service employees so far, across central government, hospitals and government agencies.

Innovation is linked to continuous improvement. Each year we invest in improvements in technologies, capabilities and processes. We have held “innovation weeks” to bring the whole company off client work for a week to focus on developing innovations, e.g. emergency pathway performance improvements.

We build our understanding of best practice through staying current with the cutting edge of research literature, engagement with thought leaders, visits to understand the most innovative practice and use of national benchmarking data.

We have systematically built strong relationships with a wide and varied group of innovation partners. Through our long-term partnerships with academic organisations, such as Cranfield University, we bring cutting edge international research from leading thinkers. We also work with Virginia Mason Institute who are world-class healthcare experts in continuous improvement.



Professional Development

We undertake training and professional development planning each year

Our carefully designed development process focuses on the skills our clients need from our consultants on projects, and includes:

- A structured programme of training to ensure all consultants have the strong fundamental skills our clients expect, including effective engagement, data science, system-level problem solving and leading change. This best practice approach includes on-the-job training, learning through others and formal 'classroom-style' training delivered through a combination of internally and by external facilitators – all targeted to provide our team with the skills needed to deliver successful client projects.
- Mentoring from senior colleagues, including six-weekly career manager meetings to review development and ensure key skills needed by clients are being developed.

- Coaching on projects from our experienced project lead all of whom reach accredited coach status, to develop the project specific skills and competencies that enable effective and rapid project delivery.

- Regular feedback is central to our approach, with staff at all levels receiving feedback at least fortnightly, with more formal written feedback twice yearly.

- Staff are able to apply for funding to undertake elective-learning and development, targeted to their needs, and the needs of their clients.

We promote strong core consulting capabilities and specialisms in our consultants and teams

We have laid out the skills and requirements for each consulting grade, so everyone understands what is expected of them. This is used to review performance and identify development opportunities.

We value external recognition. We encourage a learning-on-the-job culture recognising success through happy clients and positive outcomes. Many of our staff also hold professional qualifications and we support additional study.

We have a culture of mutual support, reinforced by regular sharing of knowledge developed both within and outside projects. This allows us to bring the best to all of our clients, and to continually learn and evolve our approach.

We support our employees' career progression, professional development and wellbeing

At The PSC, we value our employees and want everyone to achieve an appropriate balance between work needs and the way they lead their lives. We provide part time working and other forms of flexibility for our staff.

We are committed to supporting the wellbeing of our team members and have a wide range of mechanisms to monitor and support mental health, including a wellbeing forum, online health resources, trained mental health first aiders and a wellbeing budget.

We encourage staff to maintain professional networks from prior to The PSC and are members of the MCA to develop and collaborate with the wider consulting professional network. The diversity in professional experience in our team is a strength.

Each consultant sets objectives in their Personal Development Plan and is supported in achieving these by their career manager, through regular meetings. Our feedback culture means we manage performance issues and celebrate successes on a day-to-day basis.

Client perspectives are gathered from interviews and informal feedback discussions with clients. These are immediately shared with the individual and feed into their performance reviews and appraisal, including remuneration decisions.

A diverse group of business professionals in a meeting, looking at laptops and documents. The scene is set in a modern office with a wooden table, laptops, and coffee cups. The background shows a whiteboard with sticky notes and a potted plant.

Diversity & Inclusion

We respect and embrace diversity and inclusion

We respect and embrace diversity and inclusion. Our Diversity & Inclusion Group reports directly to The PSC Board to ensure that we take action every month. We understand the benefits of having people from a diverse range of backgrounds to help us make better decisions and innovate.

We have committed publicly to specific diversity targets for our staff and leadership team and are working hard to achieve them:

- By 2025, 25% of our consulting staff and 25% of our leadership team will be from non-white backgrounds
- By 2028, 50% of our leadership team will be female

We have already achieved previously set diversity targets, including 50% of our consulting staff being female and 25% of our consulting staff and leadership team being from ethnic minority backgrounds, as defined by the UK Civil Service

We recruit and retain people from a diverse talent pool

We recruit and retain people from a diverse talent pool. We have been working hard to reduce unconscious bias from our recruitment processes and, as a result, now employ more staff from ethnic minority groups than ever before.

We have a culture that is inclusive and provide flexible working to help our staff make the most of their personal lives alongside work. For example, we have equalised benefits for new parents regardless of sex and accommodate changes to working patterns to support cultural backgrounds.

We promote a diverse workforce through:

- Anonymised recruitment process to ensure candidates are judged on their abilities and character alone;
- Standardised pay-bands to prevent wage gaps;
- Offering visa sponsorship and relocation support to international candidates;
- Partnering with upReach

We foster an inclusive culture through:

- Our Diversity & Inclusion Forums, Ethnic Minority Forum and Private LGBTQ+ network;
- Equal maternity and paternity leave;
- Regular D&I training sessions;
- Embedded D&I "ways of working" sessions at the start of each project

We support industry efforts to improve progress on diversity and inclusion

Our mission is to reduce inequalities in the public sector and to make public services that best serve those who need them most.

We are therefore committed to help our clients and others in our industry embrace diversity and inclusion.

Every project at The PSC includes a diversity and inclusion checkpoint, right at the start, to make sure that our internal team and client consider the impact on inclusion and potential opportunities to improve equality.

We have been sharing our learnings on how to improve D&I both within our company and in the work we do through the publication of articles and podcasts.

We work with partner organisations, such as Applied, who are able to help us implement industry-leading approaches to improve diversity and inclusion.

We also support charities, such as upReach, who aim to help disadvantaged young people to find roles in consulting.

The data we collect at The PSC on our diversity is used internally to improve our culture, and we contribute to the MCA's surveys to support change in our industry.

A close-up photograph of two hands, palms up, holding a small, bright yellow flower with a dark center. The background is blurred, showing other people in a crowd, suggesting a public event or gathering. The word "Sustainability" is overlaid in white, serif font across the center of the image.

Sustainability

Sustainability – creating change that lives on

The PSC exists to create lasting change through improving public services, so sustainability is at the heart of our decision making.

To play an active role in society's transition to a sustainable future, The PSC has committed to core sustainability goals.

In 2021, we were pleased to achieve our first goal of becoming a carbon negative organisation through a portfolio offsetting approach which is focused on offsets that sequester carbon from the atmosphere.

We are also continuously working to further reduce our footprint.

We are on track with our other goals to:

- Ensure 80% of our supplier and partner contracts are with organisations that have ambitious sustainability policies by 2025.

- Our sustainability team is working with our Board to drive lasting sustainability across the public sector through our work with clients, and in the way we work internally.

We are buoyed by our progress to date and will continue to strive to become increasingly sustainable.

The team



Dr Antonio Weiss
Senior Partner



Lord Bob Kerlake
Chair



Catherine Mulcahy
Chief Operating Officer



Chris Bradley
Senior Partner



Smriti Singh
Associate Partner



Jonathan Chappell
Senior Partner



Jonathan Slater
Senior Advisor



Dr Nicole Samuel
Associate Partner



Phil Buckley
Digital Director



Russell Cake
Senior Partner



Roz Hawley
Associate Partner



Samuel Rose
Partner

The PSC

+44 (0) 20 3965 2033

hello@thepsc.co.uk