

CLARITY

Making Change Happen

CONSULTING
EXCELLENCE
DECLARATION

2023/24

Management Consultancies Association
Clarity Consulting Associates Ltd.

1 We are responsible and good citizens

Clarity is a values-based business with a commitment to public services and a belief that we can help make change happen to support the delivery of improved healthcare outcomes, and increased value for money for taxpayers.

We choose our clients carefully, ensuring that we only work with organisations who share our sense of service and are striving to improve health and care.

2 We conduct our business ethically

We have focussed on developing and maintaining high ethical standards and work largely in the NHS. We have relationships with several major technology providers – these are always clearly identified to our clients, and we do not accept commissions or other reward from those providers, to maintain our independence.

Much of our work requires public tendering, and we are often bound by strict fair competition and ethical tendering rules. We have adopted these high standards as a default in all our dealings.

We are bound by high standards of confidentiality of information. We are accredited to the highest standard required by the Department of Health / NHS and have had our internal policies and processes externally reviewed and regularly audited and checked to maintain accreditation.

As we are a virtual company, we maintain a low carbon footprint. We continually look at ways to reduce it further, particularly regarding travel, and offset our remaining estimated carbon usage.

3 We foster an ethical culture

We have spent considerable time with all our staff explaining the importance of operating with high ethical standards. This is reinforced with clear and transparent practices and procedures to key transactions e.g., employment, new client, and project acceptance procedures.

We have put in place systems and processes to support our teams to make ethical and responsible decisions when confronted with ethical dilemmas, with clear escalation pathways where any team member is presented with a challenging situation.

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

Clarity has been accredited to the ISO 9001 Standard. This has helped us to embed the same level of client service excellence across all projects, regardless of which team members are involved; from scoping the project, to developing robust outcome measures, and working closely with our clients to shape our approach.

We have referred our clients to other firms with specialist skills (legal, architectural, tax) to ensure that the best outcome is achieved.

We aim for all our engagements to include a skills transfer element, to build sustainable change. In several cases, we have helped clients to recruit permanent transformation staff, completed handover plans and then maintained post-engagement links to ensure our solutions 'stick.'

5 We are transparent with clients and respond to their concerns

Our structured engagement approach ensures we capture requirements at the start of engagements, monitor satisfaction in-flight, and collect feedback at the end of each assignment. We have a formal internal process for reviewing post-assignment feedback, identifying any required action, and tracking progress to respond.

Our skills transfer approach leaves clients and their partners with the knowledge, skills, and tools to continue to progress and maintain benefits after our team conclude an engagement. We identify people with potential and provide them with training for them to take on updated business-as-usual roles at the conclusion of our contracts.

Due to many of our clients' safeguarding and information governance requirements, all members of our team, including those not present on client site must be identified and 'cleared' for work. Our clients know who they are working with, and any personnel changes are flagged and discussed as early as possible.

New team members are paired with an experienced consultant to learn as they are deployed on to assignments. All our associates are subject to a due diligence process, and we take full responsibility for the quality of their work.

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

The process of gaining ISO 9001 accreditation required us to formalise the process of learning from all assignments and holding ourselves accountable for making improvements based on that feedback.

We have developed our Clarity Development Programme drawing on the Chartered Management Consultant award competency framework to ensure all our consultants are continuously being developed to meet the highest standards and quality across

all our client projects. We performance manage our staff, setting annual goals, with formal quarterly checkpoints and a review after the completion of each assignment.

We have also recently become accredited or certified in the following, and can guide clients through the set-up of the organisational processes and behaviours required to achieve, monitor, and maintain the same:

- Cyber Essentials Plus
- Living Wage Employer
- Disability Confident employer - working towards Level 2 in 2023/24
- Data Security and Protection Toolkit (DSPT): Standards Exceeded

7 We undertake training and professional development planning each year

Our Clarity Consultant Development Programme has been accredited by the MCA and CMI and underpins our training and development pathways for our consultants.

All our staff have an annual personal development plan (PDP), linked to the ChMC framework, which includes performance targets and encourages access to training, mentoring, job rotation and other opportunities to develop skills based on each consultant's needs.

Consultants are given time to reflect on their development and performance, work with a more senior practitioner to plan their development and then the senior team moderates all PDPs.

Our in-house training provision enables every member of staff to pursue Chartered Management Consultant status.

The entire team is engaged in our annual strategy retreat and the Senior Management Team provide formal quarterly reports on progress against our plans.

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

We ensure that our consultants have the necessary qualifications when we hire them and ensure that they continue to develop over their career.

We provide targeted training as we add new services, and our Development Programme provides a core grounding for all our consultants, enabling them to explore and develop further in their current or new specialisms.

We are currently supporting several consultants to undertake further relevant qualifications including direct payment of fees and study leave. We also encourage our consultants to join relevant professional bodies and to undertake the Chartered Management Consultant Programme.

9 We support our employees' career progression, professional development, and welfare

We are a supportive team and are careful to manage our team's careers and welfare. We pride ourselves on fair and equal treatment of our staff.

Our staff participate in industry specific networks, and we encourage them to be active in the MCA and young MCA.

We offer a great deal of flexibility in working styles to fit around our consultants' lives, balanced with our business needs.

10 We respect and embrace diversity and inclusion and understand the importance and positive benefit of people from different background working for our companies and our clients.

We are entirely committed to diversity and inclusion. As noted elsewhere, our clients require it of us, we see the huge benefits to our firm in terms of diversity of views and perspectives and the ability of the team to learn from each other.

11 We recruit and retain people from a diverse talent pool and strive to build cultures where difference is valued, respected, and celebrated at all levels. Furthermore, we are committed to developing diverse future leaders and ensuring their progression in the industry.

We hire from a diverse talent pool and work to develop all our consultants. Our work has the potential to grow faster than our ability to attract and retain excellent consultants. We recognise the competitiveness of the market for talent, and we are active in recruiting from multiple sources.

12 We support industry efforts to improve progress on diversity and including, implementing best practice, and monitoring the diversity of the consultancy sector workforce over time. This includes encouraging the collection of data to assess the effectiveness of D&I policies and participating in the MCA annual report.

We entirely support the industry's efforts to improve diversity and inclusion. Clarity is committed to creating an environment in which individual differences and the contributions of all our staff are recognised and valued. We have run equality and diversity training sessions for our consultants and always ensure it is embedded into our client work.

We work with the MCA networks for race and disability to bring learning and insight for our industry into our practice. We are introducing race and disability monitoring in 2023-24 to understand whether our job advertisements are reaching and appealing across the applicant market.

13 We commit to ensuring that our firm operates in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them.

Our mindset and focus are on 'Making Change Happen'. We are not a 'make recommendations and leave' organisation; we tackle complex challenges alongside our clients and deliver culturally appropriate, sustainable solutions which deliver better value healthcare.