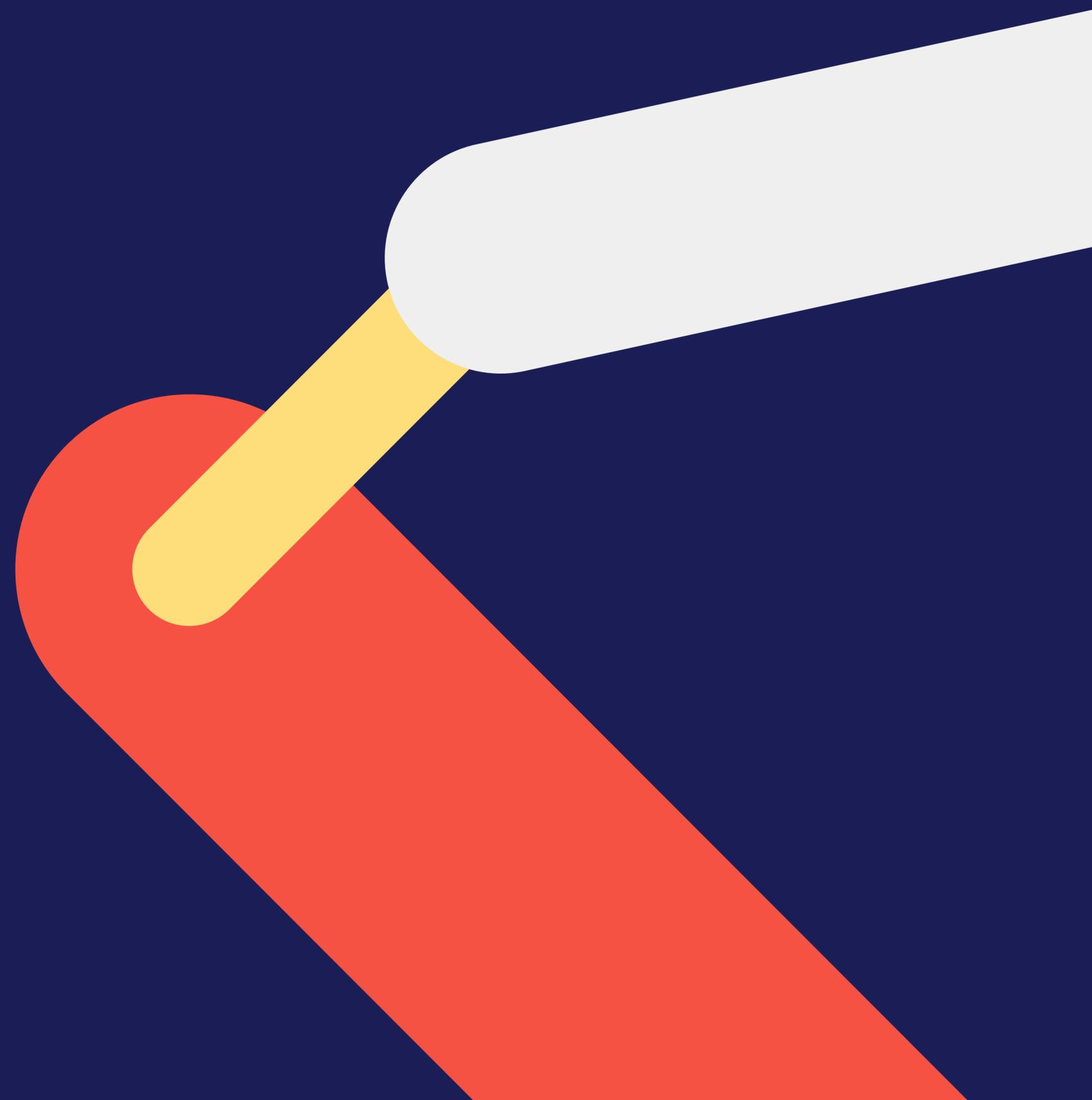


# The PSC

**Our commitment to  
Consulting Excellence**

MCA Annual Declaration – 2020



# **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, and professional development underpin everything we do.

# What does this mean to us?

**Ethical Behaviour / Client Service  
and Value / Professional Development**



# 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.

Our effective promotion of diversity is evident: 50% of our employees are female, and women are well represented at every level in the organisation. A large proportion of our staff are on flexible working arrangements, and represent a wide range of ages, ethnicities, religions, and nationalities. Our recruitment is CV blind.

We give every employee the opportunity to "give something back". Each employee can spend up to 1 day per month on work of their choice, for example partnering with the Refugee Council to provide hands on job application and interview practice to over 200 refugees in a working office environment.

# 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 ensure 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 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 disclosures about organisations for whom they work.

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



# Client Service and 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 humility and respect ensure we listen and respond to clients underlying needs. 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, including King’s Health Partners, The University of Edinburgh, and professors from Cambridge University Engineering Department and Harvard Business School, we bring cutting edge international research from leading thinkers.



# 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 and patients, data science, system-level problem solving and leading change.
- 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 leads, 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 360-degree feedback annually.
- 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 welfare

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 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).

# The team



**Dr Antonio Weiss**  
Director



**Lord Bob Kerslake**  
Strategic Board Advisor



**Catherine Mulcahy**  
Chief Operating Officer



**Chris Bradley**  
Director



**David Legg**  
Director



**Sir Ian Carruthers**  
Chair



**Jonathan Chappell**  
Director



**Dr Mike Meredith**  
Director



**Dr Rowan Wathes**  
Managing Consultant



**Russell Cake**  
Director



**Samuel Rose**  
Managing Consultant

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