

THE MCA AWARDS 2019

BROUGHT TO YOU BY THE MANAGEMENT CONSULTANCIES ASSOCIATION

MEET THE NEW CEO

Tamzen Isacsson, who became MCA chief executive last November, explains her vision to take the trade body forward

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A consultancy's work is focusing on the new "risk landscapes" technology is creating for financial institutions

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THE TIMES CONSULTANT OF THE YEAR

'It's all about relationships'

Anjum Hakim is recognised for her empathy, pragmatism and success in the public sector

By JOHN CROWLEY

Anjum Hakim, winner of *The Times* Consultant of the Year at the MCA Awards, works with partners in the public sector to improve people's lives. "Having a role in solving challenges is a great feeling, and knowing you're doing it to secure better outcomes for our society is an amazing privilege, one that I try not to take for granted," she says.

It's an unheralded aspect of management consultancy that Hakim and her colleagues across the industry perform on a day-to-day basis.

Her responsibilities have run the gamut, from advising a government defence and security client to assisting with responses to emergencies. Such wide-ranging projects require resilience, self-belief and empathy in what are often fast paced and testing environments.

"The pressures and challenges the government is under are always growing," explains Hakim, who works in PwC's Digital and Technology Transformation practice.

"I enjoy consulting because I like solving complex problems, and I thrive on the pace you have to keep up with. Like all professions it can be challenging at times, but that's when it's most rewarding and when you build your strongest relationships."

For Hakim, outstanding management consultancy advice constitutes "understanding, listening carefully, checking and validating. Everyone has frameworks to call upon, but every project is different," she says.

"Often the best approach is to just wait, scan the environment you are in and really listen to understand. The partner I look up to

CONTINUED ON PAGE 3

Anjum Hakim: 'I enjoy consulting because I like solving complex problems'



PROJECT OF THE YEAR

Help where it's needed

An initiative using private-sector thinking to transform London's public sector has reaped rewards for local authorities, writes **Gabriella Griffith**

From homelessness to children in desperate need of care, the capital's 33 local authorities have plenty of social issues to contend with. And with growing budgetary constraints, the public sector is increasingly turning to the private sector for inspiration.

London Ventures is a programme – sponsored by London Councils and partnered with EY – designed to take the best innovation the private sector has to offer and apply it to the public

sector's biggest problems.

"One of the reasons I am glad that London Ventures has won Project of the Year is that it's all about helping some of the most vulnerable people in the capital," says Guy Ware, director of finance and performance at London Councils.

One area of focus for London Ventures has been the use of data analytics to identify children who might be at risk of abuse or neglect and staging early intervention.

Another is the use of modular housing to tackle homelessness. "It's a



For us, this is all about helping some of the most vulnerable people in the capital

unique project with collaboration across all 33 local authorities," explains Shu Fei Wong, a manager at EY.

"We're purchasing portable modular housing to provide accommodation for families in need, enabling them to stay close to schools and friends."

The overall projected value created for local authorities is around £40 million, with every £1 invested creating £12 of value for local government.

As Victoria Evans, senior manager at EY says, "There's a real passion from all of our partners to bring diverse thinking to old problems and to try and solve them in a new way."

Opportunity knocks

Brexit, AI disruption, efficiency drives... these are turbulent times for any business, but management consultancies are helping public and private sectors alike to turn change to their advantage

The Management Consultancies Association (MCA) is the representative body for the UK's leading management consultancy firms. Its member companies employ 45,000 consultants, working with more than 90 of the top FTSE 100 companies, to help businesses adapt to change. A recent independent survey of 250 UK industry decision makers, in both the public and private sectors, found that the use of consultants was widespread across large and small companies. Some 84 per cent of businesses polled confirmed they used consulting services, with 81 per cent saying consultants had met or exceeded expectations. Efficiency emerged as the most important current business challenge across the public and private sector, followed by Brexit, digital deployment and dealing with disruption from AI and automation. Howard Scott, president of the MCA and partner at PwC, says: "What consulting does at its best

is help organisations deliver through changing times. And that is at the heart of what we do as a profession." Asked how the MCA will adapt to an ever changing political landscape, Scott replies: "My expectation is that there will be many opportunities. The key thing is how organisations grab those opportunities – and both the articulation and delivery of that is what a consultant does. "I think if you look at the UK generally, Brexit aside, there are two major things happening; one is that customers, citizens, patients and stakeholders generally are

demanding something different. "We've then got technology, which is delivering the opportunity to do things in innovative ways. Those two things in combination are causing disruption everywhere around the world. Change is always hard and difficult. "But what consultants do is help organisations go through that change. Both the public and private sectors have enormous opportunities to take advantage of transition. The other thing I would say is that although technology is driving a lot of what's happening right now,

fundamentally it's people." Scott believes the industry also has to look at itself to make sure it is keeping up with the times. "We as consultants have to consider our own businesses and say 'how are we using modern technology to deliver different things?'" The MCA has a vibrant youth association, which is shaping the future of the industry. It runs multiple events across the year, plus university engagement roadshows and meetings with executives. Key to keeping the industry relevant is the influx of people with new ideas. The association held its annual awards ceremony on March 28 and gave out awards across 21 categories. In this supplement, you will find interviews with the finalists and winners who have brought transformational change to the public and private sectors – from the NHS to government and beyond.

THE NEW GENERATION

Leading management consultancies are increasingly progressive, drawing recruits from all strata of society, not just a narrow elite. Figures from the MCA show that last year only 4 per cent of new recruits

came from Oxford and Cambridge universities. That is down by more than two thirds on the equivalent survey taken in 2011, when 13 per cent were Oxbridge graduates. Likewise, in 2011, 73 per cent of

entrants into MCA firms were from the Russell Group. The latest figures show that has fallen to 54 per cent. Tamzen Isacsson, MCA's chief executive, says: "Developing top talent is not the privilege of one educational institution, and this survey shows that entrance to leading consultancy firms is becoming more accessible than ever."

MCA chief executive Tamzen Isacsson discusses challenging the status quo, growing young talent and championing unsung heroes...

Q & A

You took over as chief executive of the MCA last November. What are the top three items in your in-tray? First, we want to create greater public and business understanding about the value and range of consulting on offer, and promote the terrific results being achieved in the private and public sectors. Second, we aim to promote consulting as a career for young people, and our Young MCA network is helping us do that. Finally, we want to strengthen our voice as a trade association, and continue delivering valuable services for our diverse members who are united in supporting our Consulting Excellence principles.

Brexit, digitisation, global competition – there are lots of headwinds out there. What role do you see the MCA playing in an ever changing landscape? In times of change, trade associations play a critical role in bringing together members to discuss key challenges and opportunities facing the sector. The UK remains one of the top global centres for consulting, and our members are optimistic about the future growth trajectory of the industry. In our 2019 Member Survey, 9 out of 10 consultants said they believed their consulting activity would increase in the next 12 to 24 months, and our members are already assisting organisations across the UK to plan for Brexit

effectively. Our industry thrives on competition – as is clear from our MCA Awards – and the priority for our members is finding the next generation of talent and developing consultants with the skills to meet the changing digital demands of clients. The MCA delivers value for members through promoting the benefits of consulting, promoting consulting as a career, producing key reports on major trends, and bringing together sector leaders for

“The UK remains one of the top global centres for consulting, and our members are optimistic about the future growth trajectory of the industry

our calendar of events and committees. It's our job to ensure we are modernising as a trade association, addressing these big topics head on and attracting new consulting companies into membership.

Do you think consultants can play a more influential role in helping to influence captains of industry and government policy? We already partner with leaders across industry and government to

deliver transformational outcomes, innovation and increased efficiency. We also know through the MCA Awards how much clients value consultants for the role they play in challenging the status quo, bringing in external points of view and people with relevant expertise, which organisations might lack. We can always do more, but the fact that so many clients come back to our members for repeat business shows that our sector delivers results.

The work of consultants often has a significant social impact. Do you think this work they do is sometimes unheralded? As many of this year's awards entries show, consultants are delivering real results in the public sector, from improving hospital waiting times and childcare services to helping devise systems to reduce delays on rail journeys. Many of this year's entries were also done pro bono. The awards provide a fantastic opportunity to show the great partnership we have with public organisations around the UK, as both clients and consultants come together to promote the work.

How passionate are your members about delivering best-practice consultancy? All MCA firms have to sign up to Consulting Excellence principles – members commit themselves to high standards in terms of ethical behaviour, client service and value and professional development. Competition is fierce, so delivering best practice is the only way to succeed. The fact we have so much



Tamzen Isacsson
chief executive of MCA

competition around our awards – which showcase the firms that have delivered real impact – demonstrates how committed members are to delivering best practice.

To young people looking at consultancy as a potential career, what would be your message? Having spoken to many young consultants and finalists in the MCA Awards, I've been amazed at the opportunities for young people in different consultancy sectors in a wide variety of companies. If you want to be part of a stimulating, fast moving sector that thrives on results, consultancy offers a fascinating career. The professional training that firms lay on is second to none, and our members are committed to supporting and developing top talent.

You can find out more at mca.org.uk

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THE TIMES CONSULTANT OF THE YEAR



FROM FRONT PAGE

the most doesn't say very much at the start of a meeting. He waits and listens to the debate very carefully before putting his point of view forward.

"You need to get comfortable with not rushing to the solution, and waiting until you have something valuable to add. This can be tricky when we're often in rooms where everyone is shouting to be heard, and I must admit this is a skill I am yet to master, but I am trying!"

Having attended Lancashire Girls' Grammar School, Hakim read accounting and finance at Lancaster University. She says her religious upbringing in the northwest "shaped the moral values I try to adhere to. This has reminded me to be patient, forgive easily and to respect others."

Hakim, who also won an MCA Outstanding Achievement award for her work at PwC, cites her mother as the greatest influence on her career.

"She taught me to be resilient when faced with challenges, to be pragmatic when faced with complexity, to remain true to my values when faced with difficult choices and to show care and empathy to those around me."

Colleagues at PwC and the MCA say Hakim has demonstrated a deep personal commitment to the public sector projects she has worked on, showing "urgency, pace and real humanity".

“

My mother taught me to remain true to my values when faced with difficult choices

For her part, Hakim says, "consulting is about bringing together a range of different skills, perspectives, experiences and knowledge".

"There are two things that I really care about when considering success. The first is how my client feels. Have we left them better informed, more confident and better equipped to face their next challenge?"

"The second is how my team feels. Do they think they've been stretched and developed in their abilities? Are they proud of what they have delivered? And, most importantly, have I looked after their wellbeing and personal needs?"

Tamzen Isacsson, MCA chief executive, says: "I have had the fortune of sitting in on many of the awards interviews this year in a strictly non-judging capacity."

"Listening to Anjum's account of her career in consultancy was extremely powerful as she is inspired to make a difference every day, and is motivated to work in the public sector so she can make a really positive impact on society."

"She's looked at many career options, but believes she can make the maximum impact in her career through consultancy, working with public sector clients to deliver vital public services."

"Her story and experiences were tremendously impressive and she has worked in difficult circumstances, constantly finding solutions. She is truly a great ambassador for our industry."

BEST USE OF THOUGHT LEADERSHIP

FOR THE GOOD OF OUR HEALTH

Ten years after his seminal report, the latest Lord Darzi-led analysis of the NHS persuaded the government to add more than £20 billion to its yearly budget by 2023

By GABRIELLA GRIFFITH

When former health minister Lord Darzi released his review of the NHS in 2008, he said that it needed to focus on quality before quantity – and advocated a shift to a more holistic view of patient care. Having endured a decade of spending cuts and austerity since then, it was agreed last year that fresh thinking was required to secure the service’s future. As the 70th anniversary of the NHS approached in 2018, Lord Darzi, one of the world’s leading surgeons, set out to create a new review with the Institute for Public Policy Research (IPPR) think tank

that would have a similar impact. IPPR commissioned Carnall Farrar to undertake analysis and lead the thinking around their recommendations – with the intention of future proofing the NHS for the next decade and beyond. “We concluded that there were three fundamental things that needed to be done,” explains Ben Richardson, managing partner of Carnall Farrar. “One was to set out the facts about the current situation, the second was to produce a robust independent view of the financial requirements of the NHS, and the third was to work with an advisory board, made up of eminent NHS leaders, experts and stakeholders, to shape concrete recommendations.” Published in June 2018, the report,



Just what the doctor ordered: Lord Darzi’s report was published in 2018

PETER SAINI/GETTY IMAGES

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR



GETTY

A most arresting development

Frontline policing notoriously requires quick responses. New technology is helping officers to fingerprint and ID suspects on the spot

From fighting petty crime to combating terrorism, the ability to quickly identify someone has a huge impact on day to day law enforcement.

But while biometric technology is already regularly employed to thwart criminals, a fast, functional and secure working model has remained elusive. So, in 2016, the Home Office decided that its current fingerprint biometrics system – used by multiple police forces – needed an overhaul.

“We had a legacy fingerprint system which was very expensive and unpopular,” explains Stephen Webb, director of law enforcement programmes at the Home Office.

“It was a heavy, separate device with very limited functionality and it wasn’t user friendly. Because of this, only 400 were actually in use around the country.”

With the contract for the devices coming to an end, the Home Office teamed up with BAE Systems Applied Intelligence, who created a plan to suit the needs of individual forces rather than a one size fits all approach. But empowering individual forces to tailor the solution to their needs required flexibility and less centralised control from the Home Office.

“We probably challenged the Home Office quite hard in some ways,” says Dylan Langley, home affairs and justice engagement lead at BAE.

“We realised the best outcome would be for them to stop at a certain point and actually pass over the final delivery and integration of



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We challenged the Home Office quite hard to pass over final delivery to the police forces

Dylan Langley
Home affairs and justice engagement lead at BAE Systems Applied Intelligence

the biometric fingerprint reader to police forces – they have the users, they have the mobile technology.”

Thanks to a small plug-in, each force is now able to use its own mobile devices – smartphones, laptops or tablets – to securely link via a coded connection to a Home Office interface. This reduces the need for specialist hardware for teams on the ground.

The savings are significant. “We’ve ended up with a solution that costs 5–10 per cent of what we had before and has far greater functionality, allowing the user to search both the police and immigration fingerprint collections and get the information sent right back to their device,” says Webb.

“Previously, users would need to call someone else with an ID number to get the information. It’s an enormous enhancement in what the frontline team is experiencing.”

Webb suggests usage of mobile biometrics has tripled compared to uptake of the previous system, with rollout continuing nationwide.

And savings are just one part of the story. As well as helping officers to make informed decisions about who to arrest and who to let go, the fingerprint system is also making it quicker and easier to identify the victims of crime or accidents.

“When it helps an officer to get the next of kin to someone’s bedside before they die, you know it’s working,” says Langley. GG

BAE Systems Applied Intelligence, with Home Office Biometrics, was highly commended in the Performance Improvement in the Public Sector category.

GETTY



A&E targets: is the wait over?

Growing accident and emergency waiting times are dominating the healthcare agenda, but 13 trusts are bucking the trend by speeding up access to critical care for 350,000 patients. Here’s how they managed it

A trip to A&E is something we all like to avoid – but non-urgent visits often linger in the memory more for the time spent in a waiting room than the medical condition itself. Since 2004, the NHS target has been to treat 95 per cent of A&E patients within four hours – a number which has not been met nationally in almost four years. It’s one thing hanging around with a sprained ankle, but if your condition is more serious, waiting for longer is clearly unreasonable and unsafe.

NHS teams are struggling with demand. According to NHS Digital, in 2017–18 there were nearly 24 million attendances in A&E, an increase of 2 per cent from the year before, but a 22 per cent jump since 2008–9.

“We’re facing a rise in emergency admissions, an increase in disease

prevalence, things like diabetes and heart disease, and underpinning this is a workforce shortage,” says Faith Button, COO of Lancashire Teaching Hospitals NHS Foundation Trust. “It’s a national problem.”

Having collaborated with the NHS on a number of other projects, global professional services firm EY was brought in to work with 13 Trusts.

This included the Lancashire Teaching Hospitals NHS Foundation Trust, which has two hospitals delivering emergency services – Royal Preston Hospital and Chorley and South Ribble Hospital.

The EY healthcare team started by analysing large NHS data sets, collecting the insight needed to make informed decisions. EY lead partner Susan Thomas explains that a large part of the job was actually simplifying

and scaling back the activity. “We focus on a small number of high impact changes. Emergency care is such an issue, there are potentially 50 or more initiatives going on at any one time that are either overlapping or without clearly defined goals.

“We trimmed that back to actually focus on the three or four things that will deliver the biggest impact.”

Having a deep understanding of the challenges faced by NHS staff was also an important part of the team’s approach. “I trained and worked as a doctor before moving to consultancy,” explains Thomas.

“My colleague Jenny was an operational manager from the NHS. As a group of former clinicians, we were able to integrate with the teams and work shoulder to shoulder in solving some of the big issues. If that meant working a series of night shifts because that was where problems had been identified, that was what we did.”

One of the focus areas for EY was reducing demand on emergency teams by better utilising the urgent care centres. “There are different ways to treat patients and we found there is often confusion about where people should go,” says Jenny Panes, senior manager at EY.

“By acting as a facilitator between treatment providers, we were able to signpost people who weren’t quite as ill towards urgent care centres – freeing up A&E resources to look after the most poorly patients.”

The work undertaken by EY drove a 40 per cent reduction across its client sites in the time taken for patients to be seen by a senior medic. They saw a 58 per cent increase in early hospital discharges and reduced 12-hour trolley waits from an average of 67 a month to zero across three of the trusts.

At the Lancashire teaching hospitals specifically, they achieved a reduction of 91 per cent in the volume of patients having to wait in an ambulance for an hour or more before being admitted to the hospital.

Overall, they improved access to timely and quality care for more than 350,000 patients nationally.

“The team brought the experience of what they’ve been doing at other Trusts and helped us to adapt that to local situations,” explains Button.

“Our managers and teams work very hard every day, responding to challenges. EY’s support and data analysis enabled us to get out of crisis mode and into planning mode. As well as the improvements in care, we saw a boost to staff morale – their wellbeing is as important as that of the patients. At the end of the day we’re just trying to make better pathways for our patients. We all had that shared vision.” GG

EY, along with Emergency care transformation in the NHS, was highly commended in the Performance Improvement in the Public Sector category.



GETTY

THE MCA AWARDS 2019

The brightest and best management consultants came together at last month’s awards ceremony to honour outstanding work among their peers

BEST NEW CONSULTANCY



Risk and reward

From AI to cloud computing, tech is transforming the way banks operate – but it is also throwing up major new potential hazards. By John Crowley

Forged in the heat of the financial crisis in 2009, Parker Fitzgerald has quietly gone about its business of being a consulting partner to the world’s leading financial institutions. “We are probably the City’s best kept secret,” says founder and CEO Scott Vincent, after scooping the Best New Consultancy award.

Headquartered in London and with 300 staff globally, Parker Fitzgerald also has offices in New York, Singapore, Paris and Sydney. This multiple award-winning organisation is rapidly becoming recognised as a challenger brand in a highly competitive sector.

A practitioner-led operation, Parker Fitzgerald prides itself on talking on the “same side of the table” as the industry.

The explosion in digital tech has created new “risk landscapes”, and Parker Fitzgerald’s work is increasingly focused on its impact on finance.

These days, potential hazards are not just conventionally tied to a bank’s loan book and balance sheet. “Banking failures” from data breaches can quickly damage an institution’s reputation.

Addressing this risk landscape is where Parker Fitzgerald comes in. Last year, it identified UK Finance – previously the British Bankers Association – as one of its strategic thought leadership partners.

Their report, “Sustainable Financial Services in the Digital Age”, explores how banks, tech firms and regulators can manage operational resilience.

With risk implications and regulatory responses associated with the use of AI, cloud computing and blockchain, the report offers practical suggestions on integrating technologies safely.

“A lot of firms talk about digital transformation and the upside potential. But what we focus on, if you go through this digital transformation journey, is the kind of risks you need to look out for,”

says Kuangyi Wei, Parker Fitzgerald’s strategy and external affairs director.

“As you transform a business model, risks present themselves in very different ways from what banks and financial institutions have historically dealt with,” adds Vincent.

One of these issues is cybercrime.

“The main thing that financial institutions have to do is protect their digital assets and customer information. And the threat landscape becomes more sophisticated on a daily basis,” he says.

Parker Fitzgerald was also chosen by a global investment bank for a pioneering project to prove the value of data-driven analytics in risk and compliance.

Key challenges included the scale of global technology change across the organisation, the complexity of identifying and mitigating underlying causes of IT change-related incidents, and the finite capacity of existing technology management and support teams to manage the risks.

“We applied AI and took in for the first time unstructured data that allowed the client to look at how toxic combinations of risk could manifest themselves in their global architecture,” says Vincent.

Despite its range of offerings, Parker Fitzgerald was still under ten years old and eligible for the MCA’s new consultancy contest. “Competition has been very strong,” says Vincent, “so it’s amazing to be recognised by such a prestigious industry body.”



Smarter retailing therapy

Why it helps to experience an industry from both sides

Laura Morroll credits much of her success to the experience she gained before starting her consultancy career.

She worked in retail for 12 years, most recently in a merchandising and sales role for high street favourite Claire’s Accessories.

“Having experience in the industry is very important in consulting,” she says. “Clients know I can look them in the eye and say: ‘I get it – things don’t always work, but let’s try to do the best job we can together.’”

The 39-year-old from Lichfield, Staffs, made the move into consulting after she completed an MBA. “I was looking for a bit of variety and thought I’d stretch my wings and see what I could do.” As a senior manager at BearingPoint, Morroll works solely on retail clients – overseeing numerous projects at any one time, managing teams and liaising with clients.

“Typically our work involves process improvement, looking at use of inventory, optimising physical supply chains and operating models.”

Of course, change can require persuasion, but Morroll says showing people new ideas is one of her favourite parts of the job. “The projects I love are when we train people with new ways of working.”

Working with retailers from big high street names to smaller fashion and lifestyle stores, Morroll and her team generally start with a discovery phase. This involves getting under the bonnet of the business finding opportunities to create efficiencies. Recently she has been working with catalogue retailers looking to develop their online retail capability.

“Consulting is a privilege,” she says. “No other job gives you such access to a business, and for me it’s all about the human side. We work hard, we have fun and we genuinely care.” GG

INNOVATION CONSULTANT OF THE YEAR

Digging for victory

This consultant is set to save tens of millions of pounds for a water company after helping to usher in an innovative tech solution

How can water companies help with Britain’s housing shortage? Edem Eno-Amooquaye explains that before a builder can break ground, a water and sewerage infrastructure plan needs to be in place.

A water company’s developer services department will assess a growth area for viability. This involves a series of major logistical decisions, as well as interpreting a complex chain of data insights.

Eno-Amooquaye, 36, is a strategy and transformation managing consultant with Curzon & Company. He was asked last year by Anglian Water and in support of its IT delivery partner Cognizant, to help oversee new technology solutions that would reduce infrastructure costs.

“The game changer was a piece of technology called Grosight,” he explains. “It brings a heat-mapping approach to viewing growth areas in terms of property development – and then planning infrastructure strategically on that basis.”

The cost savings are stunning. It is estimated that Anglian Water will save £32 million on capital

expenditure in the next five years.

“Curzon developed the business case and guided Anglian in managing the whole tech solution design and build process,” says Eno-Amooquaye. The technology allows the building of new homes to be fast-tracked.

Eno-Amooquaye also sat alongside Anglian Water’s change manager during the process. As well as the hard numbers, working in synergy was hugely rewarding.

“We have empowered an organisation to develop transferable change management skills in a digital world,” he says.

After gaining a degree in English and a Masters in public policy, Eno-Amooquaye worked for an infrastructure company, where he saw first-hand the power of consultancy. Deciding it was the career for him, he has now been a consultant for ten years.

“Having a passion for infrastructure,” he recalls, “and seeing the impact consultants have when they come to organisations, inspired me to become one”. JC



The power of consultancy inspired Edem Eno-Amooquaye

THOUGHT LEADER CONSULTANT OF THE YEAR

How to keep good council...

An innovative local authority index has won plaudits, writes Gabriella Griffith

In 2010, the government scrapped the Comprehensive Area Assessment regime – leaving a gap in the market for a tool to catalogue local government productivity and achievements.

That gap was filled in 2017 when Jon Ainger launched the Impower Index to evaluate and celebrate good work – measuring value rather than focusing on money spent.

“Councils can use it to help them produce better outcomes,” says Ainger. “It shows ‘outcome productivity’ – in other words, it measures a council’s performance against outcomes, per pound invested. This enables councils to compare approaches, and thus more easily learn from best practice.”

Ainger, 47, has worked at Impower



Making a difference and pointing up good practice have been motivating factors for Jon Ainger

– a consultancy that focuses on solving problems in the public sector – for 18 years, and is a director of the company.

“I got into consulting because I wanted to work with the public sector, and I wanted to make a difference,” he says. Jon’s work has guided the direction of Impower, putting a focus on outcomes at the heart of what it does.

“The Index has created more interest than we could possibly have imagined. You have to deal with a bit of controversy; some people say: ‘What gives you the right to judge us?’ but equally, we’re able to speak to the councils that don’t get into the top ten and help them to think about how, with a bit of ambition, they can get there.” GG

YOUNG CONSULTANT OF THE YEAR

Start well, start early

Rapidly acquiring – and sharing – knowledge, and the ability to forge great client relationships make for a potent skills mix

Rory MacDonagh, 25, is a senior consultant in Arcadis’ business advisory team. After studying philosophy, ethics and religion at King’s College London, he completed an MSc in Real Estate at Cass Business School. Over the past two years he has played a key role in delivering transformational projects

across the rail, utility and auto sectors.

The Young Consultant of the Year has built a reputation for leading projects that require rapidly built and sustainable solutions to complex client problems.

MacDonagh has shown an ability not only to quickly apply his learning to new tasks, but also to share this knowledge

with others for the benefit of both Arcadis and his clients. Thanks to this approach, he constantly receives outstanding feedback that belies his grade and experience.

In the past year, he has played an integral role in the delivery of one of the largest digital programmes in the utility sector, and has led on a number of commercial advisory projects for the UK’s largest utilities.

The breadth of experience and consulting know-how that MacDonagh has amassed over this time is, say colleagues, truly exceptional. He has also built lasting peer-to-peer client



Rory MacDonagh’s know-how has impressed business leaders

relationships with the business’s senior leaders, who have described him as “the most exciting new talent to pass through the organisation”.

MacDonagh cites his mother as having a “massive influence” on his career. “She was the first female CEO of a top ten City law firm and I feel lucky to have such an inspirational figure so close to home.”

He is regularly asked to supplement his client delivery work by adding to key Arcadis initiatives and has been a strong contributor to its global innovation strategy and the City of 2030 Accelerator programme. JC

2019 WINNERS

OVERALL

PROJECT OF THE YEAR

EY with London Ventures

THE TIMES CONSULTANT OF THE YEAR

Anjum Hakim, PwC

BEST NEW CONSULTANCY

Parker Fitzgerald

Highly commended
Thought Provoking Consulting;
Inner Circle Consulting

CONSULTING EXCELLENCE FIRM OF THE YEAR

Arup

Highly commended
BAE Systems Applied Intelligence

PROJECT AWARDS

BEST USE OF THOUGHT LEADERSHIP

Carnall Farrar with IPPR

Highly commended
Impower Consulting with Hertfordshire County Council; PA Consulting with WeProtect Global Alliance

CHANGE AND TRANSFORMATION IN THE PRIVATE SECTOR

PwC with Ofgem

Highly commended
Crimson & Co with Bristol-Myers Squibb

CHANGE AND TRANSFORMATION IN THE PUBLIC SECTOR

Cognizant with BBC Monitoring

Highly commended
Atos with Met Police;
GE Healthcare Partners with Dubai Health Authority;
Impower Consulting with Ealing Borough Council

COMMERCIAL EXCELLENCE

Vendigital with Spectris

Highly commended
PwC with Baker Hughes, a GE company

CUSTOMER ENGAGEMENT AND MARKETING

Decision Technology with Schroders

INNOVATION IN DIGITAL AND TECHNOLOGY

EY with London Ventures

Highly commended
Elixirr with Thomas Cook Money;
Jacobs with Transport for London

INTERNATIONAL

EY with AstraZeneca

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR

Bourton Group LLP with Cambridge Assessment

Highly commended
Atkins with Heathrow Airport

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

Amey Consulting with Network Rail

Highly commended
BAE Systems Applied Intelligence with Home Office Biometrics;
EY with the NHS

PEOPLE

Arup with Transport for London

Highly commended
OEE Consulting I gobeyond with Willis Towers Watson

SOCIAL AND ENVIRONMENTAL VALUE

Atos with Gosport Independent Panel

Highly commended
Arup with Yorkshire Water

STRATEGY

Gate One with UCAS

Highly commended
Sia Partners UK with EDF

INDIVIDUAL AWARDS

YOUNG CONSULTANT OF THE YEAR

Rory MacDonagh, Arcadis

Highly commended
Mariam Darwish,
GE Healthcare Partners; Danny Clink, Strategy&, part of PwC

TEAM LEADER CONSULTANT OF THE YEAR

Laura Morroll, BearingPoint

Highly commended
Holly McEwan, Arcadis;
Jamie Ounan, Inner Circle Consulting

THOUGHT LEADER CONSULTANT OF THE YEAR

Jon Ainger, Impower Consulting

Highly commended
Amanda Widdowson,
Thales Cyber and Consulting

INNOVATION CONSULTANT OF THE YEAR

Edem Eno-Amooquaye, Curzon & Company LLP

Highly commended
Alice Blezat, EY;
Samuel Pachoud, EY

OUTSTANDING ACHIEVEMENT

Anjum Hakim, PWC

THOUGHT LEADERSHIP

New electric avenues

How PwC and Energy UK’s pioneering research is driving the charge to get more of us buying low-emission electric cars

By JOHN CROWLEY

The automobile, powered by the internal combustion engine, has transformed the way we travel, work and play. But by 2040 – and if parliament’s business select committee gets its way, by 2032 – all sales of new petrol and diesel cars will be banned. Those dates still feel remote, but as government and industry grapple with the challenges of the low-carbon mobility landscape of the future, opportunity knocks. By 2030, it has been estimated that there could be as many as 10 million electric vehicles (EVs) on UK roads, with one in two households owning

an EV. Enter PwC, which is already an authority in the electric vehicle space, and Energy UK, a trade association representing suppliers and generators of electricity and gas. Their joint report, Powering Ahead!, is part of an ongoing campaign advocating the need for a government-led roadmap to scale up the country’s electric-charging infrastructure. Adrian Del Maestro, director of global research and thought leadership at PwC, says: “A lot of the focus has been on electric vehicles and the government has made a big bet on it. “Having the right charging infrastructure in place is going to drive that. Understanding how consumers are likely to charge is also going to be critical. The private sector has a huge

opportunity to build up commercial models – they have to work out: ‘What is the business model that allows me to meet the demands of the consumer, and do so profitably?’ “When we approached Energy UK we both reached this conclusion that now is the time to talk about charging infrastructure and the importance to consumers, because this is going to resonate. If we had done this thought leadership campaign a year ago, I’m not sure it would have resonated so much. What has happened in the past 12 months is that you’re seeing massive interest and investment in EV charging, ranging from private equity, to power utilities and oil majors. “Venture capital sees this as a high growth market with strong returns. Electricity suppliers who are operating in a low-margin environment see EV charging as a growth market which allows them to develop much stickier value propositions with their customers. And some oil companies have an eye to the future and are figuring out how they can future-proof parts of their business models.” The report identified four types of charging: home charging (78 per cent of home owners who are vehicle drivers have access to off-street parking); destination charging (such as supermarkets); workplace charging (more of a mixed outlook as many people in big towns do not drive to



“If you’re going from A to B, is there a convenient spot where you can charge up your car? Is it a nice experience? Can you go and have a coffee?

ADRIAN DEL MAESTRO
Director of global research and thought leadership at PwC

work); and rapid charging (at motorway services, for example). “Rapid charging was the one we felt was really interesting,” says Del Maestro. “The rationale is that if you do long journeys – most journeys are typically short haul – you want the peace of mind that you can charge up somewhere fairly easily. “So there is a rationale to having rapid charging. Rapid charging only really works because the customer pays a premium for it.” The customer experience is hugely important, the report found. PwC’s Del Maestro says: “If you’re going from A to B, you need to know: is there a convenient spot where you can stop and charge up? Is it a nice experience? Can you go and have a coffee? “If you are wearing a nice suit and you have a grotty cable that you are plugging in, there is no shelter, and it’s chucking down with rain, it’s not a great experience. “And therefore a lot of charge-point operators understand that whatever business model we come up with, we need to make sure the customer experience is really positive.” Sam Hollister, director of economics and corporate services at Energy UK, adds: “The challenge is to make sure that drivers can top up when and where they need to.” He describes the report as “a learning process for our membership,

for Energy UK to be seen in this space and to attract new companies to our membership. There is a new growing sector out there and we want to be the people government is talking to. We are trying to make sure that we are delivering for our members as well as their customers. “The government is also looking for answers in this space. And increasingly, they are coming to people like Energy UK. We are working closely with government and sit on their electric vehicle energy taskforce. This is a whole new sector where no one has the answers. So actually, the government is saying to us: ‘What is going to bring private investment in?’” On the question of impact, Del Maestro adds: “We wanted to do a thought leadership campaign that had longevity, that had legs. It wasn’t: ‘Here’s a perspective, let’s walk away.’ The aim of this was always that we are shaping a debate that is critical for the UK infrastructure. “And that’s where strategy consulting can help in tackling complex issues and bringing together different views to address and prepare for a low-carbon world.”

PwC, with Energy UK, was a finalist in the Best Use of Thought Leadership category.

INNOVATION IN DIGITAL & TECHNOLOGY

What fintech did next

In a fast-moving financial services environment, the ability to adapt and innovate can turn mere survival into success. One leading consultancy offers a shining example of how it’s done

The advent of fintech has brought opportunity and disruption in equal measure to the UK’s financial services industry. In its slipstream, a raft of challenger brands on a mission to change the way we spend our money poses questions for established incumbents. For Thomas Cook, which has long been facilitating travel money and insurance for its holidaying customers, the rapidly changing landscape is viewed as an opportunity to innovate and adapt. It approached Elixirr, which specialises in helping large organisations thrive in response to blurring industry lines, to centralise its financial services products under the umbrella of Thomas Cook Money and take a more open approach to digital transformation. “The likes of online banks Monzo and Revolut have launched prepaid cards that rival our offering,” explains Darren Schindler of Thomas Cook. “But by working with Elixirr we’ve been able to concentrate on collaboration with fintech firms rather than competition – enabling us to benefit

from the different approaches these companies bring.” With a strong network of relationships in tech, Elixirr opened up its contacts book and took the Thomas Cook Money executive team to Silicon Valley. “We’ve spent five years building up an innovation ecosystem and partnering with the likes of Lightspeed Venture Partners and Sequoia Capital in California,” says Graham Busby, a partner at Elixirr. “To help Thomas Cook, we began by understanding what the strategy was, and then we looked at the ecosystem to see who they should be partnering with to make that happen.” Elixirr introduced the team to the managing director of fintech rival Revolut, Nikolay Storonsky, to see if they could work together. “While we still compete on prepaid cards, we now underwrite Revolut’s travel insurance,” says Schindler. But Elixirr’s work has gone far beyond matchmaking. As well as streamlining financial services products and launching Thomas Cook Money, it set up accelerator

Money Labs to fast track the creation of new services. “It’s easy to sit in a darkened room with clever people and come up with amazing ideas that nobody wants,” says Schindler. “What Money Labs enables us to do is bring the customer in at the idea stage so we’re making exactly what they need.” One of the products to emerge from this new way of working is Lyk, a prepaid multi-currency card and app and recent winner at the Emerging Payments Awards. Since the launch of Thomas Cook Money in November 2017, the number of reloads on prepaid cards is up 28 per cent and the number of insurance customers is up by nearly 38 per cent. “We’ve changed the focus of our business to be far more customer centric,” says Schindler. “We have more people buying our financial services products than ever before, which suggests we’re doing something right.” GG Elixirr, with Thomas Cook Money, was highly commended in the Innovation in Digital & Technology category.

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CHANGE AND TRANSFORMATION IN THE PUBLIC SECTOR

IMPOWER TO THE PEOPLE

In the face of rising demand for social care and an impending national funding gap of billions, one London council found innovative ways to turn strengths into savings

By GABRIELLA GRIFFITH

Local authorities are facing an unprecedented demand for social care services – all set against the backdrop of challenging budgetary constraints. With more than 340,000 residents, Ealing Council is one of the largest municipalities in the country. And like other councils in England, it now has a legal requirement to provide day-to-day social care for eligible adults. This can range from assisting those who are unable to dress themselves or cook, to providing care and

support for elderly people. “We have had a 50 per cent reduction in funding over ten years and increasing statutory duties thanks to the 2014 Care Act,” explains Adenike Tilleray, head of business management at Ealing Council. “We were extremely busy and unable to see the wood for the trees. With a long term sustainability issue, we realised we needed extra support to think through the challenges.” By 2019-20 councils could be spending as much as 38p out of every £1 of council tax on adult social care, up from 28p in 2010-11. This is projected to lead to a national funding gap for adult social care of £3.56 billion by 2025. With a focus on delivering adult care services, Tilleray and her colleagues in Ealing enlisted the help of consultancy firm Impower. It started by looking at the demand to understand how much of it could be streamlined to help people live independently. “Once we had a grasp of scale, we used something called strength-based practice,” says Impower



assistant director, David Colbear. “As well as looking at a person’s needs, this method looks at their strengths, and those of their friends, family and the community around them – using that as a starting point for support,” he adds. By training Ealing Council staff to adopt this new approach and making sure they were able to signpost people towards

existing services in the community rather than the social care system, Impower was able to reduce inbound calls to the social care team by 40 per cent – and the average daily spend on adult care services by £8,000. Impower Consulting, with Ealing Borough Council, was highly commended in the Change and Transformation in the Public Sector category.



Learning on the job

How a team of operational improvement consultants helped save a growing exams group millions

By GABRIELLA GRIFFITH

Finding a good university for one's children is an aim that unites parents everywhere. So it's no surprise that enrolments to higher education are predicted to soar globally from 214 million in 2015 to nearly 600 million by 2040,


according to University World News. And as the global middle class continues to grow, so does the demand for the best possible higher education for their offspring. Cambridge Assessment, an international exams group that develops and delivers assessments to more than eight million learners in 170 countries, is one such company that stands to benefit. Experiencing significant growth year on year, but under pressure to deliver thousands of exam papers to Auckland, Buenos Aires and Beijing, the company sought the help of Bourton Group LLP to support a critical period of growth. "We wanted to look into efficiencies across the whole business but we were keen to bring someone in who could help us to change our culture as well," explains Martin Hemmingfield, assistant director of Cambridge Assessment. Hemmingfield was interested in using the Lean Six Sigma method, which has its roots in car manufacturing. It focuses on collaboration to eliminate both waste and variation in a process. When Bourton Group started thinking about how best to apply this, they knew it would require a slightly different approach. "Cambridge Assessment has a very diverse workforce, a high percentage of people for whom

English is a second language and a mix of academic and practical skills," says Roger Cliffe, an associate at Bourton Group. "We wanted the whole organisation to engage so we tailored the training to match the specific jobs they were doing." The training delivered to teams across the business enabled employees to look at their own processes – from those who worked on printing machines to project managing suppliers – to find ways to remove problems. "We wanted to empower people from the shop floor up – hear their ideas," says Hemmingfield. "Equipping people with the tools and the confidence to identify issues not only solved them quicker but gave people a huge sense of achievement." Lessons were certainly learnt. A total of 26 major improvement projects were delivered across the business and eight employees were certified as Black Belts – one of the highest accreditations in the Lean Six Sigma process. The firm made a bottom line saving of £1.7m over two years. One project focusing on the step between printing and packing exam papers saved £400,000 alone. Bourton Group LLP, with Cambridge Assessment, was a winner in the Performance Improvement in the Private Sector category.

**INNOVATION IN DIGITAL TECHNOLOGY**

A CHAIN REACTION

Most magazine buyers never stop to ponder how their favourite read arrives on the racks. Whether it's Hello! or The Beano, the same complex supply chain is needed to reach consumers. But with industry sales in decline, financial pressures are increasing. To combat rising wholesaler costs, magazine distributor Marketforce looked to Vendigital for help. "They analysed data from 50,000 retailers in the UK to understand the supply chain, and then helped us develop a negotiation strategy," explains Adrian Hughes, group managing director of Marketforce. But they weren't just looking for a better deal. "The overarching aim was to generate efficiencies for all parties in order to arrive at a sustainable model," says Hughes. The result for Marketforce was an improved quote from wholesalers – saving over £4 million. Vendigital, with Marketforce, was a finalist in the Innovation in Digital & Technology category.



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Congratulations to our nine finalists and all of our winners

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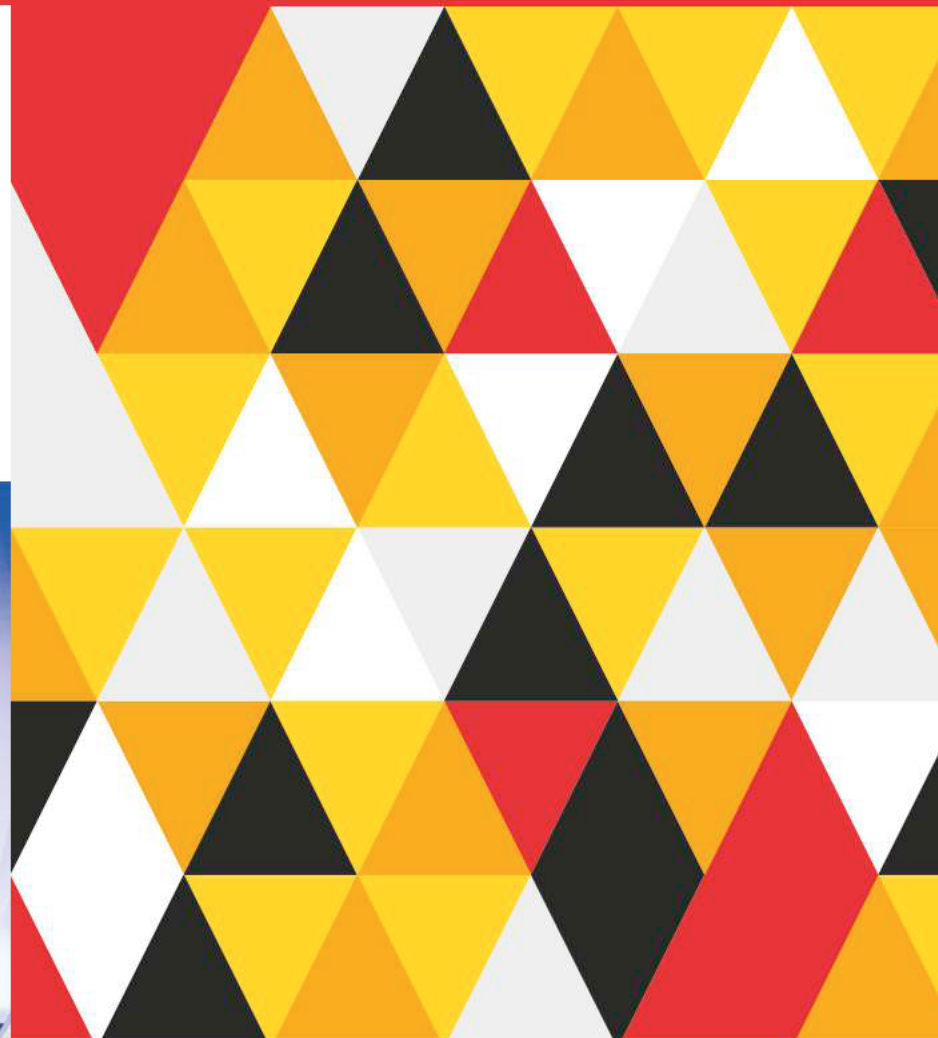
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Anjum Hakim, The Times Consultant of the Year and Outstanding Achievement of the Year

Congratulations to our MCA 2019 Finalists & Winners

Change and Transformation in the Private Sector (Winner), Performance Improvement in the Private Sector, Commercial Excellence (Highly commended), Customer Engagement and Marketing, Innovation in Digital and Technology, Best use of Thought Leadership, Young Consultant of the Year (Highly commended), Innovation Consultant of the Year, Team Leader Consultant of the Year, Outstanding Achievement and Times Consultant of the Year (Winner).

