

THE **MCA AWARDS** 2021

## INTERNATIONAL

Clear goal: teamwork  
has been instrumental  
in the fight against Covid



## A triumph in testing times

**Tackling Covid and any future pandemic requires global collaboration, as this uniquely qualified partnership knows. By Colin Randall**

**A** major boost in the global fight against Covid-19 has emerged from a British partnership forged by Mologic, a company specialising in disease testing technology, and management consultancy Deloitte.

In the dark days of March last year, when the World Health Organisation declared the coronavirus a pandemic, scientists were already racing to launch quick diagnostic tests that could be offered at a cost low enough to benefit countries with a lower income.

While Western countries sprung into action around Covid testing, some parts of the world – including Africa – found the costs prohibitive and had a lack of on-the-ground manufacturing facilities.

This made the collaboration between Bedford-based company

Mologic and Deloitte's life sciences department even more important.

Renowned for its development of diagnostic testing for epidemics and tropical diseases, Mologic was able to rise to the challenge with Deloitte's help and significantly improve the availability of affordable testing, with Covid test results ready in ten minutes.

Drawing on its own scientific expertise, and the logistical clout of Deloitte, the company was able to mass-produce its Covid-19 antibody test with a ceiling price of £1.25 each.

From a capacity to produce four million lateral flow Covid tests a year, Mologic is now close to reaching 200 million. These achievements were recognised as the two firms were crowned winners of the Project of the Year and International categories at the MCA Awards 2021.

"Without testing, you are blind," says Dr Emily Adams, Mologic's director of epidemic and neglected tropical diseases. "You can't know how many

infections there are or what the rate of reproduction is. Testing is the bedrock of any public health campaign."

Dr Adams has found the experience of helping shape the fight against the virus rewarding – especially in countries with a lower income. She describes the successful development of the test as a "game-changer" for Africa.

Mologic's key Deloitte collaborator, Colin Terry, head of the firm's life sciences practice and leader of its involvement in the project, is similarly enthused. "It was energising for our team," he says. "Often, it was hard to get them to stop working."

One important factor has been Mologic's status as a not-for-profit social enterprise, established when the company was acquired last year by Hungarian-born billionaire George Soros and supported by fellow philanthropist and Microsoft founder Bill Gates. It was integrated to create the Global Access Health (GAH) initiative,

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## INDIVIDUAL

## 'Proud to make a difference'

How one management consultant became a crucial cog in the life-saving vaccine rollout. By Parminder Bahra

The discovery, production and rollout of Covid-19 vaccines across the UK has been lauded as one of this country's greatest achievements.

But beyond the headlines, what was it like to work on an undertaking which, according to Public Health England, has so far prevented the premature deaths of 127,500 people? How was an end-to-end process – from clinical trials to the public getting jabbed – achieved in less than 12 months rather than the usual decade?

One management consultant who played a key role in this remarkable enterprise is Kevin Hall of IBM Consulting. In recognition of his work, he was crowned The Times Individual Consultant of the Year at the MCA Awards. He also won the award for Exceptional Support and Delivery by a Consultant During Covid-19 and he was highly commended in the Outstanding Achievement category.

With an industry background in supply chain management and 20-plus years' experience running large transformational projects, Hall says these two skill sets complement each other well.

As countries looked to vaccines as the only way out of lockdown, Hall was appointed in March 2020 as a consultant to the Bioindustry Association (BIA), a UK life sciences trade body that was looking at the issue of scaling up production of a Covid-19 vaccine once one was ready.

Hall was made project manager for the BIA Vaccine Manufacturing Taskforce that had been established early on in the pandemic by the UK's chief scientific adviser, Sir Patrick Vallance, under the

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How consultants transformed a 'traditional' industry

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A professional qualification with all the credentials

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# Q&A

Management consultants should be proud of the contribution they've made to key industries during the pandemic, says the MCA's CEO

**Tamzen Isacsson**  
CEO of MCA

**Covid-19 pushed our nation's infrastructure and institutions to breaking point. Is it fair to say that, in a moment of crisis, management consultants stepped up to the plate?**

Periods of major crisis such as this are exactly when trusted advisers are brought in by private and public sector clients to provide short-term expertise and resources to assist in the response efforts. The Awards powerfully demonstrate some of the results that consultancies delivered in support of critical government projects with expertise in digital technology, supply chain and procurement. Everyone is grateful for the incredible job that nurses and doctors did, and do, to save lives and save us all from Covid-19. We all thank them. But we also thank so many other people. It was a truly national effort.

So many trades and professions kept this country going and, yes, I am proud of the job that so many management

consultants did to support clients. We did step up to the plate. Some played bigger roles than others, undoubtedly. But when people play their part wholeheartedly, then I think everyone should be recognised for their contribution.

**Distributed working has brought soft skills to the fore, such as empathy, collaboration and deep listening. What makes management consultants best placed to deliver on this?**

There are core competencies that any consultant needs to possess, and our sector was best placed to support clients to rapidly adapt to new ways of working, given that we have worked flexibly and remotely for years. That said, everyone has been tested by the pandemic, and as an industry we have learnt a lot, in terms of supporting mental wellbeing, open communication and working with clients and colleagues in difficult situations.

## How are management consultants helping organisations to adapt to hybrid working models?

Our firms are assisting clients with navigating the complex shifts in ways of working and ensuring the interests of individuals, businesses and customer clients are balanced. It is an opportunity to redefine the working environment, harness the advantages of flexible working and digital efficiency, but also continue to take advantage of the real benefits of face-to-face working and training and development.

**How would you describe and assess the MCA's work over the past two years and how you've assisted your members?**

**In brief, hard work and commitment by the whole team and keeping an ear to the ground. I am really proud of what the MCA has achieved over this period.**

We have grown in number and that's because it has been an important time for the industry to come together, share challenges and best practices, make greater progress on issues such as diversity and inclusion, and set standards through Consulting Excellence principles and the Chartered Management Consultant Award (ChMC). We've had workshops focused on growing our SMEs, supporting our young consultants who have had many challenges in remote working in the past year and discussing the latest policies on hybrid working and supporting mental wellbeing.

### How happy were you to finally meet fellow consultants in person at the MCA Awards?

Delighted, as long as they had all done their lateral flow tests and scanned their QR codes! We made the best of the digital MCA Awards last year, but there is something special about bringing an entire industry together to champion our young talent and the hard efforts of consultants across multiple sectors.

**The diversity of the nominees was remarked upon at the Awards. How important is inclusivity to your own and the MCA's mission?**

We respect it and embrace it, and are committed to ensuring diverse future leaders progress in our industry. There are so many positive benefits of people from different backgrounds working for our companies and clients. The MCA Awards are a real chance to highlight the outstanding talent in our sector.

**We speak to Ann Francke on page 13 about the new Chartered Management Consultant Award (ChMC). Why did you decide to launch this initiative?**

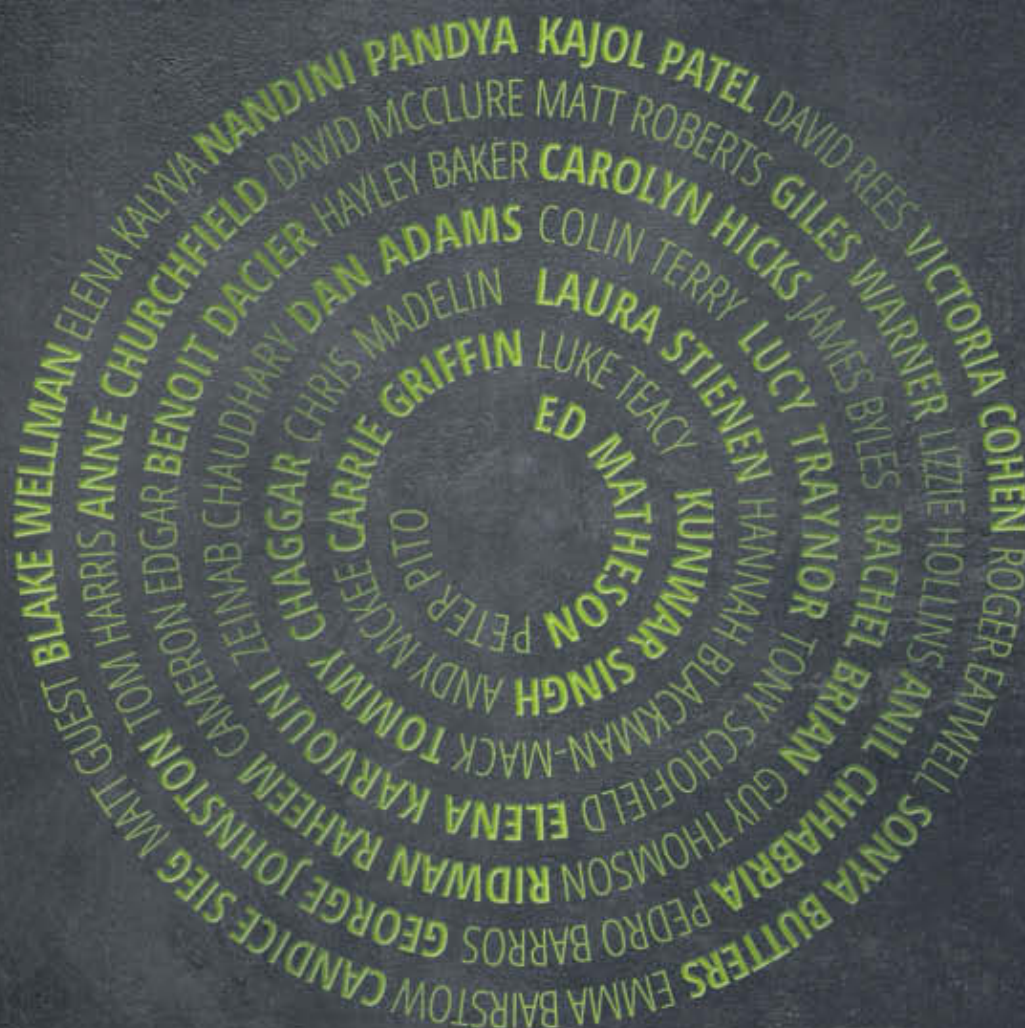
Because it was the right thing to do for our industry – it's good for businesses, individuals and clients. The Chartered scheme is about raising standards, continuously improving personal development and ensuring high standards of training and development are adopted across our entire industry.

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The MCA Awards 2021. Our people were recognised for four wins, four highly commended entries and eight finalists. They're part of a network of thousands of consultants who make an impact that matters for our clients every day. Want to join them?

[www.deloitte.co.uk/mcaawards](http://www.deloitte.co.uk/mcaawards)





## PEOPLE



Firing on all cylinders :  
Tata Steel's workforce  
is happier and more  
productive than ever

# Sparks fly when great minds meet

**A consultancy with revolutionary ideas was tasked with transforming a company from the 'traditional' steel industry**

**C**arl Banfield, works manager for hot rolled products at Tata Steel in the UK, is the link between management and shop floor workers. When he learnt that Unleash & Engage had been tasked to address employee disengagement, he was initially "sceptical" about what a management consultancy could do to resolve low morale.

However, the relationship proved to be a transformational one. "At the end of their 12-week stint the engineers didn't want to let them go," says Banfield. "A year later, the consultants were still popping in to see the shift managers for a coffee. I have never seen that on the front line before."

Tata Steel is the largest steelmaker in the UK. It takes raw products that make the metal, turning them into slabs and then rolling the material to produce around 3.2 million tonnes of steel products each year. Used across the packaging and engineering sectors, the steel is found in Dubai's Burj Khalifa, the world's tallest building. On a much smaller but far-ranging scale, Tata Steel products are also used to produce 1.6 billion Heinz Baked Beans cans each year.

When Martin Brunnock, the former hub director at Tata Steel's Strip Products business, describes

life inside the giant Port Talbot steel site, it's easy to think the processes haven't changed a great deal from 100 years ago. "It can be hot, and the machinery we use is vast. We are taking liquid iron at 2500C from our blast furnaces and converting it into steel at the rate of 80,000 tonnes each and every week. Our power consumption is about the same as a small town."

But he is quick to dismiss any perceptions that there is anything old-fashioned about the processes: "Virtually everything looks like Nasa on the inside. It's computer controlled with lots of data and analytics underpinning the use of artificial intelligence and machine learning programmes. The control systems on the mills operate at processing speeds quicker than you'd find on a Formula One car."

Among the 8,000-plus employees are steel workers going back four generations. But the business today is about collaboration.

"You'll see people in hard hats and safety boots alongside those in lab coats, who in turn are next to colleagues from the design and drawing offices," says Brunnock. "What you'll see is engagement."

Fortunately, these are precisely the qualities that Unleash & Engage,

winner of the People category at the MCA Awards 2021, looks for in its clients. It might sound odd that it's the service provider assessing the qualities of the client – rather than the other way around – but the consultancy only wants to work with people who are actually invested in their people and are committed to transformation.

"Historically, we have turned away more clients than we have agreed to work with which, from a business point of view, may appear ridiculous," says Greig Walker, managing director of Unleash & Engage. "But we have never failed to transform any business and we have to get the feeling that we can partner with our clients, so that their goals are our goals, something that requires real commitment from both parties."

Ahead of agreeing to work with Tata Steel, Walker said he went to "look in the eyes" of the company's board to make sure that it was a transformational journey they wanted to go on. "We were convinced on that day that it would be a good partnership," he says.

There was still the issue of resistance on the shop floor. After hearing that one Unleash & Engage consultant was not being given the access that they required, Tata Steel's Banfield offered to help: "Surprisingly, the consultant told me, 'That's not your problem to solve, that's our problem, to engage with the teams that we are coaching and sorting this stuff out.'" Banfield found the exchange "refreshing".

One Unleash & Engage coach who found herself at the sharp end was Zebby Clemons, head of business operations, but she applied the consultancy's principles of humility, respect and listening.

"You do have to hold your ground a little bit," she says. "But once they get to know you and realise you're here to help, they totally change. There was one guy who, 12 weeks later, sat in his chair, leaned back in it, and said, 'I wish I'd known this 20 years ago.' He had tears in his eyes... and he was the guy who wanted to chuck me out on the first day."

The outcome of this joint effort has raised expectations.

"We broke daily shift records, weekly records, monthly records and quarterly records," says Banfield. "I say this with a little bit of a smile on my face because the guys love it."

There is, surprisingly, also a sense of disappointment.

"We haven't yet really been able to exploit all the potential, because of the coronavirus pandemic. There is still a belief that there's so much more to come."

The legacy of this transformation will help Tata Steel in the future. With recent existential issues and climate change rising fast on the agenda, Brunnock is aware of the challenges ahead: "We've built a system and empowered our people. It's part of our journey to profitability and future decarbonisation. In order to meet these challenges, we have to keep operating." PB

## FROM FRONT PAGE

which has pledged investment of at least £30 million for Mologic's work in producing "affordable state-of-the-art medical technology" around the world.

The Deloitte team brought programme management and a range of improvements in operational practices, finance, manufacturing and supply chains. "Our role was to accelerate the process," says Terry, who expresses deep pride in having "worked on something we knew would have a dramatic impact".

With the speed and scale of production greatly enhanced by the partnership, Mologic tests reached the market four weeks ahead of schedule.

The funding generated by GAH's acquisition of Mologic enabled production of the Covid tests to begin in Senegal, building on the company's existing partnership with the Institut Pasteur in Dakar. This will give Africa what Deloitte calls "sustainable critical capacity, vital for the continent's response to the pandemic – and offering security of supply for the region".

Mologic's rapid antigen tests are now a market leader, rated by FIND, the Geneva-based diagnostics alliance, as having "90 per cent sensitivity and 100 per cent specificity".

Scientists warn that Covid-19 may well be followed by other global health crises. Both Deloitte and Mologic believe their joint efforts will help prepare the world to cope with them.

Dr Adams, 40, a biologist, has substantial international experience, having worked on tropical diseases in Africa and South America. She spent five years in the biomedical research department of the Royal Tropical Institute in Amsterdam.

Terry, 54, who also has an academic background in science as a BSc honours graduate in microbiology, worked for Deloitte



**The pandemic has proved that good collaboration, trust and communication is the key to success**

in the US before moving to its London offices, where he is now director of life sciences and healthcare.

For Dr Adams, the lessons from the pandemic are clear: governments must ensure adequate investment in scientists and their research to equip society for responses to future epidemics.

Her philosophy is summed up in an explanatory article for the Liverpool School of Tropical Medicine, where she is a reader in diagnostics for infectious diseases.

"I've always known this but the pandemic has brought it home: good collaboration, trust and communication is the key to success," she said.

"We have so many amazing scientists and we need to ensure we have stable jobs to retain talent. Science funding is so competitive and finite, so this is an enormous challenge."



FROM FRONT PAGE

leadership of Ian McCubbin CBE. This momentous initiative drew on all of Hall’s experience of the vaccine distribution, antibody and legacy issues. All of these components needed to combine harmoniously as soon as viable vaccines became available.

“I’m proud to have made a difference,” says Hall. In addition to his logistical thinking, colleagues at BIA highlighted his skills at building relationships with strong personalities. This included senior government stakeholders, eminent scientists and leading figures across the UK’s supplier ecosystem.

Among the many challenges was an almost impossible timescale which meant that the supply chains had to be set up before any nascent vaccine had passed its final clinical trials.

The key to this is “manufacturing at risk,” declares Hall. “If we waited until the vaccines had passed their final clinical trials then they would not have been ready until much later.”

Instead, the supply chains to scale up vaccine production were started before UK MHRA approval was issued. This came with its own challenges, as something as simple as sourcing vaccine vials became one of a number of multiple cogs in a complex logistics process.

“If a vaccine was rejected, not only would you have wasted the chemicals but also the vials. They were an incredibly important asset,” says Hall. “At one point, the price of the vials was going up, the following week the lead times [to supply the vials] were doubling and then the week after, it was a case of ‘forget it’ because everyone was going after the finite [available] supply.”

Starting early, identifying the limitations of the supply chain and securing government and private funding to purchase equipment were critical to the success of the project. Building trust was also incredibly important, says Hall.

The first arrival of shipments from around the world coinciding with the Brexit transition period complicated matters further.

“We designed the supply chain with multiple mitigating options to help reduce risk and make sure suppliers were aware of all the support and of the facts,” adds Hall.

One of the many staggering facts

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I’ve never worked on a project where you then hear all about it on the television every night

from this whole episode is that Hall never met his colleagues at the BIA, nor subsequently when he joined the leadership team of the government’s Vaccine Taskforce (VTF). This body was established in June 2020 under the leadership of (now) Honourable Dame Kate Bingham, reporting to the prime minister, Boris Johnson. All of the work was done virtually although there are plans to finally meet later this year.

The VTF used the models and built on the work of the BIA as it took over the vaccine process. This included expediting the establishment of the Vaccine Manufacturing and Innovation Centre (VMIC) – a process that Hall was directly involved in. “We’re better off in the future by having VMIC in place now,” he declares.

IBM Consulting has also been recognised for its project work on VMIC with the Exceptional Support and Delivery to a Client During Covid-19 award for an organisation.

Despite the long days, heavy workload and the need for rapid-fire decision-making, Hall, 44, did not lose sight of the importance of family life: “I guess being at home was a plus-point, I could do the school run. My nine-year-old twin daughters said at the time that I worked too much. I joked with them that I was making the vaccines in my office but I think they knew that wasn’t true,” he laughs.

Hall, who hails from Cheshire, adds that he was fortunate that his wife handled all the home schooling.

Even when he did switch off his computer, he was never far away from his work: “I’ve never worked on a project where you then hear all about it on the television every night... but, you know, it was an absolute privilege to be involved.”

EXCEPTIONAL SUPPORT AND DELIVERY TO A CLIENT DURING COVID-19

Potent protection: the Vaccine Manufacturing and Innovation Centre fast-tracked its vaccine production



# Breakthrough: the pandemic game changer

IBM Consulting helped speed up the UK’s vaccine manufacturing at the height of the pandemic

Matthew Duchars, former CEO of the Vaccine Manufacturing and Innovation Centre (VMIC), remembers being told the enormous task that lay ahead of him after VMIC joined the government’s Covid-19 vaccine programme.

“A colleague said it was like trying to build an aircraft while it’s taxiing down the runway. On top of this, you get a request to change the plane’s design while ensuring you’re ready for takeoff... on a shorter strip.”

The idea for VMIC, the UK’s first dedicated vaccine manufacturing centre, was formed after the 2014 Ebola outbreak identified gaps in British vaccine innovation, procurement and production.

By the start of 2020, plans were underway to build a facility close to Oxford, and it was expected to be fully operational by 2022. It would provide an emergency manufacturing capability in the event of an epidemic, should a virus be accidentally or even deliberately released.

“Then, Covid-19 broke and our whole world changed,” Duchars explains, “because the government

tapped me on the shoulder and said: ‘Can you do it a bit faster and make it a bit bigger, please?’”

All this took place after Duchars had taken the helm just six months earlier. “Suddenly we were faced with having to increase the capacity of the facility by more than 20-fold and compress the timeline in half.”

Pre-pandemic, VMIC had been expected to produce three million doses across a three- to four-month period. With Covid-19 sweeping across the UK, it was told to step on the accelerator and manufacture 70 million doses in the same time.

It was at this point that IBM Consulting was introduced to Duchars through the government’s Vaccine Taskforce (VTF), with whom the consultancy had already been working (see Kevin Hall’s story on page one).

Robert Musgrove, IBM programme delivery director, was brought on board: “I was proud to be asked to take up the challenge, but if we had half a chance to get this right we needed to get the right team in place.”

At this point in May 2020, VMIC had just eight staff. This meant IBM needed to design a recruitment process in the middle of the pandemic to employ dozens of staff with a number of specialised skills. This included finding researchers

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Literally tens of millions of vaccine doses were made in 2020 because of the facility coming online

how establishing this affinity in a moment of national crisis laid the path for a process that would save tens of thousands of lives.

Duchars says decisions had to be made “on the turn of a dime”. This was further complicated because everyone was working remotely when 30-minute online meetings, rather than impromptu office discussions, became the norm.

“That’s where intimacy comes in,” says Duchars, who explains that being able to have quick conversations and decision-making moments in a virtual setting requires an alliance based on trust.

“We cared about the wellbeing and welfare of the people we were working with. So there was a personal element to the

partnership,” adds Musgrove.

Despite their close working bond, there were still surprises when they encountered each other in real life. “As we were working from home, I only met Rob several months into the programme and realised that I was talking to his chest. Online meetings give you little sense of how tall people are,” laughs Duchars.

VMIC’s impact, in many respects, has already been defined through its role in the production of the Covid-19 vaccine. But its journey has only just begun. Its new Oxfordshire-based facility is expected to open at the end of this year and be fully operational in 2022.

Both Duchars and Musgrove are keen to move beyond the pandemic: “I do hope to God this doesn’t become a day job over the next however many years,” laughs Duchars, before adding, “while we will be ready to respond to any pandemic, our primary role is to take forward and grow the whole UK life sciences sector.”

Underlining the strength of their partnership, Musgrove is fully in agreement: “What was achieved last year was just phenomenal and hopefully it provides the foundations for future success.” PB



Shared vision: trust underpinned the success of this life-saving project

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## BEST NEW APPRENTICE

# Success all a matter of degrees

**One consultant who swapped his traditional studies for an apprenticeship degree says he made the right call**

**H**assan Kamara admits that his decision in 2017 to move mid-course from his mathematics degree to a digital degree apprenticeship at EY didn't immediately go down well with friends and family. "At the time, people saw it as dropping out, but it has actually given me a head start."

While Kamara loved his maths degree, he became increasingly conscious that graduates from his course were very often going on into analyst roles with relatively limited hands-on work.

"I wanted to do something that would require those technical skills, but also where I would be working with clients, solving problems and seeing the value of my role in practice."

It is a decision that has been vindicated by Kamara's rapid progress, both during his three-year apprenticeship, when he achieved a first-class honours degree, and in his working life. He is now a member of EY's technology consulting practice, where he has worked for clients in government, consumer products and professional services.

"What I love about consultancy is that combination of technology, innovation and people," Kamara reflects. "You get to see the impact of the work you do with clients."

Kamara's experience of his

**Hands-on:** Hassan Kamara took an alternative route



degree apprenticeship has seen him become an advocate of a route into the workplace that has become increasingly popular with employers and employees alike.

"You're learning industry best practice from the apprenticeship programme overlaid with insights and experiences of your employer and colleagues," he argues. "You're developing the same networks as you would do with a traditional degree, but you're also kick-starting your career."

Now Kamara hopes that more people will follow his path.

Externally, he has championed degree apprenticeships, working with EY's training provider, Ada, and the National College for Digital Skills to develop the programme further. He was also a finalist at the TARGETjobs Apprentice of the Year Awards, a scheme created to celebrate the growth of apprenticeships.

Kamara is also advocating within EY itself, where he has set up the Apprentice Show and Tell programme. The project gives EY's apprentices the opportunity to appear in front of an audience

of senior executives at the firm to present the projects they have been working on.

"The idea is to raise the visibility of apprentices within the firm, but also to help them develop their presentation skills," he explains.

Such support is reflective of Kamara's desire to see young management consultants – not just apprentices – fulfil their potential.

He was highly commended in the Best New Apprentice category at the MCA Awards 2021. Last year, he was elected chair of the Young Management Consultancies Association, a role that sees him representing young consultants from firms across the sector.

"I'm keen to help shape the future of consulting. For example, we have been thinking about how more flexible patterns of work might benefit young consultants' development, and communicating this with senior leaders across firms. We have also been working on how to encourage young consultants to pursue the new chartered status for the industry [an initiative launched by the MCA and the CMI earlier this year]."

More broadly, Kamara believes the consulting industry also needs to continue focusing on diversity and inclusion. "Our clients are diverse, and they expect us to be so too," he acknowledges.

Indeed, one benefit of the rise of apprenticeships could be to attract a wider range of recruits. "A different entry route may encourage people from a broader range of backgrounds to enter the profession," Kamara points out. DP

## Special needs, special support

Former social worker devises system to boost outcomes for children with special educational needs. By **Gabriella Griffith**

With spiralling costs and a variety of needs to cater for, creating a system that delivers good outcomes for children with special education needs and disabilities (SEND) is a massive, generational challenge.

Leo Jones, a director at Impower, understands this better than most. Having started out as a social worker before progressing to leadership roles at local authorities, he has worked on both sides of the fence.

Clearly, educating children in need is an issue that lies close to his heart. "I am a SEND governor for my local school and my wife is a teaching assistant for a child with autism," he says. "I've seen first-hand the rising demand and cost challenges, but it seemed perverse that

the conversations always focused on budgets and not about whether it was good enough for the children."

Jones was crowned Thought Leader Consultant of the Year. He rejoined Impower three years ago with a mission to bring real change in this area. He has dedicated himself to changing the narrative around SEND challenges – starting with creating a clearer view of what "good" looks like.

To do this, he developed the High Needs Index in early 2019 to better understand cost, demand and outcomes across a local authority. Utilising 30 national data sets – such as the percentage of children with SEND supported in mainstream schools – the index ranks local authorities and pinpoints best practice and pinch points. It is a piece of work that has not only got local authorities thinking but has also brought the Department for Education to the table too – joining a series of roundtables led by Jones.

"The index was the spark that still informs our debate today. I facilitated a series of roundtables off the back of it with services directors, teachers, parents and health workers to agree on a set of ambitions to commit to."

One of the big goals for Jones is to intervene before children are

needlessly sent down complex SEND pathways. "Wherever possible, children should be in a mainstream school and included in the same things as other children," he says. "Many children in special schools aren't able to take GCSEs, even if academically able to, which obviously has a huge impact on these children later in life."

He has been working closely with 13 local authorities to improve their processes. "We're very hands on," he says. "We start by analysing the system together and reviewing current cases to understand if things could have been handled better earlier. This helps us to win hearts and minds before heading into new interventions."

Jones's work with Lincolnshire County Council has been particularly impactful. During lockdown in 2020, he helped to launch the SEND Advice Line for Lincolnshire (SALL) for special educational needs coordinators. "Part of the challenge is that people don't know what support is available beyond pushing children into specialist provision. The advice line gives coordinators confidence in the actions they can take to best support children."

The project's results speak for themselves. There has been a 32 per cent reduction in requests for EHCPs



**Wherever possible, children should be in a mainstream school and included in the same things as others**

(special needs plans), with 450 fewer a year projected. This is forecast to save £4.5 million. Only 8 per cent of cases referred to SALL in the first three months of 2021 have required further support from SEND services.

But possibly most important for Jones, several children who had been placed in special schools are due to be moved back to mainstream schools; four have already moved, with a further nine identified next term. "Children don't generally step down from special schools, even if their outcomes could be better met if they did. Having even this small figure is huge and if the system is properly embedded, 30 kids could return to mainstream schools – completely changing their lives."



YOUNG CONSULTANT OF THE YEAR

Social impact: Hannah Steiner is set on making a real difference



# Hannah makes jail house rock

This consultant mixes social impact with innovation – such as in the world’s first in-house prison record label

The world’s first in-prison record label, InHouse Records, had a big challenge on its hands when Covid-19 first hit. Having brought the reoffending rate of those it worked with down to 1 per cent (it sits at 60 per cent nationally for first-time offenders), the record label was determined to keep engaging with inmates. But with no visitors allowed and prisoners being kept in isolation, in-person training was off the cards. Enter EY consultant Hannah Steiner, 26, who was on hand to apply some creative thinking. “I worked with them to design a magazine-based service, *Aux Magazine*, which helped InHouse to keep going.” It also meant instead of supporting 100 people in person, the service was able to scale up to reach 55,000 prisoners across almost 50 prisons in the UK. There’s even a US version of the magazine now. Each month the magazine gives inmates insight into how the world of record labels works and publishes interviews with well-known artists. It also sets tasks, such as making a “Father’s Mixtape” for those with children, to inspire and build skills. The winner of Young Consultant of the Year had already completed a three-month pro-bono project with InHouse Records for EY before Covid, as part of the firm’s corporate responsibility programme. She now supports it in a personal capacity. “Initially, I helped them to design a unique reporting tool, measuring core competencies like adaptability and communication, to understand the impact InHouse’s training

programme was having. Since then, I have helped them to access funding and supported their national growth plan,” she adds. Meanwhile, the Covid pivot is here to stay. “It’s a sustainable way to maximise the number of participants that can be reached while resuming in-person training.” Steiner has just completed her third year at EY and has recently been promoted to manager. Her focus is firmly on working with clients on social impact projects. “My happy place is where social impact meets innovation,” she explains. A big part of Steiner’s work has been around resolving social challenges, such as tackling homelessness. She worked on the London Ventures programme, which helped local councils to access the kind of innovation that big tech corporates have at their disposal. “We designed a methodology to create new solutions, or build on existing ones, that could transform the way homelessness is tackled.” From using predictive analytics to identify those at risk of homelessness, to creating a pan-London emergency accommodation listing service – the solutions helped countless people. Steiner’s next challenge is looking at sustainability through a social lens. “It’s all well and good charging people more if they have older polluting vehicles, but what impact is that having on disadvantaged communities,” she asks. “We need to create sustainability solutions that are inclusive and accessible.” Steiner has already organised a hackathon within EY. “Fifty-one employees dedicated their volunteering days to come up with solutions for us to prototype – I strongly believe that collaboration is the key to great ideas,” she says. GG

MCA 2021 award winners and highly commended

EXCEPTIONAL SUPPORT AND DELIVERY TO A CLIENT DURING COVID-19

**Winner**  
IBM Consulting with the Vaccine Manufacturing and Innovation Centre  
**Highly commended**  
EY with the Department for Business, Energy and Industrial Strategy  
PwC with the British Business Bank  
PwC with Help NHS Heroes

BEST USE OF THOUGHT LEADERSHIP

**Winner**  
Deloitte with Royal Dutch Shell  
**Highly commended**  
Arup with Lloyd’s Register Foundation  
CF with IPPR  
KPMG with Sanofi Genzyme and Regeneron

CHANGE AND TRANSFORMATION IN THE PRIVATE SECTOR

**Winner**  
BearingPoint with Dŵr Cymru Welsh Water  
**Highly commended**  
PwC with Capita

CHANGE AND TRANSFORMATION IN THE PUBLIC SECTOR

**Winner**  
IBM Consulting with the Vaccine Manufacturing and Innovation Centre  
**Highly commended**  
EY with Enfield Council  
IMPOWER with Lincolnshire County Council

COMMERCIAL EXCELLENCE

**Winner**  
PwC with the Ministry of Defence Efficiency Delivery Partner  
**Highly commended**  
Vendigital with Protean Electric

DATA AND INNOVATION IN THE PRIVATE SECTOR

**Winner**  
Deloitte with Virgin Media O2

DATA AND INNOVATION IN THE PUBLIC SECTOR

**Winner**  
Atos with Sussex Police

INTERNATIONAL

**Winner**  
Deloitte with Mologic

PERFORMANCE IMPROVEMENT IN THE PRIVATE SECTOR

**Winner**  
EY with Boots  
**Highly commended**  
Gobeyond Partners with Sunbelt Rentals  
Deloitte with Penlon

PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR

**Winner**  
PwC with the Metropolitan Police Service  
**Highly commended**  
Credera with the NHS Digital  
PwC with North Lanarkshire Council

PEOPLE

**Winner**  
Unleash & Engage with Tata Steel UK  
**Highly commended**  
PwC with Pharma Client – Future Ready

SOCIAL VALUE

**Winner**  
EY with the National Forensic Mental Health Service  
**Highly commended**  
EY with Unilever and the FCDO

STRATEGY

**Winner**  
Strategy& with The Courtauld  
**Highly commended**  
Inner Circle Consulting with the London Borough of Hounslow  
Mason Advisory with The Weir Group

INDIVIDUALS

EXCEPTIONAL SUPPORT AND DELIVERY BY A CONSULTANT DURING COVID-19

**Winner**  
Kevin Hall, IBM Consulting  
**Highly commended**  
Dr Henry Dowlen, EY  
John Lewin, NECS Consultancy  
Raj Mann, PwC

YOUNG CONSULTANT OF THE YEAR

**Winner**  
Hannah Steiner, EY  
**Highly commended**  
Jemma Goldstein, BAE Systems  
Applied Intelligence  
Zahra Safarfashandi, CF  
Luke Abbott, Procura Consulting

BEST NEW APPRENTICE

**Winner**  
David McIntosh, KPMG  
**Highly commended**  
Hassan Kamara, EY  
Kate Haynes, IBM Consulting

RIISING STAR

**Winner**  
Sam Calderwood, Simon-Kucher & Partners  
**Highly commended**  
Andy Roderick, Vendigital  
Cheryl Bannerman, Inner Circle Consulting

TEAM LEADER CONSULTANT OF THE YEAR

**Winner**  
Pamela Thomas, PwC  
**Highly commended**  
Lucy Traynor, Deloitte

THOUGHT LEADER CONSULTANT OF THE YEAR

**Winner**  
Leo Jones, IMPOWER  
**Highly commended**  
Zeinab Chaudhary, Deloitte

INNOVATION CONSULTANT OF THE YEAR

**Winner**  
Nele Van Buggenhout, PwC  
**Highly commended**  
Leo Tagg, EY  
Chris Madelin, Deloitte

OUTSTANDING ACHIEVEMENT

**Winner**  
Simon Geale, Proxima  
**Highly commended**  
Kevin Hall, IBM Consulting  
Evelyn John, PwC

OVERALL

BEST NEW CONSULTANCY

**Winner**  
Mason Advisory

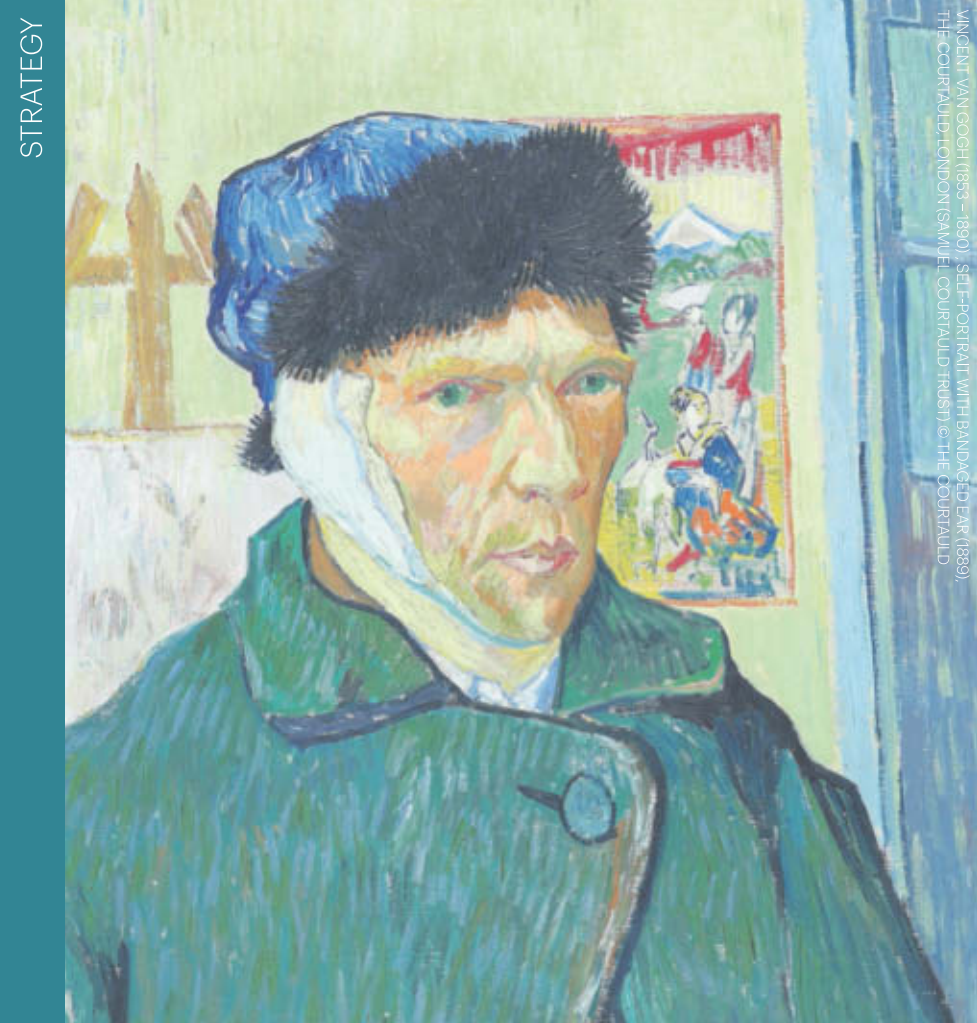
PROJECT OF THE YEAR

**Winner**  
Deloitte with Mologic

THE TIMES INDIVIDUAL CONSULTANT OF THE YEAR

**Winner**  
Kevin Hall, IBM Consulting





STRATEGY

VINCENT VAN GOGH (1853–1890), SELF-PORTRAIT WITH BANDAGED EAR (1889). THE COURTAULD INSTITUTION (SALE), COURTAULD INSTITUTE AT THE COURTAULD

# Making great impressions

**An innovative project to protect a cultural icon's future unites academia, art and an intriguing business model**

**T**he Courtauld is a specialist, higher education institution with a phenomenal world-class art collection. Best known for its impressionist and post-impressionist paintings, it houses treasures such as Vincent Van Gogh's *Self-Portrait with Bandaged Ear* (left) and Édouard Manet's *A Bar at the Folies-Bergère*. It has shaped and influenced the art world: "Our alumni have gone on to lead nearly all the major institutions in the UK," says Deborah Swallow, Märit Rausing director of The Courtauld Institute of Art. "And then we have some amazing alumni who may have started in the art world, but end up in management consultancy, like PwC, in banking, and in the legal

world too," says Swallow with a knowing smile. She is referring to Christine Korwin-Szymanowska, a partner at Strategy&, PwC's strategy consulting business, who found herself at her alma mater, not for what it could teach her but rather what she could teach it. As the impact of the Covid pandemic started to bite, Swallow and her team realised that The Courtauld was entering financial "choppy waters". Relying on student fees, philanthropic revenue, government funding and a gallery attraction, every dimension of its "delicately balanced economy" was being challenged. "We weren't in a crisis, but there was the risk of a crisis. And it was very important for the board to recognise this, and the senior management team to recognise it," says Swallow. That's when the Strategy& team were brought in. "We thought, we need to be careful, this is a jewel of

# Let's rethink how the world works.

Businesses and communities around the world are in various stages of reopening. As they do, changing how they work isn't a consideration for tomorrow—it's an imperative for today.

Perhaps this isn't a restart. It's a rethink.

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UK culture, it's part of our heritage," says Korwin-Szymanowska, a former graduate. "We have to be careful that we do this right." What was fundamentally different about this project, she adds, was that they engaged the client with a "dashboard" or "flight simulator". This financial modelling system allowed the Courtauld management team to experiment with policy changes and predict outcomes, creating a "sort of crystal ball" on a desktop. "It visualises the two or three core financial metrics – cash, profit and capital – that summarise the health of a business and this sits on top of a detailed dynamic model which can forecast the future of the organisation for 10 or 20 years," says Edward Allanson, engagement manager at Strategy&. "It provides a series of levers; you can turn things on, turn them off, dial one thing up and dial another

down. It's effectively a universe of all of the different levers that Deborah and her management team could move," he adds. Strategy& describes the tool as a flight simulator for executives: "This is the path we're on. If we don't want to be on that path, we're going to have to pull some levers," explains Allanson. "What was exciting was the approach that it wasn't going to be them taking lots of stuff from us and then going away and then writing a document," says Swallow. While there was initial reluctance, some tactful persuasion soon revealed the simulator's potential. "Academics like to open and explore questions rather than close them down as we were being asked to do," says Swallow. Once the Courtauld team understood the power of the tool, its impact was immediate. One

member of the team even wanted to take Korwin-Szymanowska's laptop away so he could continue to try out different simulations. "There were some challenging moments, where we were pushed harder than we perhaps have been used to. But the team did find it very stimulating," adds Swallow. And the hard work paid off: Strategy& and The Courtauld were winners in the Strategy category of the MCA Awards 2021. By using the tool and working with the consultancy, Swallow and her team agreed to cut approximately £2.5 million in cash expenditure, while looking at how to stimulate core growth through a "gentle" increase in student numbers over a period of time. They also opened up the potential of partnerships and alliances with other organisations. "What PwC were able to do was model the additional investment

“  
They challenged the fundamental pillars of how they have done things

required at each stage of that expansion, and also the revenues from the expansion, in a coherent way," says Swallow. One of the most anticipated moments is the Covid delayed reopening of the gallery this month, having closed in September 2018 for a major redevelopment. "We can rethink the whole business of visitor figures, how we look at the commercial revenue ambitions for retail, for the cafe and so on, but in a much more rigorous way," says Swallow. For an organisation that specialises in impressionism, it has made a very good impression: "I have never worked with a client who threw themselves into a transformation as much as The Courtauld," says Allanson. "They challenged the fundamental pillars of how they have done things, while protecting the vital cultural and educational role it plays." PB

## BEST USE OF THOUGHT LEADERSHIP

# Setting sail for a greener, cleaner future in shipping – and beyond

**A ground-breaking report is already leading to positive change in the global transportation industry**

**A**s world leaders attended the COP26 climate change conference in Glasgow, one international industry came with a clearer view of what it will take to decarbonise. While shipping accounts for 3 per cent of global carbon dioxide emissions, it is also a critical part of the supply chain that moves goods around the world. The task facing Shell, one of the largest energy producers, and a team from the Deloitte management consultancy, was to develop a sectoral view on how to get to net-zero emissions by 2050. As the work progressed, its results surprised even those involved. Far from resisting discussion about the prospects for a change to cleaner, greener practices, shipping sector companies across the world responded with enthusiasm. Deloitte researchers secured one-on-one interviews with more than 80 decision-making executives from 22 countries. The report that emerged from Shell and Deloitte's collaboration was a far from cosmetic exercise and it has already led to tangible impact. In Shell's own plan of action, published shortly after the report appeared in July last year, the company said it would stimulate opportunities and partnerships within the industry to work towards a net-zero emissions future. The multinational group has also agreed to take a prominent role in



All aboard: the international shipping sector has engaged in the research with enthusiasm

the Sea Cargo Charter, an initiative involving 17 leading shipping companies committed to securing alternative industry practices. In recognition of the report's far-reaching potential, Shell and Deloitte were crowned winners of the Best Use of Thought Leadership category at the MCA Awards 2021. Blake Wellman, senior manager on the Innovation and Ventures team at Monitor Deloitte, the consultancy's global strategy subsidiary, says the industry's response has been deeply encouraging. But he adds that it also highlights a broader need for governments and society to confront the challenges of climate change. "Shipping is responsible for around 80 per cent of the transport of world trade," he says. "If we want

to continue to enable trade, we need to take action as an industry. It won't be enough for one group to make a change, we all have a role to play." He identifies education and awareness as central to the process of encouraging industry, governments and the public to each play their part and accept the need to alter the way business is done and lives are led. Wellman warmly praises the willingness of shipping executives globally to engage in the research, conducted by a five-strong Deloitte team with support from the consultancy's international network. Having anticipated a reluctance by executives to share their companies' ideas and structures, he was impressed by the extent

to which CEOs and other decision-makers – "not just public relations teams" – candidly responded. Shell describes the project as one of its best-performing exercises in thought leadership, generating 15,000 unique website visitors, 11,000 downloads of the report and two million social media views. As one example of how industries other than shipping can contribute to driving change, the Deloitte-Shell collaboration has been extended to sectors that will be structurally more difficult to decarbonise. The follow-up research has already produced reports on how road freight transport and aviation can aim for decarbonisation. As Wellman says, "All of us have a role to play." CR



## CHANGE AND TRANSFORMATION IN THE PRIVATE SECTOR

# No separation anxiety here...

**Thanks to a team effort, Aveas ensured the complicated sale of L&G's Mature Savings passed off without a hitch**

**I**n May 2017, the board of FTSE 100 insurer Legal & General decided to sell its Mature Savings division, a complex operation comprising more than six million customer policies, £30 billion of financial assets and 500 members of staff.

"Straight away, we realised this wouldn't be a simple carve out of a standalone business entity," recalls Feargal Supple, L&G's migration and separation director. "It was a monstrously complex business to sell."

One issue was that the unit was woven into the fabric of L&G, spanning most of its product areas, and impacting on a wide range of its processes and IT operations. The scale of the data challenge was daunting, with billions of relevant items, including emails and documents, that would need to move with the business.

Another problem was the regulatory backdrop. Under financial services legislation, the sale would require clearance from two regulators, the Financial Conduct Authority and the Prudential Regulation Authority, as well as an independent

actuary appointed to safeguard customers' interests.

"The bar to get the deal approved was set exceedingly high," explains Supple.

Charged with setting out a plan for separation to satisfy all stakeholders in a short space of time, Supple asked Aveas Consulting to lead the IT separation project stream and to act as the IT integration partner.

"We needed a consultant with the agility and expertise to help us separate this business without compromising the service for millions of customers," Supple says.

Working together, L&G and Aveas first designed a separation and migration framework that would give bidders sufficient confidence to agree a deal. By December 2017, a sale had been negotiated, with ReAssure committing to paying £650 million for the division.

The next step was to move from design to execution. That required Aveas, ReAssure and multiple L&G business functions to work together and co-ordinate their resources.

The team worked out they would need to move some nine billion rows of data, held in more than 100 different applications.

Work progressed well, with the deal clearing the preliminary legal and regulatory hurdles on schedule. But then a further challenge that



no one could have planned for arrived, with Covid-19 threatening major disruption.

"We were particularly concerned for customers," adds Supple. "We were confident we could do the migration while working from home, but we wanted to be sure the resources were in place to continue providing customers with the support they needed."

These anxieties prompted a short delay in the migration, which caused its own difficulties. "We really had to depend on the mental agility of the Aveas team, because we needed to re-plan the whole migration; it needed to happen over the weekend and at a month-end," says Supple.

"Fortunately, we had the right governance in place, so that it was clear how and where decisions would be made at each stage of the process."

Neither side was prepared to risk

pressing the button on the final migration without first carrying out comprehensive scenario planning and testing.

In the event, the whole planning process spanned 42 months, 26 testing cycles and five full-blown dress rehearsals. And on the day, the migration from L&G to ReAssure took just 16 hours to complete: it was a total success with all customer data transferred safely and in line with the plan. The project was nominated for Change and Transformation in the Private Sector.

Supple believes this phenomenal result was a vindication of his decision four years ago to hire a relatively small consultancy.

"We wanted to work with consultants with whom we could build a really intimate relationship – partners who would live and breathe the project," he says. "That was the key to our success." DP

## Serendipity goes viral

Pre-Covid, Nele Van Buggenhout's software was enabling clients to collaborate digitally – now the perfected version has gone global

"You might call it serendipity," explains PwC's Nele Van Buggenhout as she describes the consultancy's Perform Plus software-as-a-service solution. "We began developing it well before the Covid-19 crisis, but when the pandemic arrived, the service was perfect for helping teams to stay connected and collaborative."

Perform Plus was born out of PwC's Perform coaching methodology, through which the consultancy works with clients' managers and their teams to develop much more valuable ways of working together.

The methodology is built on the idea that teams need to "meet" daily and find effective ways to share achievements, concerns and challenges.

By 2017, PwC had been successfully delivering Perform for four years and clients were full of praise for the programme. But Van Buggenhout, a director in PwC's Operational Effectiveness practice, was concerned.

"Perform was working brilliantly, but I felt it was too analogue," she recalls. "We were generating really valuable data about the way organisations work, and how that translates into positive business outcomes, but we weren't able to capture and leverage it. And even back then, we were struggling where clients wanted to support remote or disparate teams."

Van Buggenhout, the Innovation Consultant of the Year, set about building Perform Plus. The software tool builds on the successes of Perform, helping clients to work together more effectively, but also provides them with opportunities to collaborate digitally as well as in person.

Crucially, the tool also captures data each time teams interact with the software; over time, that enables PwC to report back to its clients on which behaviours – and changes in behaviour – are likely to drive the most positive impacts for the organisation.

The tool is sector and geography agnostic. "It will support any

organisation that has groups of people who need to get better at working together," Van Buggenhout says. "It provides a means for teams to connect and engage much more meaningfully."

So, Van Buggenhout developed Perform Plus through trials with two early adopters in the PwC client base. One was a local authority's social care delivery team; the other was the sales team of a technology business. While the two organisations could hardly have been more different, they both wanted a tool that would power more collaborative working.

Since 2018, when PwC began offering Perform Plus more widely, take-up of the tool has accelerated rapidly. The pandemic was certainly one spur for adoption, because the platform made a huge difference to organisations whose staff were suddenly unable to connect in person.

"In some cases, Perform Plus was the first opportunity for someone joining an organisation to meet their colleagues," reflects Van Buggenhout.

But the appeal of the tool goes well beyond a response to an unprecedented crisis; it provides a means to support staff in areas ranging from productivity to employee wellbeing, whether they are working remotely or in the same



**Perform Plus provides a means for teams to connect and engage much more meaningfully**

office, as well as a feed of data to promote continuous improvement.

That proposition has seen clients sign up in significant numbers. So far, PwC has rolled out Perform Plus to more than 25 clients in 11 countries, with around 19,000 daily users of the tools on the platform.

Still, Van Buggenhout is not resting on her laurels. "We've got a carefully planned roadmap for this product," she says. "In the next six to 12 months, we are really going to focus on how to use artificial intelligence and machine learning technologies to get a much richer insight out of the data – and to build something that is even more valuable to clients as they make decisions about how they work." DP



DATA AND INNOVATION IN THE PUBLIC SECTOR

# Data joins the fight on crime

**How a data-analytics initiative boosted Sussex Police's framework, giving it the tools and resources to help fight crime and make people feel safer**

**S**ussex Police are using "big data" to turn millions of records of phone calls, crimes, investigations and court trials into an invaluable tool to drive productivity and make people safer.

Hailing the use of data analytics as a "game-changer", the force is employing new technology to tackle law enforcement and protection issues that were less easily dealt with by conventional police work.

This ranges from safeguarding children online and identifying the risk of domestic abuse to spotting patterns of behaviour.

The project, guided by the digital consultancy Atos and supported through additional funding provided by the Sussex police and crime commissioner Katy Bourne, provides what the force calls an "unprecedented depth and breadth of insight" into crime, its victims and how best to channel resources.

Recognition for Atos has come with an MCA award in the Data and Innovation in the Public Sector category.

For Jo Shiner, the first woman to be appointed chief constable of

Sussex, in 2020, the initiative has been groundbreaking and one of the best policing developments she has experienced. "We were hungry to explore how we could use our information more effectively and efficiently," she says. "We amass a lot of data but it's really of no use without an intelligent way of bringing it together."

Gone are the files of index cards storing extensive records. In their place, a suite of dashboards offers what the force calls a "macro-view of what is happening in Sussex", tracking trends of recent years and providing useful information.

"Our aim is to ensure the best possible information gets into the hands of frontline colleagues," says Chief Constable Shiner. "It saves time and helps their efficiency in reaching informed decisions."

In practice, this is achieved by using big data to enable officers to predict trends and challenges, identify serial offenders, study crime hotspots and devote more time to victims, with visits and advice where necessary.

Chief Constable Shiner says: "I would rather prevent something happening than investigate a crime once it has happened."

She recognises the operational benefits that the partnership has brought, praising colleagues in the force for the smooth implementation of the system.

Det Sgt Laurence Cartwright leads the Strategic Insights team, which develops the data-analytics products, working with Sara Naylor, head of the corporate development department, and Jo Birch, senior demand analyst, whom Chief Constable Shiner regards as key to this programme's success. The team works closely with colleagues across the force to ensure products are "optimised to operational working and remain focused on safeguarding".

But how does the technology aid the police in practice? "We have a dashboard which automatically

reviews all crime and incidents reported each day and flags up the involvement of particular cohorts of people," says Det Sgt Cartwright.

The pandemic led to a sharp increase in jailed offenders being freed on licence, so automation was needed to quickly identify these individuals in the community who committed further crimes.



Tech talk: Jo Shiner praises new analytics capability

Previously, such perpetrators were not highlighted automatically in the system. However, through data automation, easy identification was made possible, resulting in recalls to prison which may not have otherwise occurred.

"For example, an offender in a probation service-managed case was arrested after a fight," Det Sgt Cartwright says. "This was identified through the daily review of the dashboard, leading to a prison recall. We have made a commitment not to replace human decision-making with computers."

For the Atos experts engaged with the force, the system's acceptance has been refreshing. The technology can be used for a range of functions, from airport car-park pricing to sports events.

"But saving lives is more interesting," says Alex Zarach, a senior analytics consultant for Atos.

To those arguing for more bobbies on the beat, the chief constable replies: "Police visibility is more important than data analytics. But we can use data to make better decisions on where that visibility should be."

"It is an absolute game-changer, helping us to protect communities, catch criminals and deliver an outstanding service." CR

BEST NEW APPRENTICE

# The magic of mentoring

**How a determined apprentice seized KPMG's opportunity to help others climb the ladder**

As a boy, David McIntosh never strayed more than 40 miles from home in Prestwick on Scotland's west coast.

If even a family caravan holiday seemed like an adventure, the invitation from KPMG for work experience in London, his first departure from Scotland, was an introduction to another world.

Seven years later, McIntosh is close to achieving one early ambition, to obtain a full accountancy qualification, and is a glowing example of the social mobility to which KPMG has committed itself. At the age of just 23, he has been crowned Best New Apprentice.

If apprenticeships conjure up notions of young people learning manual

skills, then think again. McIntosh is Scotland's first apprentice to specialise in management consultancy – an opportunity that he found and pioneered with KPMG's backing.

Among key activities, he has been helping the Scottish government's response to the pandemic. This included contributing to a test-and-protect programme and a school pilot scheme on asymptomatic infection.

Drawing on his own background, he has become a champion for those from disadvantaged backgrounds. In May, McIntosh founded and now chairs KPMG's UK Social Mobility Network, having two years earlier convinced a senior partner in the Glasgow office to set up a similar network across KPMG's Scottish offices.

"I was initially driven by wanting to be successful," he says. "I am now focused on using my work to help people. I believe you rise by lifting others." CR

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SOCIAL VALUE

# Building a perfect synergy

Dedicated in design, Ireland’s state-of-the-art mental health facility promises to deliver first-class services

**D**ublin’s Central Mental Hospital was one of the world’s first forensic mental health facilities. Built in 1850, this pioneering institution provided a blueprint for the development of facilities such as the UK’s Broadmoor Hospital. However, by the early part of the 21st century, it was increasingly clear to leaders of the Republic of Ireland’s National Forensic Mental Health Service that the hospital, barely changed since its early days, was no longer capable of delivering the services required.



“It wasn’t fit for the purpose of caring for patients in the modern ways we wanted,” explains Paul Braham, senior operations manager in Ireland’s Health Service Executive. A decision was taken to develop a brand-new replacement for the Central Mental Hospital. It would not only need to offer state-of-the-art facilities but also support the provision of new services – both for existing patients and in new areas. The aim was to increase the beds in the main hospital, while also offering two new services, for children with mental health difficulties and for adults needing intensive mental health care. Once the project began in earnest “we realised, very quickly, that we did not have the project management expertise to manage a change of this size and complexity”, says Braham. “We wanted to be absolutely sure that we were maximising value for money.”

Following a public procurement exercise, EY joined the project to manage its planning and implementation. The consultancy launched three separate workstreams to drive forward. “Our project management workstream was there to glue it all together, with two representatives from both sides so that we would have complete oversight and governance,” explains Gary Comiskey, head of government and health consulting at EY Ireland. “In addition, we launched an operations workstream, to manage the transition of everything from catering and laundry to ancillary services, and a clinical workstream to look at how to deliver a world-class service from a new building.” Both Braham and Comiskey believe their most crucial decision was to develop a blueprint for the model of care that the new hospital would deliver before finalising building design. That way, the project’s architects were able to design the building specifically for its end purpose, rather than try to retrofit it, which would incur extra costs and delays. From Braham’s perspective, EY played a valuable role as an

“We were not the experts... that’s why a collaborative approach was so crucial”

“honest broker”. He reflects: “We have some big personalities in our management team and we were seeking to make some pretty big cultural shifts, so having EY as an external partner to steer us through those conversations was critical.” For Comiskey’s part, the project has underlined the importance of client collaboration in delivering a successful result. “There is no other site in Ireland like this; we had to accept that we were not the experts in care here,” he says. “That’s why a collaborative approach was so crucial.” The project was the winner of the Social Value category. The results have been spectacular. The 110 or so patients currently under treatment in Dundrum are due to move into the new building within the next month. Another 20 new beds will be available earlier in the year, and Braham envisages having the whole facility, including the new services, up and running by the end of 2022. Critically, stripping out some small costs and delays caused by the Covid-19 crisis, the whole facility has been delivered on time and on budget. DP



RISING STAR

## Science and a ray of hope for sick children

Bright spark helps clients to reach patients in need of innovative treatment

Imagine a child with a condition that is likely to cause death. Then picture the parents’ unbridled delight on learning that a single treatment could give their child the hope of normal life expectancy. Beyond obvious professional satisfaction, supporting clients in successfully delivering life-saving treatment undeniably becomes an uplifting human experience. So it was for Sam Calderwood, winner of the Rising Star category at the MCA Awards 2021. A need for confidentiality means he cannot identify the condition or therapy in question. But the product has approval from the European Medicines Agency, which he describes as significant since other countries (Britain included, despite Brexit) take note of the EU regulatory body’s judgments. “It is a single-dose treatment for an infant,” says Calderwood.



“Inevitably, the precise benefits must be considered over a long period of time. The data suggests some patients will effectively have normal lives.” At 31, Calderwood, who began working with consultancy Simon-Kucher on a four-month internship, is now a project manager. He sees himself as a life scientist, able to apply a background in chemistry, and the strategy and marketing expertise he has developed, to support clients seeking to reach patients “in need of innovation”. This can range from the launch of new therapies to finding solutions with healthcare systems to reach agreements that reflect the true value of the medicine. Feedback is vital and Calderwood prides himself on a record of praise that dates from his earliest work at Simon-Kucher, when a client insisted on his continued services on a retainer contract. However, Covid has provided Simon-Kucher with the same challenges faced throughout industry. “I have tried to develop approaches to uncertainty to help our project teams be flexible in maintaining delivery of our services,” he says. CR

MCA AWARDS 2020 FINALIST

MCA AWARDS 2020 HIGHLY COMMENDED

MCA AWARDS 2021 FINALIST

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## CHARTERED MANAGEMENT CONSULTANT AWARD

# In pursuit of the gold standard

The Chartered Management Consultant Award, launched earlier this year, provides management consultants with a professional qualification to certify their credibility, competency and integrity

**U**ntil this year, professions ranging from accountancy to engineering had an advantage over management consultancy. Highly skilled members of these professions were able to work towards chartered status, securing a trusted certification of their competence and integrity that is widely recognised by clients and other key stakeholders.

For management consultants, however, no such award existed.

Enter the Chartered Management Institute (CMI), the UK's leading chartered professional body for management and leadership, and the Management Consultants Association (MCA), the voice of the consulting industry.

Working together, they launched the Chartered Management Consultant Award (ChMC) in April.

"It didn't make sense that there was no charter for management consultants," says Ann Francke OBE, CEO of the CMI. "It's an industry where professionals are expected to meet the highest standards."

Six months on, 500 management consultants have already achieved chartered status, with a further 1,500 working towards the ChMC.

The initiative has attracted widespread support from management consultancy firms of all shapes and sizes, who recognise not only the benefits for their own businesses but also for their

employees and their clients.

Francke believes the ChMC can be a powerful driver of quality across the management consultancy industry. "It's a fantastic tool for levelling up standards," she argues.

"To achieve chartered status requires consultants to show best practice; that challenges other consultants to rise to the same level."

It's an argument that resonates strongly with Yunus Ozler, energy lead partner at EY, who was one of the first management consultants to secure chartered status.

"I'm a visible leader in my profession, so I wanted to set an example," he says. "For me, it was also an opportunity to take a moment to reflect on the skills and experience I've built up over my career – and to think about where I wanted to develop further."

For Ozler, achieving chartered status involved spending quality time working within the framework set by CMI, with written submissions and an interview with an external accreditor.

"It is important that you show your technical expertise, but also that you are able to articulate your skills, because ultimately, this is a people business."

Francke expects the award to become an important recruitment and retention tool for consultancies, enabling them to offer new recruits a clear pathway of professional development, as well as support while working towards the ChMC.

"For younger consultants, it will build confidence and help with recognition," she says. "For more experienced consultants, it is a rare opportunity to pause and take stock of what they have achieved and how they might build on that."

From the clients' perspective, the award is effectively a quality kitemark; it provides independent certification that a consultant is working at the highest level and with complete integrity.

The scheme has won support from public sector organisations and is building awareness among private sector clients too.

In essence, EY's Ozler declares: "Chartered status is a powerful tool for inclusion. It doesn't matter what your background is – everyone has to meet the same standards."

In time, Francke hopes the initiative will become a natural step on the career path for every consultant entering the industry.

"We're really pleased with the speed of adoption so far," she says. "We think this can become the gold standard for the management consultancy industry." DP



Ann Francke believes the scheme can be a powerful driver of quality

## CHANGE AND TRANSFORMATION IN THE PRIVATE SECTOR



## Happy valleys: Welsh Water's flow of brilliance

When the water firm teamed up with BearingPoint on a cost-saving challenge, they wasted no time cleaning up their act

Providing fresh water and waste management to the nation's homes is no mean feat. With such a crucial service, there isn't room for error. But for Dŵr Cymru Welsh Water (DCWW), one of its biggest challenges came when the regulator Ofwat called for a £50 reduction in household bills over the next five years – just before Covid hit.

"We had already started talking to the team at BearingPoint about working together," says Nick Garnett, head of maintenance at DCWW. "We knew we needed to change because our statutory maintenance was very reactive – 90 per cent versus 10 per cent planned maintenance."

"This isn't efficient and was costing us a lot of money. But when Ofwat set us a tough cost-saving challenge, we knew we needed to get going."

DCWW's large portfolio includes 3,200 independent sites across Wales, which meant that BearingPoint began with a discovery phase of around 20 days in the field. It involved spending precious time out on call with the DCWW team before heading back to the office for some serious number-crunching and analysis.

"Ultimately, we recognised if we had targeted planned maintenance, it would improve the resilience of the assets. Therefore, they would fail less and require less resources," explains BearingPoint director Julian Mosquera.

With the analysis complete, the team were ready to roll up their sleeves, but then the pandemic hit. "I expected Nick to tell me it was all off, but the first thing he said was 'let's get going'," explains Charlie Sorensen, a manager at BearingPoint.

The BearingPoint team created a Covid clause to review progress. If the project was deemed to be struggling at a certain point, it would be paused until after the Covid crisis eased.

As it happened, the pandemic improved availability because people were working from home. Decision-making was also sped up. "It's unusual to get the kind of commitment that we got from DCWW," says Mosquera. "We asked for a lot more preparatory work than we normally would to try to speed things up, and they grafted through the evenings to get ready for the many online workshops."

BearingPoint's approach was three-pronged. It started with looking

at the organisational structure, then improving planned maintenance schedules and finally, inventory logistics. This was to ensure teams in the field had the spare equipment they needed to make the repairs quickly.

Technology also played a crucial part. DCWW ran operations with a large SAP system (IT software that manages business processes), which worked well in some areas but needed perfecting.

BearingPoint helped to develop the system, bringing it in line with the changes, creating a new management dashboard and a maintenance resource calculator app – to estimate the resources required by a technician or on a catchment and region basis. This enabled DCWW to rebalance resources or recruit as needed.

Amazingly, all of this took place within a four-month sprint – enabling DCWW to see the benefits within a year. "The biggest thing for us was



Thanks to the new systems we have a toolkit for continuous improvement

moving from a reactive to a planned world – we're now 60 per cent planned, 40 per cent reactive and still improving. It actually feels as though we have an extra ten technicians in the team because the work is better planned and spares are available," explains Garnett.

A target of between £800,000 and £1 million in overall savings has been exceeded, with DCWW attributing savings of £1.6 million to £1.7 million on the assignment. "Thanks to the new systems and technology, we have a toolkit for continuous improvement," says Garnett.

The project was the winner of the Change and Transformation in the Private Sector category.

With better maintained water infrastructure, it's good news for DCWW and for Welsh residents, who can look forward to cheaper bills. GG



# Sharing words of wisdom

**By working alongside clients and building trust, Mason Advisory is helping them to deliver business value from digital transformation**



Mason Advisory is a relatively small consultancy with big ambitions. Founded in 2014, the technology transformation company has steadily grown from a handful of people to just over 60.

Rather than simply sitting back and waiting to see where the growth takes them, the team has taken steps to ensure it is ready to scale. “It’s like climbing mountains,” says CEO Steve Watmough. “When you get to a certain point you need to regroup and be prepared to go to the next level.”

For Mason Advisory, that meant launching an Operational Excellence



Programme and looking at the company’s processes and ways of working. This went from sales to client delivery, knowledge management and culture. “It’s very much looking at how we can scale from a 60-person business to 200-plus. What do we need to put in place to enable that to happen?”

One of the changes has been a greater focus on the particular sectors it works with. This means ensuring colleagues share learnings so teams feel well-versed in their clients’ challenges.

“Organisations want to know and feel that you understand the nuances of their specific industry,” explains Watmough. “So operational excellence for us was really about putting systems in place that make it easy for us to share information and learnings across projects to keep everybody up to date and able to use that for the benefit of the client.”

Those clients range from big, global corporates and central

government agencies to small charities. But they all come to Mason with a question around the role that technology plays in their business and how they can use it to create better outcomes. “You might think these businesses are different but they often have similar challenges,” explains Watmough.

One such client, a global engineering firm employing people in more than 50 countries, realised that it had a very siloed delivery of technology services which could limit its growth. “We delivered a global information services and technology operating model and transformation programme – fixing the fundamentals, evaluating costs, building investment cases, and embedding our consultants within the business to bring the divisional teams together,” says Watmough.

The strategy provided the building blocks for much more reliable and secure core technology services – and gave assurance to the business that IT could scale

with the ambitions of the group. Crucially, it also saw a reduction in like-for-like annual combined run costs in excess of £5 million. “With our help, the CIO succeeded in building business confidence in global IT delivery.”

For Watmough, one of the things that sets Mason Advisory apart from its competitors is culture and recognising the value that every person has in the company. “We have quite an entrepreneurial culture and we encourage people to take ownership of their part of the business,” says Watmough.

Such work has seen Mason Advisory win the Best New Consultancy award.

Bharat Choragudi has risen up the ranks at Mason Advisory to senior, principal and now managing consultant. “Every individual in the company has the ability to bring ideas into the company to support operational activities and help grow the business,” he says. “I have been involved in marketing, finance operations and IT decisions even as a junior member of the team.”

Having once again been named in Great Place to Work UK as best workplace, it’s a strategy that pays off. “Consultants don’t want to fit into a party model, they want to be their own person and have an impact,” says Watmough. “It means one, two or three people can have a substantial direct impact on a very large client account.” GG

## Award-winning work that makes the difference

Successful transformations require something special. Whether you need to refine or completely reinvent what you do, we’ll bring our award-winning expertise together in new and unexpected ways to deliver change that makes a difference to your organisation, your communities and society.

**Congratulations to all our MCA Awards 2021 Finalists & Winners**

### Winners

Commercial Excellence  
Performance Improvement in the Public Sector Strategy  
Innovation Consultant of the Year  
Team Leader Consultant of the Year

### Highly commended

Change and Transformation in the Private Sector  
Exceptional Support and Delivery to a Client during COVID-19  
Exceptional Support and Delivery to a Client during COVID-19  
Exceptional Support and Delivery by a Consultant during COVID-19  
Outstanding Achievement  
People  
Performance Improvement in the Public Sector



**Pamela Thomas**  
Team Leader Consultant of the Year  
pictured here with Claire Kennedy, PPL



**Nele Van Buggenhout**  
Innovation Consultant of the Year  
pictured here with Cecil Adjalo, Dixa





# Congratulations to all our finalists and winners!

EY is a proud supporter of Consulting Excellence and the Management Consultancies Association

[ey.com/uk/mca-awards](https://ey.com/uk/mca-awards) #ConsultingExcellence



**Hannah Steiner**  
Young Consultant of the Year



**Simon Wilson**  
Young Consultant of the Year



**Hassan Kamara**  
Best New Apprentice



**Joanna Liu**  
Team Leader Consultant of the Year



**Paul Micallef**  
Thought Leader Consultant of the Year



**Leo Tagg**  
Innovation Consultant of the Year



**Mayank Dwivedi**  
Innovation Consultant of the Year



**Reshma Mahapatra**  
Innovation Consultant of the Year



**Julie Searle**  
Outstanding Achievement



**Henry Dowlen**  
Exceptional Support and Delivery by a Consultant During COVID-19



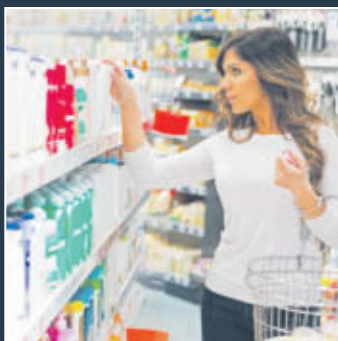
**EY with Decoding the Digital Home**  
Best Use of Thought Leadership



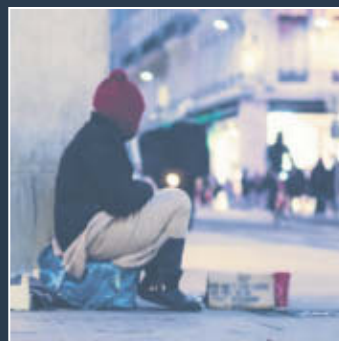
**EY with Kraft Heinz Company**  
International



**EY with ESB Networks**  
Strategy



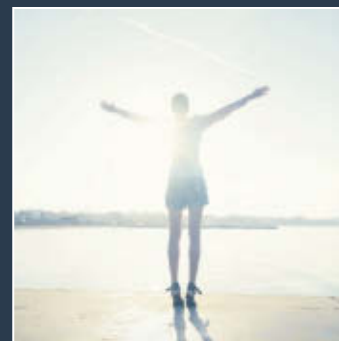
**EY with Boots**  
Performance Improvement in the Private Sector



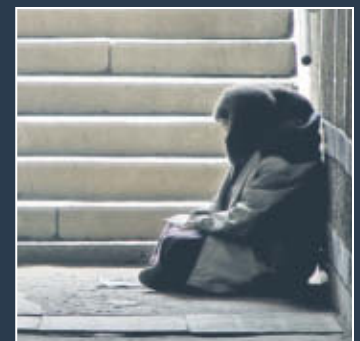
**EY with Maidstone Borough Council**  
Data and Innovation in Public Sector



**EY with Transform with Unilever and the FDCO**  
Social Value



**EY with National Forensic Mental Health Service**  
Social Value



**EY with Enfield Council**  
Change and Transformation in the Public Sector



**EY with Health Service Executive**  
Performance Improvement in the Public Sector



**EY with Health Service Executive**  
Exceptional Support and Delivery to a Client During COVID-19



**EY with Leading Telecommunications Company**  
Commercial Excellence



**EY with Department for Business, Energy and Industrial Strategy (BEIS)**  
Exceptional Support and Delivery to a Client During COVID-19



**22**  
finalists



**3**  
winners



**6**  
highly commended







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