

MH  
+ A

**EXCEPTIONAL  
OUTCOMES**

**“MATTHEW AND HIS  
TEAM BROUGHT GREAT  
STRATEGIC THINKING,  
MARKET INSIGHT AND  
COMMERCIAL NOUS TO  
THEIR WORK WITH US.”**

## Our proposition

**Everything we do is about helping clients create exceptional, economically and socially valuable outcomes.**

We provide clients with the insightful strategy, commercial and transformation support you need to create exceptional outcomes for your organisation, your customers and the communities you serve.

We do most of our work at the interface between central Government, the wider public, private and third sectors. We understand that interface very well. Our team has substantial, senior-level experience in Whitehall, public service delivery and private sector organisations with a strong interest in Government.

Our focus on client, customer and community outcomes defines the way we work. We're passionate about doing brilliant work and making a real difference with our clients. Our ability to quickly identify critical issues, bring a fresh perspective to strategic discourse, and translate intent into practical action - and outcomes - differentiates us from other professional advisors.

**EVERYTHING WE DO IS  
ABOUT HELPING CLIENTS  
CREATE EXCEPTIONAL  
OUTCOMES.**

## Our difference

**Our clients tell us that there's something distinctly different about MH+A.**

Our clients' feedback on the work we've done with them is clear and consistent. Our focus on outcomes, and our combination of strategic and operational expertise differentiates us. In particular, our clients tell us that:

- + **We quickly diagnose critical and strategic issues** - assessing visible and invisible aspects our clients' context, helping you identify and focus on the things that matter most, and bringing a fresh perspective to your strategic discourse.
- + **We translate strategic insight into action, culture and outcomes** - distilling our strategic insight into the practical actions, organisational changes and ways of working that will deliver rapid progress and exceptional outcomes.
- + **We understand how central Government really works** - giving great advice on public sector practices and processes, and expertly managing C-level relationships to help you advance your mission.
- + **We care a lot about delivering brilliant work** - because helping clients create exceptional outcomes is the reason MH+A exists. That passion drives us to maintain incredibly high standards in all of our work.

Our client relationships are immensely important to us. We want to help you succeed. We're not the consultants who submit the slide deck and run.

We love working with clients from strategy through to execution. And we love to continue the conversation informally.

**“MH+A BROUGHT CRUCIAL  
SECTOR INSIGHT...**

**THE WORK THEY DID ON  
GOVERNMENT POLICY  
AND MARKET SIZING WAS  
EXACTLY WHAT WE NEEDED.  
THEIR SUPPORT WAS  
INVALUABLE.”**

## Our sector expertise

**We possess a nuanced understanding of the interface between central Government, the wider public, and private sectors.**

Our team has substantial experience working at that interface. For example, our founder, Matthew Hamnett, was a Senior Civil Servant in Whitehall before working in PwC's strategy practice, Capita's major deals team and as the CEO of a large public service delivery organisation. Given that experience, we do most of our work with:

- + **Central Government clients** - supporting work on e.g. national policy development; programme implementation; commissioning and contract management; options appraisals; spending review and other fiscal processes.
- + **Wider public and third sector clients** - supporting work on e.g. strategy development and planning; organisational and programme transformation; service design and implementation; commercial and partnership development.
- + **Private sector clients** - supporting work on e.g. strategy and proposition development; diversification and other options appraisals; transformation and performance improvement; commercial development and acquisitions.

We believe professional advisors should be insightful and well-networked experts in their field. We only take on client engagements through which we know we will add real value. Where we're not the right people to help, we'll be honest with you about that – and will try to recommend someone we trust who can help.

**“MATT COMBINES THE ABILITY TO THINK AND ACT STRATEGICALLY WITH THE EXPERIENCE AND PERSEVERANCE TO FOLLOW THROUGH OPERATIONALLY.”**

## Our discipline expertise

**We are experts in the provision of insightful, outcome-focused strategy, commercial and transformation advice and support.**

We are brilliant at quickly assessing complex situations and operating environments, identifying critical and strategic issues - and translating strategic intent into action, processes and outcomes. Given that expertise, most of our client engagements are focused on:

- + **Strategy** - including e.g. working with clients to consider their strategic context and develop long-term organisational strategies; helping commercial clients enter new markets, develop new propositions and consider their acquisition options; working with Government clients on national policy development.
- + **Commercial** - including e.g. leading start-up business planning and fund-raising exercises; leading the negotiation of commercial deals and partnerships; working with clients to conduct options appraisal and business planning exercises; supporting work on Spending Review and other fiscal processes.
- + **Transformation** - including e.g. working with Government clients to translate strategic policy into service delivery and programme specifications; helping clients to commission and mobilise new delivery programmes; designing and leading major organisational transformation programmes.

Clients also draw on our expertise to help them manage moments of crisis - from a strategic, operational and reputational perspective.

We often help clients to conduct formal investigations into serious allegations of malpractice - and to support complex HR case management.

**“I WAS INCREDIBLY IMPRESSED WITH MATT’S ABILITY TO BREAK DOWN COMPLEX SITUATIONS AND PROBLEMS. HE KNOWS HOW TO TRANSFORM AND MOTIVATE TEAMS, AND LEAD ORGANISATIONS TOWARDS SUCCESSFUL OUTCOMES.”**

## Our associates

**Our team includes colleagues with complementary experience - and a shared passion for delivering exceptional outcomes.**

Matthew Hamnett founded MH+A in the spring of 2018 with a simple mission in mind: bring brilliant people together to help clients deliver exceptional outcomes. Our team includes colleagues with a mix of complementary expertise in strategy, commercial, transformation and related fields we know our clients need to draw on.

Everyone in MH+A shares a passion for delivering exceptional outcomes, high expectations of our own work - and a set of values which underpin the way we work with clients. Our core team includes:

### Matthew Hamnett

*“I’m recognised as an inspirational, strategic and commercial leader and professional advisor who can galvanise and transform organisations to deliver exceptional, economically and socially valuable outcomes.*

*I am able rapidly diagnose and cut through the noise in complex situations; bring a fresh, strategic and insightful perspective to strategic discourse; and, translate those insights into operational processes, practice and performance.”*

**“STEVE IS A STRAIGHT TALKING, ETHICAL AND HIGHLY COMMERCIAL HR PROFESSIONAL. HE PROVIDED US WITH ROBUST ADVICE AND WORKED PRAGMATICALLY WITH THE BUSINESS TO DRIVE SIGNIFICANT CHANGE.”**

### **Jonathan Harding**

*“I’m an experienced commercial and operational leader with substantial experience working at senior levels in Government, business-to-business and business-to-customer operations. I help clients transform large, often multi-national operations to deliver improved performance. I have great expertise driving marketing, sales and operational teams. A corporate lawyer by background, in 2006 was awarded an OBE for services to business and charity.”*

### **Steve Lazenby**

*I am a C-level HR practitioner with over 20 years’ experience leading work on the people agenda and major transformation programmes. I help clients create exceptional outcomes by unlocking the power of their people to drive change. I am also deeply expert in the management of complex, sensitive HR cases and investigations. I am a Chartered Fellow of the CIPD.”*

### **Kate McAleenan**

*“I’m a creative, insightful strategist with particular expertise in the public sector. Through an 11 year civil service career, I served as Private Secretary to two Secretaries of State and led work on a range of different economic development, innovation and export policy initiatives. I bring creativity, critical thinking and a strong eye for communications to everything I do.”*

**OUR ABILITY TO ACCESS  
THE EXPERTISE OF SUCH  
A WIDE, WISE NETWORK  
OF ASSOCIATES MEANS  
THAT WE CAN ADDRESS  
THE WHOLE OF YOUR  
REQUIREMENT.**

**In addition to our core team, we draw on a wide network of associates with the particular expertise our clients need.**

Our pool includes colleagues expert in:

- + The definition of agile, effective target operating models;
- + The tech aspects of service design and transformation;
- + The design and delivery of transformational change;
- + All aspects of HR and the people aspects of change;
- + Service design, specification and commissioning;
- + Shaping and negotiating commercial deals;
- + Statistical analysis and complex modelling;
- + Strategic communications and marketing;
- + Market research and customer insight;
- + Organisational identity and branding;
- + Programme and risk management;
- + Resilience and well-being;
- + Crisis management.

**“MATTHEW HAS A SUPERB ABILITY TO GRASP THE STRATEGIC CONTEXT AND TO RAPIDLY IDENTIFY WAYS TO SUCCEED.”**

## Our credentials

**We’ve successfully delivered some fascinating, complex and challenging pieces of work.**

### Launching a social start-up.

In autumn 2019, we were engaged to support the development and launch of a social start-up. We worked with colleagues in Salesforce’s Ignite innovation team to conduct user research, develop a compelling value proposition and business case.

We then worked closely with our client’s board to secure the seed investment required to bring the proposition to life. We identified target organisations, led discussions with prospective funders and managed the fund-raising process as a whole.

Through the fund-raise, we secured the resources and value-adding partnerships required for the start-up to launch.

### Identifying new market opportunities.

We worked with a blue chip client to develop a strategy and suite of new propositions to help them substantially grow revenue in one of their core markets.

Through the project we: prepared a thorough assessment of market data and trends; reviewed relevant Government policy and likely developments; completed a detailed analysis of client spend; and, assessed our client’s current activity in the market.

We then worked with our client to develop compelling new propositions, investment cases and business development plans - which were endorsed by the client’s executive board.

**“MATTHEW IS EXTREMELY SMART AND COMMERCIALY ASTUTE. HE INSTANTLY APPRECIATES THE ISSUE AND CAN BE RELIED UPON TO HAVE PRAGMATIC SOLUTIONS. HE IS AN EXCELLENT LEADER AND A PLEASURE TO WORK WITH.”**

### **Leading organisational transformation.**

In his most recent CEO role, Matthew led the transformation of a c£40m, 10,000-student education group. In three years, Matthew and his team improved EBITDA by >£7m, launched an award-winning business which grew commercial income by >40% and transformed the quality of teaching, learning and assessment.

At inspection, Ofsted commended Matthew and his team's 'inspirational leadership', the 'outstanding' provision they had developed for students with additional support needs and the 'rapid' progress they had delivered.

As part of the turnaround, Matthew also oversaw the closure of two failing schools, negotiated a series of high-value asset disposals, and renegotiated the terms of a critical joint venture which operated in Saudi Arabia.

### **Using the power of purpose to drive change.**

We published a book, 'Beating the odds, and the system' on the transformation of public service delivery organisations. In the book, we talk about the importance of leaders engaging authentically with staff to define their organisation's purpose; the role that organisational values can and should play in shaping behaviour and driving performance improvement and, the need for a clear blueprint that colleagues can use to translate strategic intent into operational action.

Of our work, the Trust which commissioned us to prepare the piece said, "Matt offers a perspective from which leaders can take different things. It is probably the most personal work we have published... It is rare to find a leader prepared to share the interior process underpinning change."

**“WE’RE DELIGHTED WITH THE WORK MH+A DID. THEY GAVE US INCREDIBLY CLEAR AND COMPELLING ADVICE ABOUT OUR MARKET AND THE STEPS WE NEED TO TAKE TO REALISE OUR POTENTIAL.”**

### **Managing complex business wind-down.**

We were engaged to review the performance of a not-for-profit client's subsidiary business with turnover of c£20m, over 900 clients and 400 staff. Having completed a detailed assessment of the business's performance, operating model and outlook, we recommended that the business should be wound down.

We then led work on a closure process designed to cause the least possible disruption to clients and end-users which included: partnership working with regulators and funding partners to ensure that their requirements were met; negotiation of a series of business transfer agreements through which alternative providers assumed responsibility for large parts of the business's operations; leadership of staff consultation, TUPE transfer, redundancy, and the retention of a small team to see out the business's final commitments; and, oversight of engagement and negotiation with clients and landlords.

We successfully closed the business several months more quickly than expected, having secured alternative provision for the vast majority of clients and end-users, and employment for a substantial proportion of staff.

### **Supporting leadership development.**

At the beginning of 2019 we were engaged to support a group of 20 new senior leaders in the Ghanaian public service. We prepared learning resources and activities to support a week-long workshop for participants as part of a wider and longer term package of support for them in their roles.

Matthew then spent the week in Accra, delivering sessions and working with individual leaders to reflect on how they could translate their learning into organisational action. We were then commissioned to develop a long-term framework for leadership development in a substantial part of the Ghanaian public sector.

## Engaging MH+A

**If you would like to discuss how we can help you create exceptional outcomes please contact us.**

Public sector clients can engage us via Crown Commercial Services frameworks – meaning you can access our support quickly when required.

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