



PPPL

IMPACT REPORT 2019/20

MAKING A DIFFERENCE IN A DIFFERENT WORLD



CONTENTS PAGE

Welcome to our annual impact report. Read on to learn more about the work we do in collaboration with our clients and partners, the way we do it, and the difference it makes to health, wellbeing and economic outcomes across the UK.

01. A message from our co-founders

02. What does it mean for us to be a social enterprise?

03. Our values

04. Delivering impact

05. The way we work

01. A message from our co-founders

- 02. What does it mean for us to be a social enterprise?
- 03. Our values
- 04. Delivering impact
- 05. The way we work

A MESSAGE FROM OUR CO-FOUNDERS

For PPL, much like the rest of the world, 2020 has been an unforgettable year for reasons both good and bad. There were plans that came to nothing, challenges we could have never anticipated, and painful physical separation both at work and beyond. Despite this, as colleagues, partners, with clients and the communities they serve, we have been involved in some of the most important work of all of our careers, in responding to the Covid-19 pandemic and in planning for the post-Covid-19 world.

This year marks our first full year as a member of Social Enterprise UK, formalising our status as a social enterprise. It was a change that we made as a team, as part of how we make PPL 'even better'. We learnt what this meant together, and we made it happen together.

At its heart, being a social enterprise means that whatever we deliver, delivers twice – once for our clients and the communities they serve, and once to our broader social mission.

At PPL, we have always sought to embody a set of values that are designed to be tough and challenging, and to magnify the impact we have in the world.

Above all, we try to be kind to each other – not just nice, but kind – challenging each other, pushing ourselves, taking on new things, and catching each other through the inevitable stumbles that are part of learning. Clients appreciate the results we deliver, and we know that results are a team game.

We will never forget the day we closed our offices for the first time in March 2020, in response to the first national lockdown.

We believe at PPL that change is the only constant. Nonetheless, as we have adjusted, we have worked hard to find new ways to connect and to be together, to be a team and to support those we are trying to help.

The impact in this period has not just been in response to Covid-19, although both in terms of practical support and in the learning, this has been a key part of our, as everyone else's, year. However, we have also been working with clients and partners to prepare for what will come next.

There are no simple answers, but we remain as committed as ever to working together for a better future.

OUR YEAR AT A GLANCE

70 PROJECTS

completed across the UK and Isle of Man

OVER 65,000 HOURS

of client advice and support

1,300 HOURS

of volunteering and pro bono time

£138,446 RAISED

to re-invest in social impact



Claire Kennedy and Simon Morioka, PPL Co-Founders and Managing Partners

01. A message from our co-founders

02. What does it mean for us to be a social enterprise?

03. Our values

04. Delivering impact

05. The way we work

WHAT DOES IT MEAN FOR US TO BE A SOCIAL ENTERPRISE?

PPL exists to promote better health, wellbeing and economic outcomes across the UK working with individuals, communities and the organisations that support them.

Since joining Social Enterprise UK in 2019 we have updated our formal commitments. These represent the additional ways in which we are working to achieve social impact, alongside the projects we undertake with our clients and partners to improve public services and outcomes.

As an organisation we are:

- **Re-investing a minimum of 50% of our profits each year** in schemes to provide direct support to communities throughout the UK.
- **Supporting other social enterprises and the voluntary and community sector**, including through how we work together; share knowledge, resources and learning; and target our own spend.
- **Providing each member of PPL staff with up to 10 days per year of paid time to volunteer** with the organisations and causes which have particular meaning for them.
- **Building on our existing quality and environmental standards** and exploring further opportunities to enhance these (including through becoming a B Corp).
- **Producing an annual impact report** that captures the key impacts of our activities across all the ways in which we work.

These commitments build on a strong track record of delivering positive change in partnership with a wide range of organisations in the UK and Isle of Man. We are grateful to all of those we worked with in this period, as clients and as partners in change, including:

- ABF The Soldier's Charity
- Baxendale
- British Heart Foundation
- Cambridgeshire County Council
- Care City
- City & Hackney CCG
- COBIC
- Collaborate CIC
- Cordis Bright
- Crown Commercial Service
- Department for Health & Social Care
- Doncaster CCG
- East & North Hertfordshire NHS Trust
- Edge Health
- Epsom & St Helier University Hospitals
- Gemserv
- Government of the Isle of Man
- Greater London Authority
- Greater Manchester Health & Social Care Partnership
- Harrow CCG
- Health Education England
- Health Foundation
- Helpforce
- Hillingdon CCG NHS England
- Innovation Unit
- LaingBuisson
- London Borough of Harrow
- London Borough of Waltham Forest
- London Councils
- London STP Network
- Mencap
- Moorfields Eye Hospital NHS Foundation Trust
- Mutual Ventures
- National Voices
- NA Wilson Associates
- Nesta
- NHS Confederation
- North Central London STP
- North East London CSU
- Oak Group
- Oxford University Hospitals Trust
- Royal National Orthopaedic Hospital
- Royal Borough of Kingston
- SSAT
- Sheffield Accountable Care Partnership
- Social Care Institute for Excellence
- Social Enterprise UK
- South East London ICS
- South London Cares
- Southwark CCG
- Stockport MCP
- Surrey County Council
- Surrey Downs ICP
- Surrey Heartlands ICS
- Swedish Chamber of Commerce
- The Management Centre
- The Nuffield Trust
- Traverse
- X-Forces Enterprise
- UK MCA
- Walsall CCG

01. A message from our co-founders

02. What does it mean for us to be a social enterprise?

03. Our values

04. Delivering impact

05. The way we work

EVERYTHING WE DO IS DRIVEN BY OUR VALUES

Click on each value or read on to see an example of how we put it into practice in our work last year

Creative

Ethical

Competitive

Balanced

Structured

Flexible

Sustainable



01. A message from our co-founders

02. What does it mean for us to be a social enterprise?

03. Our values

04. Delivering impact

05. The way we work

ESTABLISHING THE NHS SEACOLE CENTRE

Working with Surrey Heartlands to set up a new community hospital in response to Covid-19

Dr Katie Lansdell, Associate Director

At the start of the Covid-19 pandemic, health and care systems around the world were faced with unprecedented challenges to their capacity, including the ability to respond to a rapid rise in demand.

In Surrey, modelling indicated a need for more facilities to support those recovering from serious illness, promoting recovery and enabling local health and care services to be able to respond to the anticipated flow of new patients.

Our team worked with Surrey Heartlands Integrated Care System (SHICS) to develop the NHS Seacole Centre, a community bedded rehabilitation and 'step-down' hospital located in a decommissioned military facility.

The Centre was opened by Matt Hancock, Secretary of State for Health on 4th May 2020, just 35 days after the need for it was confirmed.

PPL was engaged to support the development of the clinical and performance model. In collaboration with clinicians and senior leaders across Surrey, we were able to write a business case to secure the necessary funds for the facility in just a few days.

Whilst the formal work was a vital part of the development effort, as valuable were the countless conversations across all the teams working jointly to deliver the Centre.

The additional capacity this enabled was instrumental in:

- Improving the quality of care and outcomes for Covid-19 patients.
- Reducing the pressure on other health and care organisations.



ESTABLISHING THE NHS SEACOLE CENTRE

Recent data indicate that the majority of patients (64.8%) at the NHS Seacole Centre are now discharged directly home, and about half are discharged on or before their Estimated Discharge Date: highlighting the success of the centre in providing intermediate care and preventing Covid-19 patients from having to be transferred back to acute hospital beds.

The NHS Seacole Centre was also established to enable and support staff to provide the best care possible in challenging circumstances.

Staff development and welfare remain key; and whilst this has continued to be a period of huge challenges, the NHS Seacole Centre has demonstrated its value, operating throughout the subsequent waves of Covid-19 infection and into 2021.

Following the opening of the centre our work shifted into supporting the development of a system-wide Performance Dashboard.

The associated Performance Board has become a forum for gathering information across the system and learning about what is working in treatment and rehabilitation. It continues to drive collaboration, and to support those working on the ground to achieve better outcomes.

'PPL were instrumental in mobilising NHS Seacole at pace. Their experience was invaluable in developing the business case. PPL were an integral part of the team and I did not see them as external advisors.'

– Rakesh Patel (Chief Financial Officer, Epsom & St Helier University Hospital Trust and SRO for the NHS Seacole Centre)



Mary Seacole, after whom the Centre is named, was a pioneering British-Jamaican nurse during the Crimean War

UNDERSTANDING EQUALITY, DIVERSITY AND INCLUSION IN THE NHS

Understanding the impact of the pandemic on disabled and BAME staff

Pei-Ling Chay, Senior Consultant

Covid-19 has thrown a spotlight on many of the challenges facing our society. One of the tragic consequences of the pandemic has been the disproportionate impact on people with underlying health conditions and from Black, Asian and Minority Ethnic (BAME) backgrounds. This has been seen not just in communities across the UK, but amongst the NHS staff on the frontline of the Covid-19 response.

As the pandemic took hold, we worked with NHS England & Improvement (NHSEI) to build on our existing programmes with them and to help understand the impact of the pandemic on disabled and BAME staff, including how to better protect and support the workforce.

PPL was already supporting the Workforce Disability Equality Standard (WDES) Implementation Team at NHSEI when the pandemic began. Alongside the Workforce Race Equality Standard Team (WRES), data from Trusts are used to understand the experiences of disabled and BAME staff in the NHS. The teams aim to cultivate a more inclusive environment by driving positive culture change, developing good practice, and raising awareness.

The Covid-19 pandemic saw a pause on business as usual, as well as a huge increase on NHSEI's workload. Many data reporting requirements were suspended to allow Trusts to focus resources on the pandemic response. However, in light of the emerging data that suggested that the virus was disproportionately impacting those from a BAME

background and those with underlying health conditions, NHSEI took the decision to re-start WDES and WRES data collection.

PPL supported these efforts as part of the wider NHSEI Covid-19 response which included a rapid review of Gold Command Structures to ensure that there was suitable representation at all decision-making levels.

PPL continues to support the WDES Team and we have just completed the analysis of the largest survey of disabled staff in the NHS in the last five years. The findings of this survey are helping to highlight the working experiences of disabled staff during the first wave of the Covid-19 pandemic; and significantly, to make recommendations which will inform the way in which ongoing and future support is delivered.



IMPROVING HEALTH AND CARE OUTCOMES IN THE ISLE OF MAN

Transforming the Isle of Man's health and care system

David Segal, Manager

Population health management involves taking a holistic approach to understanding health, care and wellbeing needs. It supports the development of health, care and wider public services together in order to improve outcomes for the population as a whole. Improving collaboration and joining up support around the needs and priorities of individuals and communities are essential to achieving this.

Although the benefits of such an approach have been widely recognised, as many of each of our own experiences of care will have highlighted, making this happen in real life is difficult. Populations are complex and diverse and people understandably have very different expectations and needs. Improved collaboration and integration are often hampered by the way in which existing systems have evolved, including in the different organisational forms and statutory responsibilities that are involved in health and care delivery.

Although the Isle of Man has a population of just 85,000, developing an integrated health and care system to meet the needs of the Island's population involves many of the same challenges as for elsewhere in the world, including meeting rising demand from an ageing population whilst developing a sustainable health and care workforce; as well as the additional challenge of delivering services to communities which are separated by the sea from other potential sources of support.

In 2019 we helped Sir Jonathan Michael to complete an independent review that provided recommendations to deliver a 'once in a lifetime' transformation of the health and care services for the Island. Since January 2020, PPL has been working with our partners at Gemserv to deliver several projects based on those recommendations, including:

- **Pathway re-design:** developing integrated health and care pathways for key areas (see the following case study for more details).
- **Governance and Accountability:** developing integrated governance structures to oversee and improve future health and care services.
- **Primary care at scale:** a new collaborative model for primary care services to deliver care closer to home.
- **Finance:** a finance and investment model to achieve improvements in health and care services in a sustainable way.

While such a wide-ranging transformation will continue for many years, in 2020 we worked with the Isle of Man to make significant progress on the journey to delivering the best small island health and care economy in the world.



...AND ADAPTING TO CHANGING CIRCUMSTANCES

Pippa Quincey, Analyst

In March 2020 we had grand plans to support the Isle of Man to improve their health and social care system, based around facilitating a collaborative process of re-design for the key care 'pathways' which support those in need of assistance. Unfortunately, Covid-19 had other ideas. As we sat in the airport waiting for our delayed flight to appear, hopes of making it to the island slowly diminished, and were finally extinguished as 'cancelled' flashed up on the screen.

The question now was how to maintain support and momentum, from afar.

Our approach involved working with stakeholders from the start to identify key local priorities and co-develop solutions to address these. However, as people's time on the Island as elsewhere was now heavily invested in the Covid-19 response, the input and data we rely on became temporarily unavailable.

To overcome these issues, we started with the data which were available to us, and developed suggested ideal pathways as a starting point, building on best practice, including UK NICE guidance.

As key local teams became more available, we were able to use a range of tools and digital technologies to enable interviews, service user questionnaires and co-design workshops on the Island, giving people from all angles of involvement in services the opportunity to input their experiences, opinions and suggestions for the future. This included a chance to review the findings of our research into best practice and determine for themselves what 'ideal' would look like for the Isle of Man, and what would be needed to achieve this in future.

After nine months of research and co-development, the outputs of the workshops are now being developed into transition plans for the required changes. Our adapted approach ensured that the delay caused by Covid-19 to this critical transformation project was as limited as possible. Once implemented, the pathways will raise the quality of care for a wide range of people in the Isle of Man, from children with continuing care needs through to people with cardiovascular disease. The pathways will also play a critical role in standardising care delivery and ensuring people receive both an improved experience of care and a smoother journey through the health and care system.



DEVELOPING SOCIAL CARE STRATEGIES FOR THE FUTURE IN TIMES OF UNCERTAINTY

Using co-design to develop sustainable strategies for families and those with specific support needs

Laura Walsh, Consultant

Like many local authorities, Waltham Forest is experiencing growing care needs, an ageing population and system funding challenges that have placed pressure on the health and care system and the council. The global pandemic further exacerbated these problems, to a level that may only be fully understood in the years to come.

Although such uncertainty makes planning for the future extremely complex, Waltham Forest recognised that setting out a strategy for how they would respond could not wait. We worked in partnership with local colleagues and Nesta to develop a future strategy for the Families directorate as well as more specific strategies for the future social care accommodation model, the approach to using assistive technology and developing a new support offer for people with learning disabilities and autism.

This challenge required innovative and ambitious solutions that did not simply focus on problems and challenges, but took a strengths and assets-based approach to the future of social care services.

This included:

- Creation of an overarching strategy for Families setting out the key aims and objectives, the future principles and ways of working and a roadmap for delivery.

- Carrying out a public service improvement review in relation to the current offer for the three areas, developing an as-is profile of the challenges and opportunities to develop capability.
- Researching best practice and high-level implications (costs and benefits) in Waltham Forest of any potential changes made as a result of these high-level opportunities.
- Co-producing detailed strategy documents outlining the refined options, opportunities and requirements for delivery.
- Providing programme and project management support.

All four pieces of work were successfully completed between January 2020 and November 2020, supporting the dual ambition of Waltham Forest for better outcomes for residents, delivered in a sustainable way.



STRENGTHENING IMPROVEMENT AND TRANSFORMATION SUPPORT IN LONDON

Working with the London STP Network towards the world's healthiest global city

Dr Laura Porro, Principal Consultant

In 2019 we helped to co-develop a shared model for future improvement and transformation of services in London with partners including London Councils, the GLA, NHS England & Improvement and Public Health England.

We have subsequently been engaged with the London STP Network and NEL CSU in helping to put this model into practice. This is a critical part of the capital being able to realise its ambitions for improving health and wellbeing of all of our communities, including through the successful delivery of the London Vision.

In common with many other parts of the country, there are multiple different organisations involved in delivering better health and care for Londoners, and significant spend on associated projects and programmes each year. Whilst there have been major successes in the past, our work with colleagues across the London boroughs and regional teams highlighted major opportunities to bring together people, funding and priorities to support both ongoing improvement and significant transformation of the ways in which London works; including through its five new Integrated Care Systems (ICSs).

Through combining analysis of the evidence and data with support to local and regional engagement, organisational development and co-design, we have been able to work collectively to develop approaches that allow better sharing of innovation and best practice across different parts of London, whilst also recognising the need for local flexibility.

Following a review of over 100 projects and tens of millions of pounds of public spend, this has led to both savings and new shared investment in joint working in London, providing a significant resource as we continue to respond to the challenges of the pandemic and start to work towards a better future for all Londoners.



ENSURING THE VOICES OF THOSE MOST IMPACTED BY THE COVID-19 PANDEMIC ARE HEARD

Creating a national platform for service users to share their experiences of Covid-19 in order to influence health and care decision makers

Dr Laura Porro, Principal Consultant

National Voices, the coalition of charities campaigning for greater patient control for those accessing health and care services, had previously described what good health and care looked like from the service user perspective in a set of 'I Statements'. The statements were widely used in training and service redesign efforts. As Covid-19 took hold, National Voices wanted to ensure that the experiences of people whose health, care and lives had been most disrupted were heard in the rooms where decisions were being made.

PPL's Dr Laura Porro, a Principal Consultant, worked with National Voices for 2 days a week for six months on a pro bono basis. This project management activity was key to developing the [Our Covid-19 Voices](#) work and creating capacity within National Voices, who have a committed and passionate team which was also supporting their large membership to adapt and to manage the first wave. At the end of April, we launched [Our Covid-19 Voices](#), a website to collect first-person accounts of living through the first lockdown. In August, we developed a way to use the insight from these powerful accounts to influence decision-makers to do better. We wanted to translate the collection of experiences told on the website into a set of statements that expressed people's reasonable expectations of healthcare. The new 'I Statements' will be used by everyone designing or delivering health and care services and will help people who use health and care to ask for what they need.

'We collaborated with PPL on a flagship project that aimed to collate and understand the experiences of people living with ill health or disability during the first wave of the pandemic. PPL's input and leadership was thoughtful, practical, knowledgeable and values-driven throughout. Through our collaboration we have strengthened our mutual respect for each other's work and approach. PPL clearly is motivated by improving things for people who need services and administrations to do better for them. Hearteningly, they also know how to organise their work so that they maximise their chances of achieving this overarching goal. I look forward to a continuous, fruitful relationship with PPL in months and years to come, and am confident that we will find reason to collaborate on important work again.'

Dr Charlotte Augst, Chief Executive of National Voices



⑦ I am supported and kept informed while I wait for treatment and care



⑧ I am not forgotten

Illustrations by Sandra Howgate

VOLUNTARY PROJECTS AT PPL



Sourcing products to help frontline workers keep safe

At the height of the pandemic, parts of PPL's Operations Team were re-deployed to volunteer in support of Surrey County Council. They sourced donations and supplies to protect key workers and to support NHS staff, patients and vulnerable residents in Surrey. Our team worked closely with a dedicated and driven team of public servants in Surrey to understand requirements as they developed, and to identify how we could help. We found a ready willingness to help from across businesses and communities, which we were proud to help match with need in the public sector.



A Single Point of Access (SPA) for South East London services

People's ability to access the services they need is important at any time, and has become even more so during the demands of a pandemic. The Lambeth SPA Team were experiencing capacity issues before the pandemic and there were concerns about how to meet demand upon the restart of non-Covid-19 related services. We worked with the team to plan and deliver the key improvements that would help improve outcomes both during the pandemic and in the longer-term. The aim was to ensure processes were as robust and effective as possible to undertake the daily referrals they received with the existing staffing capacity. Ultimately, we worked with staff to fully prepare them to deliver an effective, coordinated and efficient service.



Supporting evaluation and learning with the British Heart Foundation

The British Heart Foundation (BHF)'s work is focussed on the management and curing of all heart and circulatory diseases, including addressing underlying causes. In 2020 our team have been volunteering with the BHF to help them to design evaluation processes and develop learning content for staff which will support the ability to not only demonstrate the impact they are delivering, but also to steer future work based on evidence. This work had begun before the pandemic and re-thinking the strategy in light of the of impact Covid-19 was essential. We continue to work together to support better outcomes for all those at risk of or living with heart and circulatory conditions.

INDIVIDUAL VOLUNTEERING STORIES

Our team used their volunteering days to support a wide range of causes. See below for just some of our volunteering stories

'I volunteer with the Coalition for Efficiency, a small organisation that exists to help other organisations with a social mission become more efficient and effective. I was matched with a charity in Zambia called 'On Call Africa' which aims to improve access to healthcare in rural Zambia. I worked with the charity to run several workshops to develop a theory of change and key indicators for measuring success. I then worked with the CEO to form an implementation plan. I will be following up with the team again in 6 months to review and evaluate the progress being made on the implementation plan. I have really enjoyed working with the charity and as all the staff were based in Zambia it was a great learning opportunity for facilitating workshops using online tools.'

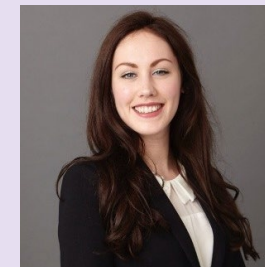


*Cáit Berry,
Senior Consultant*

'We volunteered with the British Heart Foundation (BHF) to help them develop their social prescribing strategy. We prepared a research report for them on the potential benefits of getting involved in social prescribing pathways, both for the BHF as an organisation and for the people they may be able to support. We completed desktop research and interviewed experts and people working in social prescribing services in order to develop a report of findings and recommendations. We then held a workshop with a broad group of BHF stakeholders to talk through the various options, which leaders will now take forward.'



*Rachel Lewis,
Senior Consultant*



*Victoria Stanway,
Senior Consultant*



*Adam Wall,
Analyst*

'I volunteer with the St Vincent de Paul Society (SVP), which aims to tackle poverty through providing practical assistance to those in need. I work with a young lady from South America who moved to London to be with her partner. Shortly after arriving in the UK, her partner stole her savings and she had nothing left. She had no friends or family in this country, and her family had no means of sending financial support. She lost a lot of confidence and retreated into herself for a long time. Pre-lockdown I worked quite closely with her to support her general well-being and provide emotional support, but also help her access practical and financial support. Over the past year, I have seen her move into a flat, learn how to budget effectively, and be accepted onto a teaching course. She has now completed a number of teaching placements and is building her life back up. I continue to support her regularly with fortnightly Zoom calls to ensure she keeps on track with her goals and provide any other assistance she may need. Working with the SVP enables me to give back to the community, particularly to those in need. I have seen the powerful impact of a community coming together to support an individual in distress. This work has improved my awareness of the opportunities and challenges in such organisations and will help inform any project I may do in the future around community care.'



*Iyoni Ranasinghe,
Principal Consultant*

What difference did our volunteering make?

It allowed us to help lead and support local mutual aid groups during the pandemic.

We provided capacity and skills to VCS organisations that they did not have available internally, such as specialised evaluation support.

We shared learning and expertise with the VCS organisations that we worked with, which will provide an ongoing benefit.



Principal Consultant Dr Laura Porro provided 16 hours of free Pilates teaching to local charities

VOLUNTEERING CASE STUDY: CREATING CHRISTMAS HOLIDAYS AT HOME FOR DISADVANTAGED CHILDREN IN LIVERPOOL AND THE WIRRAL

Pippa Quincey, Analyst

As the calendar ticked into December 2020, the date ringing in my ears was Friday 18th: the day of the last Christmas post. I had until that day to send off 50 large letter envelopes to 50 children in Merseyside in order to make their Christmas a bit more joyful. I felt like a little like a contractually responsible, glitter-glue-pen-laden Santa.

Campus Children's Holidays is a small volunteer-run charity. For over 50 years it has given children in Liverpool and the Wirral much-needed respite holidays. These children come from a range of disadvantaged backgrounds. They may be in foster families, young carers, in poverty or have been exposed to domestic violence in their past. The charity aims to give children the space to 'just be kids' for a week, in a positive environment that they return to year on year. Due to generous donations from individuals as well as grants from charitable bodies, the holidays are provided free of charge to families and local authorities.

I have been involved with the charity since my first year of university, and this year I decided to step up to the committee as Co-Children's Officer, partly as I could use my PPL volunteering days towards the cause. This year I am therefore in charge of liaising with parents, carers, social workers and other referrers to get children onto Campus activities. As this has not been an ordinary year, my first task was to organise what we would do in place of our usual winter respite activity. A small committee set to work on two workstreams: organising video calls in the place of the usual day projects and sending off card-decorating craft packs. On the face of it, these

tasks may have seemed relatively simple. However, they ended up taking a significant amount of time to complete, due to a lot of interwoven parts including coordination, safeguarding, budgeting, timelines and delegation.

In the card activity packs, we included letters addressed to the parents and carers wishing them Happy Christmas, along with contact information for local organisations in case they required assistance over the Christmas period, for example with benefits or from food banks. We also included a feedback form about the various Campus activities we had put on or sent out over 2020, in order to quantify how effective our efforts have been this year and to be able to improve any activities in the future. This feedback also has the added benefit of being used in grant applications to demonstrate that the work we do has a positive impact on families, even during a very unusual year for the charity.

As I bade farewell to my 50 large letters, I felt mainly relief that I had made the last post, alongside a residual sadness that I would no longer spend my evenings buried under glitter glue and stickers.

For many of these children their Christmas will be a difficult one, as was the year they have just experienced. I am proud that as a charity we have been able to adapt this year, and still been able to come together and provide continuing respite and support to the families and kids, albeit in a different way from usual. PPL's support in the form of volunteering hours has also been invaluable in this time, as our ideas took much more time to

realise than originally imagined. I am keeping fingers crossed that I will be able to use the remainder of my volunteering days on our real-life projects in summer 2021!



OUR FUNDRAISING PARTNERSHIP WITH SOUTH LONDON CARES

Reda Misghina, Consultant

At the beginning of 2020, the PPL team welcomed the news that we would be partnering with South London Cares (SLC) in 2020. SLC is a charity that connects older people ('neighbours') with young professionals living in major cities, to tackle social isolation and loneliness. Both of these age groups experience some of the highest rates of loneliness in London. SLC brings together two different generations and encourages people from both groups to bring energy to lively activities and conversations through SLC social clubs. From swing classes to quizzes to men's pub nights, these clubs provide valuable social connections and friendships to people who may not otherwise have many opportunities to meet others.

At PPL we were excited to hit the ground running with the partnership and started making plans for fundraising and social events, including sports, quizzes and bake-offs. Midway through our planning, however, London and the rest of the UK were hit by rising Covid-19 cases.

SLC has continued to deliver their impactful work through virtual social clubs and by running its own fundraising events throughout the pandemic. Along with the SLC team, we have embarked on a very different partnership from what we had imagined.

This included:

- Hosting our first very own virtual Quiz Night with the PPL team and their families.
- A Remote Relay challenge of 10k, where eight of our staff participated with the aim to raise £100 each.
- Joining a Virtual Social Club with our older neighbours, sharing stories.

The SLC/PPL partnership has managed to achieve our agreed fundraising target this year. This will help to keep the social clubs and interaction going as we all continue to battle through the pandemic.

Our long-term hope, of course, is to get back into our physical local community next year, and to play board games and dance together in person!



DONATIONS 2019/20

Donations

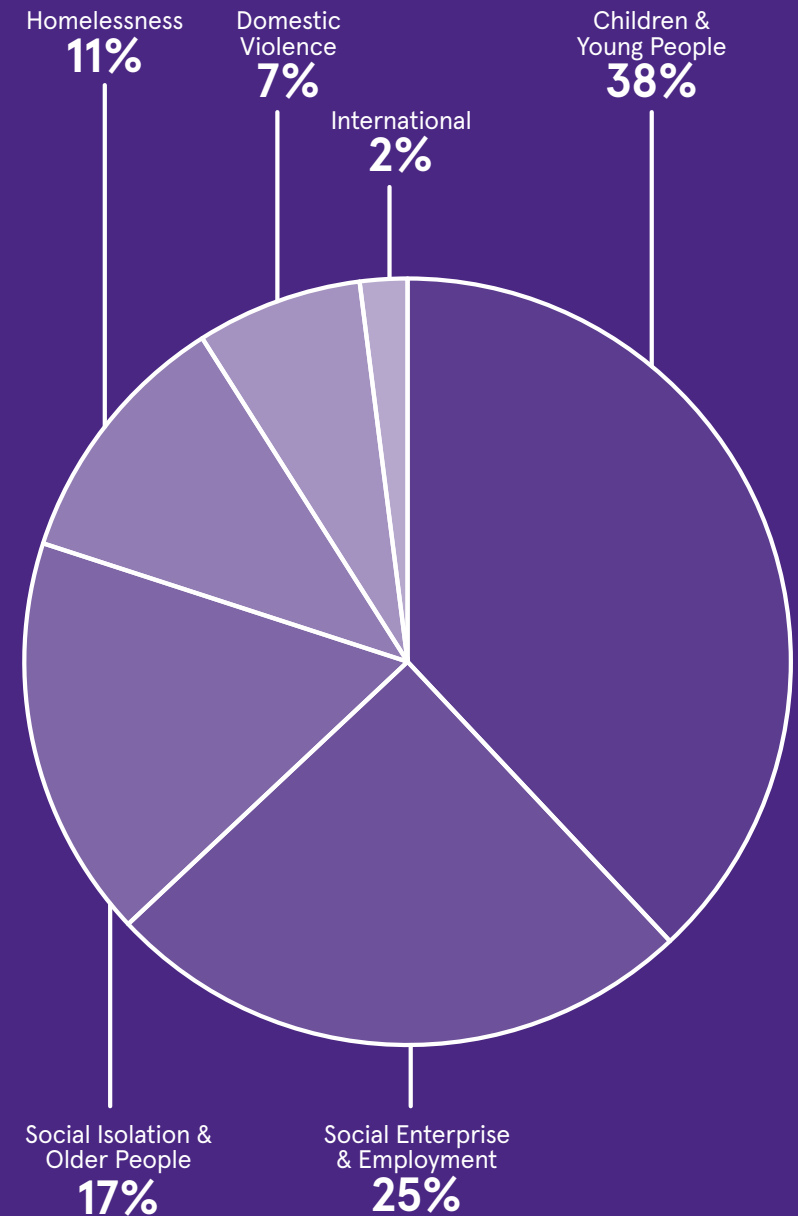
In 2019/20 we released £23,100 from our reserves to support a number of voluntary and community sector organisations in responding to the challenges of Covid-19.

These included:

- ABF The Soldier's Charity.
- Become – Children in Care & Young Care Leavers.
- Children's Trust.
- Excellent Development.
- Reigate and Banstead Women's Aid.
- Social Enterprise UK.
- South London Cares.
- Surrey Care Trust.
- X-Forces.

As part of our work in 2020/21 we we are growing our programme of donations and social investment, with a minimum of 50% of our profits from the last year re-invested in delivering improved health, wellbeing and economic outcomes for communities across the UK and around the world.

The chart shows the split of causes that this funding is supporting.



01. A message from our co-founders

02. What does it mean for us to be a social enterprise?

03. Our values

04. Delivering impact

05. The way we work

ENHANCING EQUALITY, DIVERSITY AND INCLUSION AT PPL

David Segal, Manager

Equality, diversity and inclusion (ED&I) have always been an essential and important part of PPL and what we do. Our core mission to promote better health, wellbeing and economic outcomes across the UK can only be achieved if we recognise, understand and tackle inequalities and ensure that our work has a positive impact on all our communities. We are incredibly proud of the diversity of our team and we recognise how much we benefit from the different experiences and understanding that this diversity brings.

The Black Lives Matter movement and the disproportionate impact of Covid-19 across our society have reminded us all of how much work is still to be done. However, it is vital that our ED&I work is not a temporary reaction to the events taking place across the globe but part of a longer, deeper journey.

Following initial discussions, we have established an ED&I focus group with representation from across PPL. The group identified 3 key priorities:

- How do we encourage and support a diverse workforce at PPL, both in how we recruit new staff and how we support existing staff in their careers?
- How do we ensure that all our staff and the wider teams we work with feel safe and comfortable at work and are able to raise any concerns they may have?

- How do we support the delivery of equality, diversity and inclusion through the work we do, including our client projects and our wider social enterprise activities?

Further team sessions and our annual staff survey have helped us to develop a clear and prioritised action plan, with significant changes already implemented in-year, including:

- An enhanced, gender-neutral set of maternity / paternity policies and benefits (now also covering adoption).
- Routine collection of a broad set of ED&I information annually and as part of evaluating each recruitment process.
- Roll-out of a new 'blind recruitment' process for all candidates and roles.
- Inclusion of ED&I principles as part of the 'housekeeping' for internal training and development sessions.



Our 2020 ED&I journey



A diverse workforce



A positive experience for all



Encouraging ED&I through our work

SUPPORTING OUR TEAM TO GROW AND LEARN PROFESSIONALLY

Natasha Larkin, Head of Organisational Development

In January 2018, PPL launched a brand-new internal training programme under the banner 'How We Learn'. But How We Learn wasn't just about training. It was an attitude, ethos and approach, underpinned by the growth mindset. Over the years it has become core to how PPL operates internally and with clients and partners, and to the impact we achieve as a team. By investing significantly in training and development, we aim to ensure our team can deliver their best for clients and partners, and to grow our people as individuals in their careers.

As we come to the end of our third year of How We Learn, we are proud to see how resilient our team and our learning ethos have been in the face of unpredictable challenges.

At the core of How We Learn is our ten-day, Chartered Management Institute-recognised, consulting training programme. We have continued to develop the content in response to feedback and the development needs identified through our appraisal process.

The program is well-attended, with team members enjoying the opportunity to revisit previous content and refresh their skills, as well as new joiners attending the course for the first time.

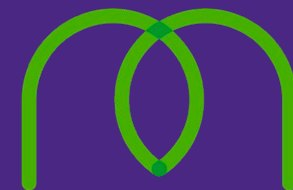
Feedback remains consistently excellent, even after we adapted the training at short notice to online delivery! 98% of participants said that they would recommend the training to a colleague.

This year has also seen us bring our coaching skills module, previously delivered by external organisations, in-house for the first time. This module had particularly strong feedback, with all participants rating the course as 'excellent'. One participant said: 'This nailed what we need at PPL and covered SO MUCH ground. The activities were great. Really good job.'

In addition, we have now launched complementary learning activities, for our more experienced staff. Working with the Sonder Group, our wider network of partners, we are running monthly training sessions covering a broad range of topics, including advanced facilitation skills and HR for non-HR managers. This has also provided opportunities for organisations within the Group to share their work with the partnership. Two of our team have also been awarded Chartered Management Consultant status in the last year. We are very proud to be supporting this new qualification, pioneered by the CMI and the Management Consultancies Association.

As we look to 2021, the How We Learn team is excited to start planning to bring the training back to the classroom (virtually and face to face), to launch a new series for the Sonder group, and to continue developing our offer for all members of the team.

**This year we also trained
and created a mental
health first aid team,
dedicated to supporting
colleagues' wellbeing**



MHFA England

PPL



PPL (Private Public Ltd) is a social enterprise registered as a limited company in England and Wales no. 6405704. Registered Address: PPL 23 Jacob Street London SE1 2BG. VAT Registration no. 924 1781 25. Registered ISO 9001 & ISO 14001 & ISO 27001. © 2021 PPL.



If after reading this report, you feel as though you share our values and vision and would like to work with us at PPL, please do get in touch.

23 Jacob Street
London SE1 2BG, United Kingdom

Tel (+44) 020 7692 4851
Fax (+44) 020 7788 3455

info@ppl.org.uk
www.ppl.org.uk

