

Impact Report 2021 to 2022

Growing up and growing out

PPL

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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.

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A MESSAGE FROM OUR CO-FOUNDERS



Claire Kennedy and Simon Morioka
PPL Co-Founders and Joint Chief Executives

“

It is hard to believe that the period covered by this report started with the UK still responding to the COVID-19 pandemic, overshadowed by sadness, loss and anxiety.

Whilst we know that COVID has not gone away, as a team we started our year with an ambition to push forward and to make life 'more' again. We talked about PPL growing 'up and out' – we are going to start by talking about how we are growing up, and then how we are growing out!

”

Growing up – Mill Street, our new home and community asset

This year PPL bought its first home, in Mill Street, a couple of minutes' walk away from our current Jacob Street offices. Mill Street will be a permanent base for the team and the many 'fellow travellers' we hope to welcome. Our ambition is that, once refurbished, it will also be a community asset that we can be proud to share with our fellow Bermondsey residents.

Our unofficial motto has always been 'Do what you can, with what you have, where you are'. Through our Mill Street Nights programme, we will be sharing that philosophy with as many people as we can. We will be bringing leaders and thinkers together to share ideas and innovation, and then agree to Do Something. We will host conversations that give people the permission to celebrate the power of taking any form of action, rather than wasting the opportunities we do have by dismissing them as being too small to make a difference. Everything we do makes a difference – even doing nothing is a choice.

Our Mill Street office is being designed by us as a team to sustain us – to give us spaces to work together, to relax together, to think together, to grow, learn and develop together. The pandemic made us

all recognise that the traditional model of turning up at an office because 'that was what we had always done' wasn't working. It also made us think hard about what we wanted to keep from that way of working. We have always believed that the magic happens in the cracks – the throwaway comment, the unexpected meeting, the conversation that changes the way you think about something. Our new office space is about celebrating what people can do together. It's a grown-up space for the grown-up challenges we have ahead of us. But grown-up doesn't mean boring or conventional – the space will be as special as we make it.

Growing up – our leadership team

This year has been a time of real transition in the leadership of PPL. We are proud and grateful for the new leadership roles that David, Katie, Toby and Natasha have taken on, leading the organisation with kindness, respect, and a deep understanding of the importance of our social purpose.

As part of PPL growing up, we have also recognised that PPL needs a Chief Executive. Claire and Simon moved from being 'Co-Founders and Managing Partners' to 'Joint Chief Executives'. We are not particularly motivated by titles. Titles are really just badges, unless they allow

you to do more. In life, one of the things we have learnt is that the only thing that matters is the impact you have; everything else fades to dust. This change is simply to recognise that we now have a team who are brilliantly leading the operations of PPL, and that our role is now to support the new and growing parts of PPL to dock into it successfully, and to continue to enhance what we do.

Growing out – our team

We are on a conscious growth strategy, which has enabled us to welcome 12 people to PPL since January 2022. We are delighted with the way we have reshaped as a team through each new joiner and the way our open, collaborative and outward-focused culture has allowed such significant growth to happen almost seamlessly. That is no small achievement, and sets us up well to be able to continue to expand our team throughout next year. We always wanted to build a team we would be proud to work for. This one is already better than anything we could ever have envisaged.

Growing out – our South West office

By opening up a presence for PPL in Bristol, we are beginning a strategy to build a presence in new markets and networks and to broaden our perspective on the challenges our clients are facing. This presents us with a real opportunity to spread our impact more widely than we have done previously.

Growing out – our social impact

We are an unusual team, working in an unusual way and succeeding by any of the measures we apply. We are a social enterprise that raises hundreds of thousands of pounds for charity in addition to our annual commitment to volunteering and delivering pro bono support. We are a B Corp certified as being in the top 5% of the world for the way we work as a team and one of the Financial Times' leading Management Consultancies in the UK - an organisation that clients will often describe as 'partners, not just consultants'.

Alongside the now-traditional ways we deliver impact through our social purpose – our work with clients, our volunteering, our annual Dragons' Den and our donations to charities and third sector partners – 2022 saw the foundations laid for PPL Together. PPL Together will be the umbrella under which we bring together all of our charitable giving, ensuring that we maximise the impact of our growing social impact fund and apply the same principles of strategic partnership to the way we manage our charitable relationships as we do in our client and voluntary work.

Growing out – our voice

We are getting much better at using our voice to share our insights and thoughts. From our work in the summer of 2022 on Warm Hubs for this winter, through to supporting responses to the 'Fuller Stocktake' on the future of integrated

OUR YEAR IN NUMBERS

110

projects across the UK

59,000+

hours of client advice and support

700

hours of volunteering and pro bono time

£76,000

of £81,000 from our last year's social impact fund distributed so far

£172,000

of new funding generated to support social impact in 2023

primary care, PPL is becoming understood as an organisation that thinks clearly and pragmatically about upcoming policy challenges and works with others to make a positive difference to the services we all rely on.

Looking to next year – enjoying the journey

We said we would do more, and in the period from 2021 to 2022 we lived that ambition. The thought we want to end on is that now we should make sure we enjoy the journey.

As a team, we are at a really important moment, and we should make sure to appreciate it as much as we can. There is a freedom and a creativity that comes from being able to build new things, to be able to try things out, to have the space, permission and confidence to test things and refine those that don't work. We are at a particular moment where we have lots of learning behind us to draw on, great relationships and partners, great ideas, and the space to be able to work out what we can really achieve with it all. We know we will all look back on this as a really unique moment in the development of PPL, so one of the thoughts we wanted to finish on is simply to say let's all do our best to appreciate it.

There will, of course, be frustrating, tiring days and things that don't go to plan, but we are building something special. There will also be those moments of perfection when we get to create something really magical, alongside a great set of colleagues. We should all take the time to appreciate those moments, and to congratulate ourselves, and each other, when they happen.

And our final, final thought is that we should literally enjoy it – it's not an endurance test! We should have fun, make each other laugh, take the time to go and stand outside Mill Street and look at the swans on the Thames and the beautiful world around us. We want to remember that, in the end, the thing we will take away is the impact we achieve, the experience of the journey and the memories of who we shared it with.



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OUR CLIENTS AND PARTNERS IN CHANGE THIS YEAR

- Arden & GEM CSU
- Baxendale
- Bedfordshire Hospitals NHS Foundation Trust
- Buckinghamshire Healthcare NHS Trust
- Cambridge City Council
- Care Quality Commission
- Central London Community Healthcare NHS Trust
- COBIC
- Collaborate CIC
- Co-Production Collective
- Cordis Bright
- Cornwall Council
- Cyngor Sir Ceredigion County Council
- Edge Health
- Epsom & St Helier University Hospitals NHS Trust
- Gemserv
- Greater London Authority
- Hammersmith & Fulham Health and Care Partnership
- Harrow Borough Based Partnership
- Harrow Community Action
- Health Trust Europe
- Healthworks
- Innovation Unit
- Islington Council
- Kaleidoscope Consultants Ltd
- King's College London
- LaingBuisson
- Lewisham Borough Based Partnership
- London Ambulance Service NHS Trust
- London Borough of Brent
- London Borough of Harrow
- London Borough of Waltham Forest
- London Councils
- Mencap
- MSE Group
- Mutual Ventures
- National Voices
- New Local
- Newham Health and Care Partners
- NHS Black Country and West Birmingham ICB
- NHS Bristol, North Somerset and South Gloucestershire ICB
- NHS England
- NHS Kent and Medway ICB
- NHS North Central London ICB
- NHS North West London ICB
- NHS South East London ICB
- NHS Surrey Heartlands ICB
- Norfolk and Suffolk NHS Foundation Trust
- Northern Care Alliance NHS Foundation Trust
- Nuffield Trust
- Objectivity Limited
- Oxford University Hospitals NHS Foundation Trust
- Royal Free London NHS Foundation Trust
- Royal National Orthopaedic Hospital NHS Trust
- SCIE
- Social Finance
- South Cambridgeshire District Council
- SSAT
- Surrey and Borders Partnership NHS Foundation Trust
- Surrey County Council
- University Hospitals Sussex NHS Foundation Trust
- University College London Hospitals NHS Foundation Trust



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OUR VALUES

Creative

Ethical

Competitive

Balanced

Structured

Flexible

Sustainable



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DELIVERING IMPACT

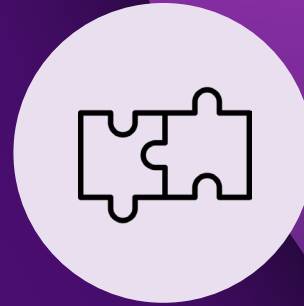
Click on each impact area or read on to see an example of how we put this into practice in our work last year.



Tackling inequalities



Organisational development



Integration



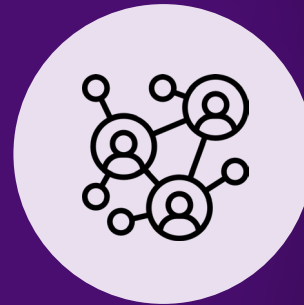
Service design



Quality improvement



Analytics and evaluation



Community engagement



Volunteering and donations



TACKLING INEQUALITIES

Addressing inequalities is at the heart of why we do what we do. It has always been a cornerstone of our work with clients because our clients share our passion for making the world a fairer and more equitable place. The Covid-19 pandemic threw the inequalities we live with into sharp relief, but we remain optimistic that, through building a deep understanding of what drives inequality and what works to tackle it, we can make a difference together and create a fairer future.

We recognise that health inequalities are multifactorial, driven by a range of environmental and system factors that cannot be addressed by one organisation alone. Our approach to tackling inequalities is similarly diverse. We never bring a 'cookie cutter' consultancy model to our clients. We do, however, almost always bring partners together to take a holistic and intersectional view of the problems affecting the communities they serve and are part of because we have seen partnership work in practice to tackle intractable problems. Increasingly, our clients are demonstrating the value of working together, and they're working differently in order to do it more effectively.

We support organisations to tackle inequalities in outcomes by strengthening their case for change, capturing the human cost and the economic cost of staying the same. We help our clients to identify and promote the benefits of addressing health inequalities both for citizens and for systems, and to respond to these needs by shaping and delivering

practical projects, initiatives and service changes on the ground.

Several of our most impactful projects have focused on amplifying community voices, including those of seldom heard and disadvantaged communities. We work with clients to help create the conditions for service users to exercise their power and co-design the support they want to receive. In particular, we have seen this work best when these conversations happen locally, at place and within our neighbourhoods. We champion the role of the voluntary and community sector in helping systems to do this effectively and sustainably.

Working to improve unequal outcomes is not easy and there are no quick fixes. By applying long-touted principles such as proportionate universalism, but with a greater focus on those facing the greatest need and worst health outcomes, we can move the dial and make change. We're looking forward to doing even more next year in partnership.





TACKLING INEQUALITIES IN SOUTH EAST LONDON

CASE STUDY

From December 2021 to August 2022, PPL worked with Nuffield Trust and South East London Integrated Care System (SEL) to analyse the financial impact of health inequalities across SEL from an urgent and emergency care perspective.

Our work demonstrated that there are significant differences in spending on acute hospital services between different ethnicities, conditions, and people living in areas with different levels of deprivation. For example, Black people and those living in the most deprived areas

are significantly over-represented in accident and emergency departments and “non-elective” hospital activity in South East London compared to White people. Our analysis highlighted key opportunities around improving inequalities in access, experience and outcomes for the SEL population plus the associated financial cost of failing to address these inequalities, assessed at £30m.



Our recommendations:

1

Better, earlier prevention and management of ill-health, targeted particularly at those population groups currently experiencing inequalities, would lead to less use of emergency hospital care which is better for our communities and for those supporting them.

2

In developing future hospital avoidance strategies, multifaceted, integrated approaches to reduce admissions in specific patient populations and disease types should be prioritised over those that apply to non-specific groups.

3

Interventions should look at both distribution of funding and resources at a neighbourhood level and the role of cultural adaptation / competence in the way in which existing and future services are currently delivered.



TACKLING INEQUALITIES IN SOUTH EAST LONDON

CASE STUDY

A focus on children and young people's mental health

Improving the health and wellbeing of children and young people is also a shared focus with South East London. Building on our previous work to identify and understand the underlying inequalities impacting CYP mental health and wellbeing, we supported local teams to implement two specific proposals to improve support for Black and mixed-heritage children and young people:

- Scaling the 'Empowering Parents, Empowering Communities (EPEC)' programme to form part of a 'Think Family' integrated offer in Black and mixed heritage communities in each borough
- A needs-led, school-based approach for Black and mixed heritage children responding to trauma and distress

We facilitated a series of engagement activities including workshops in all boroughs and focus groups with schools. In parallel, we conducted a review of borough data to identify communities with the greatest need and support the completion of the EPEC application form and scaling programme agreement.

This enabled the rapid rollout of one EPEC delivery hub in Bexley, Bromley, Greenwich and Lewisham, providing a practical and positive difference to the support available to Black and mixed-heritage communities.





BRINGING LONDON TOGETHER ON INEQUALITIES



CASE STUDY

In 2021, The Mayor of London's office published the London Health Inequalities Strategy Implementation Plan stating that 'Stark health inequalities continue to blight the lives of many Londoners. At a basic level, this means some groups die much earlier and spend more of their life in ill health than others. This does not happen by chance. These health inequalities result from a range of social, economic and environment factors largely beyond people's individual control. This is unjust and unfair. However, they are not inevitable and can be reversed.'

The Plan outlines a series of commitments and objectives for London, based on London's Health Inequalities Strategy, and sets out a vision to reduce health inequalities across the city.

As the Implementation Plan required many partners and stakeholders across the city to work together, we worked with the Greater London Authority to design a series of workshops that would not only bring the Plan into reality, but also bring together and energise the system to tackle inequalities across the capital.

We formed and engaged with working groups across each of the six priorities set out in the Plan to understand the main problems affecting Londoners and how a pan-London forum could most effectively drive those agendas forward. We carefully facilitated a series of working groups to bring together voices across health, care, pan-London organisations and the VCSE sector, and conducted a review of documentation to understand current commitments and approaches to tackling inequalities across London.

With this information, we developed a forward-looking engagement strategy to increase awareness of health inequalities and build buy-in for the mayoral commitments. Through implementation, the workshop plans and engagement strategy we developed have been put into place, with pan-London forums having taken place and cementing ongoing partnership working to inform the future work across London to addressing health inequalities.



ORGANISATIONAL DEVELOPMENT

We've spent the past two decades supporting people and organisations to come together effectively to deliver the outcomes they want to achieve. The experience and insights we've gained through this work have led us to develop PPL Catalyst: an approach and ethos to delivering sustainable organisational and system change.

The PPL Catalyst approach focuses on individual, organisational and system development because we recognise that, whilst working collaboratively presents a whole range of opportunities and can be immensely rewarding, it can also present challenges and often needs space, trust and support in order to develop successfully.

Recognised as one of the Financial Times Leading Management Consultancies in the UK for Organisation and Change, our approach brings together behavioural science, coaching, psychology and pragmatism to enable individuals and teams at all levels to work differently together.

We support teams and individuals to develop and embed the culture they want to work within. We work alongside teams, testing ways of working differently, and we support them to create the management culture and processes that will embed the sustainable change that will deliver their overarching vision. We are committed to making the change feel 'real' for everyone involved, to helping people find their place in the new world and to putting in place the mindset and culture that allows them to continue that process of development and growth long after our teams have left.





SUPPORTING THE BI-BOROUGH PLACE-BASED PARTNERSHIP

CASE STUDY

The Bi-Borough Place-Based Partnership brings together health and social care organisations in Westminster and Kensington & Chelsea into a collaborative arrangement to improve health and wellbeing for the population.

Our organisational development (OD) work with Bi-Borough came at a critical moment in the Partnership's development. Significant work had already been done to define a vision and set of priorities for the Partnership, but we needed to help people to see and feel this progress and understand their role in driving change forward.

We translated this need into three clear and linked aspects for development - or the '3Cs'.

The '3Cs' Model gave us a frame to be able to convene conversations and to understand how OD interventions would support leaders, staff and local people to deliver the Partnership's ambitions.

We started by setting up a new People & Partnership Working Group and used these regular discussions to co-develop an identity and culture narrative for the Partnership and establish a set of immediate OD priorities. The narrative sets out the key values and behaviours that bring Bi-Borough together as 'one true partnership', and the identity refers to the way that the Partnership resonates with people and, in turn, the way that people can identify as part of it. The OD priorities capture the Partnership's desire to unite people around a shared vision and drive change from existing work. We have since used these resources to develop an OD plan for the Partnership, which will help the partner organisations to put their aims for working together differently into practice.

The 3Cs:

1

CONSOLIDATE

Consolidate the work that had been achieved to date

2

COLLABORATE

Encourage people to collaborate in new ways to find innovative solutions

3

CHALLENGE

Challenge people to go one step further to do things differently



SUPPORTING THE SURREY DOWNS PLACE-BASED PARTNERSHIP

CASE STUDY

We have supported the development of care services for Surrey Downs since the beginning, expanding both the clinical services the partnership provides, and the geographical range of those services. This has included:

- Business change implementation: implementing new pathways and ways of working through an outcome focussed approach to programme management, evaluation and continuous improvement.
- Business change management: supporting the development of business cases; co-design of a new, evidence based and patient-centred model of care; development of new governance structures, organisational design and workforce models; and supporting the implementation of the new models

We worked with Surrey Downs to develop a strategic plan to ensure the new national models would build on and complement the existing successes of the local partnership. By combining our knowledge of the local system and of broader models of care through horizon scanning, research, and insight from hands-on support to other systems, we were able to develop a 'Place'

programme and plan for improving health and care outcomes that utilised the local partnership as a key asset.

We have subsequently worked with Surrey Downs as an Organisational Development partner. This has involved staff from board level to the frontline. The initial stages supported the newly formed board, focussing on how to enable trust and decision making in a complex environment.

Following this, we developed the wider OD programme including the People Plan. This was delivered through structured workshops focusing on vision and values, and embedding a 'one team' approach. The workshops brought together almost 250 staff and leaders across multiple sites, building the changes needed for everyone to feel part of one team.

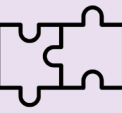
After the COVID-19 outbreak started we quickly adapted our work with Surrey Downs away from business planning and towards the pandemic response – taking a proactive and responsive approach to our clients' needs in difficult times. A large part of this support was [to help mobilise the NHS Seacole Centre at Headley Court](#), a community bedded rehabilitation and step-down facility created from a

decommissioned military rehabilitation centre.

Most recently, PPL have been working with Surrey Downs Health and Care and local PCNs to develop a single-system plan for implementing the Fuller Stocktake, a national plan for supporting future high-quality, integrated and sustainable primary care services.

This plan builds on the strength of existing joint working to deliver 'quick wins', while also identifying a sustainable approach to improvement and delivery into the long term.

All elements above centre around the importance we put on partnership working, both in building joint delivery teams, and in working flexibly to achieve wider outcomes. Our work has developed specific models tailored to local needs whilst building on best practice from our experience elsewhere. Combined with our ability to respond and mobilise quickly to new requests during and following the pandemic, and in-depth specialist health and social care knowledge, we have now successfully delivered together for over seven years.



INTEGRATION

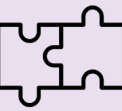
The unprecedented level of collaboration, pulling together, and working together differently that marked the height of the pandemic response in the UK has proved health and social care organisations can work together in deeper partnership than ever before. The emergency response also demonstrated clearly what many have known for a long time – that the voluntary and community sector are an essential partner in achieving good health and wellbeing and tackling inequalities, and that if the health and care sector is to be successful then organisations must also work in partnership with communities themselves.

As we transitioned to a new stage of Covid management, the clarity that guided partnership and integration became murkier. Issues of money, capacity and differing priorities returned to occupy more of people's time and energy. The passing of the Health and Care Act and the formal launch of Integrated Care Systems in July 2022 did provide a new environment for establishing partnership but, having supported integration for two decades, we know words on a page do not create integrated pathways and systems.

Furthering integration means holding on to the progress made during the Covid period wherever possible, with much greater clarity on the important role that integration can play in tackling the inequalities the pandemic revealed. While strategies and governance remain necessary tools, we have

been able to focus more with our clients on making integration a reality. Integration is becoming less about how services fit together and more about how people and organisations work in partnership to use their collective resources for the greatest benefit of the people they support. We're excited about this development and we see great things to come for the journey towards ever more joined-up partnership working that so many committed people in the health and social care sector are on.





INPLACE – AN INTEGRATION FRAMEWORK FOR LONDON



The London Festival of Integration

CASE STUDY

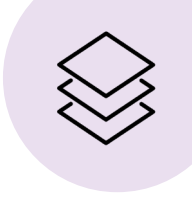
London's population is affected by stark inequalities in health outcomes and life expectancy. London's health and care systems are highly complex, composed of many different organisations including but not limited to local authorities; NHS primary, community, mental health and acute services; the voluntary and community sector; and pan-London organisations such as the GLA. Fragmentation between services can result in people experiencing worse care outcomes and also has a negative impact on frontline teams who face increased pressures and growing demand.

PPL has been working with the London Health & Care Partnership to develop the InPLACE Framework for integration. The framework provides a process which partners can use to share their thinking and to align their organisations and integrate services effectively. It has been expressly designed to be flexible and adaptable to local priorities and population health needs.

We have also supported the development of a directory of working models (the 'What's Working' Directory) which showcases what is going well, what the challenges have been, who the key people are on the ground, and what support is needed to accelerate the delivery of better co-ordinated, person- and community-centred care in London.

PPL worked with the Partnership to host The London Festival of Integration 2022, which was an opportunity to develop and share our approaches to addressing inequality and improving health and care outcomes for all. The event brought together representatives from communities, places and systems across London to review the findings of the work to date and to understand what practical tools are available to support us as we face the challenges, and the opportunities, of the year ahead.

inPLACE has been piloted across London, with huge thanks to colleagues from Camden, Brent, Redbridge and Lewisham. Each pilot area has been assessing their partnership working using the inPLACE self-assessment tool and developing resulting actions and next steps. We have also been gathering feedback on the process itself, the tools and engagement around this, how it felt to the partnership and where it is helping to support local developments.



SERVICE DESIGN

Health and care needs, and the landscape of health and care provision, is always changing. As a result, providers are continuously reviewing and improving the way they deliver their services to ensure that evidence-based approaches are applied, and services are tailored to the needs of the population.

The growing number of people living with complex social and health conditions has highlighted the importance of cross-specialty and cross-sector collaboration to provide high quality, timely care in the most appropriate setting. Service design and improvement is a key component of what we do at PPL.

At its core is co-design. By bringing different specialties and organisations together to collectively review and co-design services, we have been able to build a better picture of where there are opportunities for improvement and how this can be delivered collaboratively using existing resources.





BUCKINGHAMSHIRE TRUSTED ASSESSOR IMPLEMENTATION



CASE STUDY

Health and care partners in Buckinghamshire are on a journey to develop as a partnership and deliver better services for citizens together. In particular, senior leaders have committed to integrate and redesign services for residents moving out of hospital into the right setting.

The 'trusted assessor' approach is an initiative driven by the NHS to reduce the number of delayed discharges from hospital. The underlying principle of the approach is to promote safe and timely discharges from NHS Trusts to adult social care services. The new approach allows adult social care services to adopt and use assessments carried out while people are still in hospital, as long as the assessment was made under a suitable 'trusted assessor agreement'.

We worked to identify and scope the first phase of the trusted assessor implementation in Buckinghamshire, which included developing a case for change, appraising the options and then developing a business case for the chosen option. Once approved, we then co-designed the chosen model

for implementation with the Trusted Assessor Working Group, which included creating a clear roadmap for future phases and further roll-out of the trusted assessor model.

Working closely with the Trusted Assessor Working Group, we developed a suite of implementation resources ready for the 'go live' which were handed over at the end of our involvement. As we handed over, the job adverts for new roles had just gone live. Over time, once in post the trusted assessors are expected to improve quality of life and quality of care for patients, staff experience, and sustainability of the service.



QUALITY IMPROVEMENT

We are passionate about quality improvement (QI) and the potential positive impact on people's outcomes and experience of care that QI methods and tools can achieve. Now more than ever, local and national healthcare leaders need to focus on improving quality and delivering better value care. QI should be at the heart of local plans to improve the safety, effectiveness, and experience of care.

We have seen how even relatively small-scale QI tests of change can lead to improvements for staff and those receiving care. We regularly apply QI approaches in our work, including as part of organisational development support programmes, supporting leads in new roles, in evaluations of service provision, and as part of enabling organisations' future improvement and transformation.

There is even more potential with QI if techniques are applied consistently and systematically across organisations and systems. We are actively working with teams across the country to help strengthen support to people at the frontline of our public services, and to build confidence in their own ability to use QI approaches and methodologies to design and successfully implement positive changes.





QUALITY IMPROVEMENT IN ORTHOPAEDIC TRAUMA CARE

CASE STUDY

The Getting it Right First Time (GIRFT) programme strives to improve the quality of care within the NHS by addressing areas within various specialties where there is unwarranted variation. As a part of our support to the programme, we worked with GIRFT on improving the quality of adult orthopaedic trauma care.

Adult orthopaedic trauma services care for people with musculoskeletal injuries ranging from bone fractures to ligament injuries. In people with pre-existing medical conditions (often related to frailty in older age), a musculoskeletal injury often comes with other injuries that may require treatment or care from other specialties, outside of the orthopaedic trauma pathway. Collaboration throughout the orthopaedic trauma pathway is essential to ensure the best possible outcomes for the patient.

The GIRFT team undertook a series of deep dives with clinical and managerial staff in 126 NHS hospital trusts to understand

where there is variation in the provision and quality of orthopaedic trauma care. These deep dives were accompanied by a questionnaire to capture additional information where there was a lack of national data.

PPL consolidated all of the information, including the analysis of the questionnaire, Hospital Episode Statistics (HES) and National Hip Fracture Database data, into a report consisting of key recommendations for the service. These recommendations will act as a guide for all trusts on how to address existing unwarranted variation in orthopaedic trauma and ensure that patients receive timely, high-quality care from the right individuals and in the most appropriate setting: helping hospitals across the UK to improve orthopaedic trauma care and help people recover from potentially life-changing injuries.





ANALYTICS AND EVALUATION

Making effective use of analytics and data is at the heart of everything PPL does, from creating dashboards that support better planning, delivery and assurance of our public services, to developing business cases that secure the investment needed to enable positive change.

Since PPL was founded 15 years ago the quality of public sector data has increased, the tools at our disposal have become more powerful, and new areas of specific focus, such as tackling inequalities, have come to the fore.

Due to the rapid pace of change, PPL is developing its analytics and evaluation approach. We have never done analytics for analytics' sake – we use data to drive change and create impact with our clients and partners. We use analytics to provide deeper understanding of issues and potential solutions, to work with our partners to discover where analytics may help them realise their vision, and to secure buy-in from people and organisations who need to be taken on a journey to achieve sustainable change.

This year has seen the establishment of our Analytics Community of Practice. The community is focused on strengthening PPL's analytics offer and continuously upskilling our team, as well as delivering analytics projects that have had a real impact on communities around the UK. We are determined to continue this trajectory as we enter 2023.





WHAT WORKS TO ENCOURAGE COVID-19 VACCINATION IN NEWHAM?

CASE STUDY

Evaluation of the Covid-19 vaccination rollout, Newham Health and Care Partners

Newham Health and Care Partners wanted to understand more about why residents did or did not take up the Covid-19 vaccine. The partners had put in a lot of work to encourage vaccination, including developing community access sites, Covid-19 champions and even a roving vaccination bus, and they wanted to understand what had made a difference.

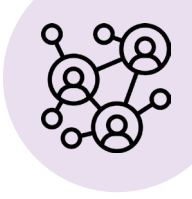
Newham is an economically deprived and highly ethnically diverse borough. Teams working on the roll-out knew from feedback from the Covid-19 Champions and other programmes that their work had encouraged some people who would never otherwise have considered a Covid-19 vaccine to get vaccinated. Through the evaluation, the partners wanted to understand specifically what 'moved the dial', including what channels succeeded in getting information out to people in different communities and of different backgrounds and ages.

Our team developed a plan for the evaluation, including a detailed engagement plan for specific demographic groups, communities, and people with specific lived experience that we would try to hear from. We interviewed people involved in the vaccine roll-out, did a literature review of previous evaluations, and undertook community engagement in partnership with the local voluntary sector. Highlights included attending a community summer barbecue and a Jubilee celebration tea party to ask people about their views on vaccination access. The work required having conversations about some of the toughest issues at the heart of health inequalities, ranging from institutional racism to trust in public services and how misinformation spreads through communities.

We presented our final report at a partners' learning meeting, which included our findings on what worked and future-facing recommendations for future public health initiatives in Newham. We also created a stakeholder map which brought together community contacts in one searchable place.

In the short term, the evaluation improved understanding of Covid-19 vaccine uptake in Newham. In the longer term, the project helped to capture learning from the pandemic to ensure that future public health initiatives are able to apply this to those most at risk of poor health outcomes. We are particularly pleased that our work with Newham was also able to deliver additional social value into the local area, including through our team providing pro bono time and funding to support the local voluntary and community sector.





COMMUNITY ENGAGEMENT

The scale of the challenges facing our society have only grown in the past year, with the cost-of-living crisis following on the heels of the Covid-19 pandemic. At PPL, we believe that positive change is possible because we've seen it happen time and time again with our clients and partners. And we know designing and delivering such change has to involve local people if it is to be successful.

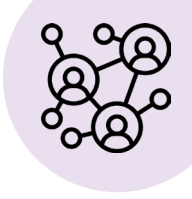
Community engagement is often misrepresented and misunderstood, either as a 'nice-to-have' or as an 'end-in-itself'. Quality community engagement involves true partnership, with organisations on-the-ground and with communities themselves. It also takes persistence, patience, and a desire to learn and improve from every experience.

Over the past year at PPL, we've worked with partners to understand who needs and wants to be involved in public sector service changes. We've then worked together to plan how we can reach out in an accessible and inclusive way that values people's time and skills, and how we can support paradigm shifts towards community power and health creation. We've engaged diverse groups in complex public health issues ranging from obesity to the Covid-19 vaccination roll-out. We've brought together disparate teams working on community

development to plan at a neighbourhood and place level how to bring precious resources together to better support local people. We've helped systems collaborate with community representatives to truly embed community engagement in system structures and ways of working. We've gone out to schools and food banks ourselves to listen to what people have to say, and we've also worked to find local representatives who are best placed to get local residents involved.

Community engagement isn't something anyone can do perfectly. We are always learning about ways to include more broadly, listen more deeply, and hand back power to the people whose public service it is anyway. But we're proud to say that this is a growing area of work for us. We feel this growing interest is indicative of a wider shift in the public and third sector towards 'working with' rather than 'doing to' communities.





CO-DEVELOPING THE LEWISHAM PEOPLE'S PARTNERSHIP

CASE STUDY

The Covid-19 pandemic showed the strengths of Lewisham's communities, including a willingness to get involved in supporting better health and well-being for all, and the potential to engage in new ways. However, it also highlighted the impact of ongoing inequalities across Lewisham, and the complexity of local health and care systems, which can stand in the way of effective engagement with citizens and across diverse communities.

Lewisham recognised that for the borough partnership to address these challenges successfully, the partnership governance needed to evolve in a way which was reflective of different cultures, styles, and resources to enable the residents and communities to have a greater say in the services that affect their day-to-day lives.

The Lewisham Health and Care Partnership (LHCP) decided to support the development of a new formal sub-group of the partnership for communities called the Lewisham People's Partnership to ensure that the lived experiences and needs of Lewisham residents drive local partnership decision-making.

PPL developed and delivered a programme with communities themselves to develop jointly how the Lewisham People's Partnership will work, and how it will engage with partners to ensure all local voices are heard.

This included:

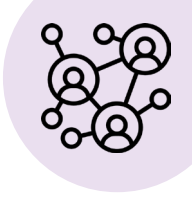
- creating the conditions where all individuals and communities can exercise power equally and make or contribute to decisions that influence the social, economic, cultural and political determinants of health
- building trust and strengthening local relationships
- providing people with opportunities to participate by reducing barriers to

participation (language, resources, attitudes and cultures) and by working with the partnership to engage in a meaningful and supportive way

- and working together to do more with what we have – recognising limits on the funding, time and capacity available, understanding from a community perspective how the system can work differently to do more with the resources that are available.

The result was an inclusive set of proposals which have now been agreed between communities and the partnership, and form the basis for new arrangements to start in 2023.





PULLING TOGETHER IN SURREY DOWNS

CASE STUDY

From 2021 to 2022, we supported Surrey Downs Health and Care Partnership to develop the Pulling Together programme to encourage health creation and asset-based community development with local people.

Pulling Together was created to encourage health and care partners to 'pull together' to support local communities to look after their own health and promote prevention and wellbeing. In particular, the focus was on encouraging further collaboration between primary care, the voluntary and community sector, district and borough councils and local people.

The first phase of the work was a series of masterclasses aimed at encouraging shared learning and inspiration around health creation. The second phase focused on enabling more practical action on the ground, and came with funding for each Primary Care Network to put towards health creation projects agreed in partnership. Midway through the project, the Fuller Stocktake (a national review of primary care) was launched. This meant that Pulling Together has become a key

part of Surrey Downs' Fuller Stocktake response and evolving approach to neighbourhood working, building out wider partnerships to do more with communities and collaborate from initiatives ranging from community health hubs to local gardening projects.

Collaboration between partners on community development has to come from the ground-up. It requires openness, commitment and enthusiasm from professionals in the system, as well as clear expectations set at a system level. We found that Pulling Together has worked best as a more informal space for shared learning, discussion, and peer support across the partnership around health creation. It has enabled professionals involved in health creation and community development across Surrey Downs to get to know each other and collaborate on health creation projects. In the long term, the ambition is for this to lead to improved health and wellbeing for local people, reduced health inequalities, and less demand on the health and care system in Surrey Downs.





OUR VOLUNTEERING

We aim to make a positive difference primarily through our work with clients. In addition to this, however, all PPL-ers have up to 10 days of paid volunteering leave which they can put towards supporting a cause of their choice.

Our volunteering is part of our long-term investment in social impact. Our team are passionate about a wide range of causes and bring deep experience and expertise both in consultancy but also in other areas of work and life. We believe the best volunteering happens when organisations benefit from access to a diverse range of skills and experience, new ideas and fresh approaches, and the opportunity to build long-term relationships with volunteers.

We also believe that volunteering is great for our team and their personal and professional development and wellbeing.

From 2021 to 2022, the PPL team have supported causes ranging from environmental sustainability to women's empowerment. We're proud of their commitment and enthusiasm, and excited to help support colleagues to do even more in 2023.



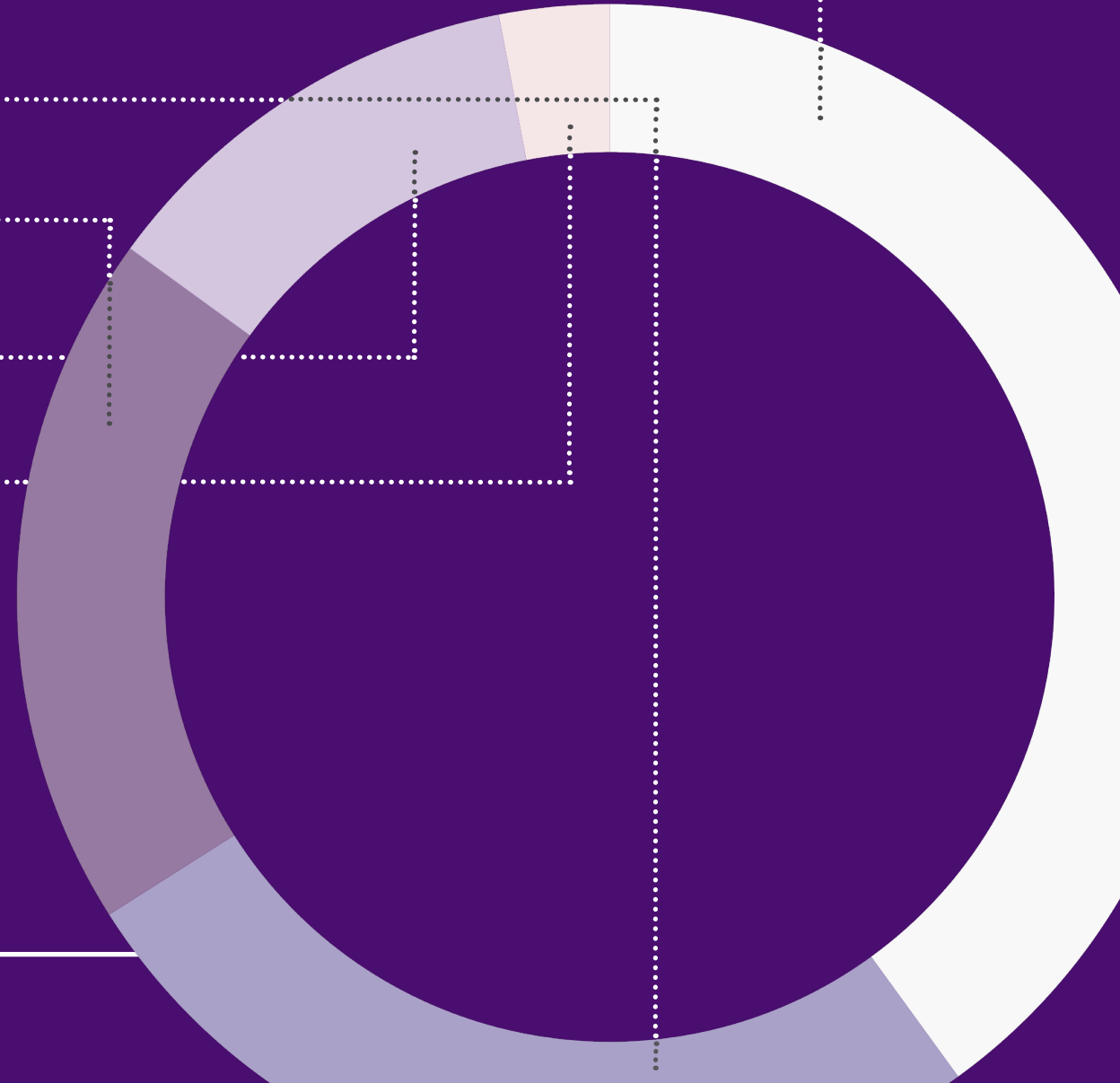
Over the last year, 18 PPL team members have volunteered 700 hours at the following organisations:

- Action for Children
- Bermondsey Secondary school
- Brazelton Centre UK
- Campus Children's Holidays
- Centrepont
- Fundación Yopez A.C.
- Leatherhead Community Hospital
- Looe Marine Conservation Group
- Metropolitan Police
- NaariSamata
- British Red Cross
- South London Cares
- St Vincent De Paul Society
- TeamUPside
- The Carbon Literacy Project
- The Mill



OUR VOLUNTEERING AT A GLANCE

- 40% • Health, Care and Communities
- 26% • Children and Young People
- 19% • Environment and Sustainability
- 12% • International Causes
- 3% • Social Isolation and Older People





VOLUNTEER STORIES



“ Anahita Bordoloi has volunteered with Naari Samata this year, fundraising for their ‘Sponsor A Village’ programme. This programme supports local communities in rural Indian villages to identify their most pressing challenges and supports them with corresponding infrastructure development projects.



“ As part of Activities Week at a local school in the Borough of Southwark, Rusne Zalnoraitė led nutrition workshops with Year 7 – 9 students. These educational sessions covered the basics of nutrition and gave pupils the opportunity to role play a nutritionist in a skill building activity about enriching recipes with more fruit and veg.



“ Pippa Quincey has volunteered as an Independent Visitor for four years, building a long-term relationship with a young person in foster care through social activities and fun days out around London.

WHY OUR TEAM VOLUNTEER*

88%

volunteer to give something back to their community

56%

volunteer to develop new skills, knowledge or experience

50%

volunteer to build on already existing skills and to share knowledge and experience

38%

volunteer to feel valued and to feel part of their community

25%

volunteer to meet new people and for a chance to socialise with others

*Results of PPL annual volunteering survey



OUR DONATIONS AT A GLANCE



“ **Impact Spotlight**

PPL’s donation to the Prisoner’s Education Trust (PET) in 2022 helped them provide courses and support to people in 118 prisons and further the case for digital access and improved education in prisons. One learner said ‘being able to study through courses funded by PET has been a lifeline for me [...] the courses on offer have the ability to change my life for the better’.



PPL DRAGONS' DEN

In 2021, we held our first ever PPL Dragons' Den to allocate £10,000 to charities. Three colleagues pitched their causes and the rest of the team were the dragons! We held our second Dragons' Den in 2022 and will be making donations to three new charities pitched by the team as a result. We also checked back in with the recipients of the 2021 round of funding to hear from them about the impact of the donations and to discuss how we might be able to support them more broadly in the future.

2021

Organisation	Funding	Impact
Commit and Act Dedicated to helping health care workers in Sierra Leone support people struggling with trauma following the war, as well as with mental health and other issues.	£5,000	<ul style="list-style-type: none"> • Commit and Act used the funds from PPL, in addition to some additional funding, to buy their first tractor. • The business case they developed helped them to get an addition two tractors donated by a German NGO.
Home Start Southwark Provide emotional and practical support to families who are having difficulties managing parenting.	£3,000	<ul style="list-style-type: none"> • Practical help to local families, e.g. heating, electric, supermarket vouchers. • Empowering Southwark residents. • Team development. • Support in targeting the most marginalised families.
GoodGym Southwark GoodGym aims to support isolated older people, whilst helping local communities and improving physical and mental health.	£2,000	<ul style="list-style-type: none"> • 10,529 good deeds were carried out in Southwark by 1,250 runners. • 1,481 missions were carried out to help older people. • 81,885km were run!

2022

£3,900

NaariSamata

Their mission is to promote the safety and well-being of women, children and vulnerable communities, with a particular focus on addressing issues related to gender, caste and sexuality.

£2,700

Looe Marine Conservation Group

Looe is run entirely by volunteers who aim to protect and reserve the marine wildlife and habitats for future generations.

£3,900

Sickle Cell Society

The only national UK charity that supports and represents those affected by sickle cell to improve their quality of life.



THE PPL WINTER FUND

PPL has worked with local charities in Southwark to provide a Winter Fund of up to £40,000 to support residents in our local area to heat their homes and buy food.



In August 2022, Claire Kennedy and Simon Morioka, PPL's Joint Chief Executives, wrote a [blog](#) calling for 'specific, direct and immediate action ... to avoid the worst of the winter crisis ahead'. In the [article published by the HSJ](#), they described approaching the winter as a 'human-sized' challenge.

Focusing on this 'human-sized' challenge, PPL have been actively working with the NHS, local authority and voluntary and community sector groups across the county, and also in our local community throughout winter.

In the face of another crisis for health and social care, and for the vulnerable and those most impacted by health inequalities, national support is unlikely to be sufficient on its own.

Therefore, we wanted to contribute actively to solutions to this crisis closer to our home in the London Borough of Southwark. With the unsustainable pressures on the health and social care system compounded further by the twin pressures of inflation and budgetary restraint, we must, now more than ever, look to build solutions in the community and for the community. As Claire and Simon described in August, to 'throw open [PPL's] doors', inviting people in and 'reducing pressure not just on them, but on statutory services too.'

Our unofficial motto has always been 'do what you can, with what you have, where you are'. To put this into practice, PPL worked with local charities in Southwark to provide a Winter Fund of up to £40,000 to support residents in our local area to heat their homes and buy food.

Our model of delivering impact recognises that we can make a difference in three ways – through the work we do with our clients, through the time we use to volunteer and through the money we donate, as a social enterprise, at the end of each year through our social impact fund. The Winter Fund is our first attempt to pull our funding together to tackle a specific challenge and is part of our journey of learning how best to support the organisations and partners within our community who are doing amazing work that sits outside our expertise but is a key part of achieving our mission – to improve health and wellbeing outcomes

across the UK. It is a privilege to work alongside such caring and innovative partners. We know our model is unusual but we are proud of the difference we know we are making and of the impact innovative, socially-led businesses can have in a local community.



01. A message from our co-founders
02. Our clients and partners in change
03. Our values
04. Delivering impact

05. How we work

LAUNCHING OUR SOUTH WEST OFFICE

At PPL, our ambition has always been to promote better health, wellbeing and economic outcomes across the UK. Historically, our team has worked across the UK and Isle of Man but based mainly from our Bermondsey headquarters.

We are excited to be bringing our work closer to key clients in the South West of England as we open a new office in Redcliffe, Bristol City Centre. We've worked with clients in the South West for over a decade and we know that opening an office in the region will allow us to deepen our relationships and drive our UK-wide impact.

“

PPL is a unique organisation, and I'm really excited to share our knowledge, expertise and pragmatic approach with more organisations in the South West. It's early days but the discussions and work to date have already shown the potential to grow our social impact in the region. I'm looking forward to shaping this going forward and seeing what we can achieve!

Joe Kane-Smith, Manager



“

At PPL, we are passionate about growing our impact. This year, we have talked about extending our reach and opening up connections in new areas of the UK. We see the South West office as the start of us building a more dispersed national presence and we are all excited by the opportunity to work with partners to tackle both the shared and unique challenges across the UK.

Claire Kennedy, CEO



homes through housing advice, advocacy and hands-on support.

Our South West office is already working with local clients, and we hope this is just the start of an exciting set of connections and activity across the whole region. Joe and Claire, our Joint Chief Executive, share some thoughts below about the future and opportunities ahead.



AWARDS

We are often uncomfortable with singling out any one of our projects as 'better' than any other. It is often the least glamorous and hardest projects that go beyond sounding impressive and become that most impressive thing of all – real change. These projects also rarely lend themselves to a neat 500-word award submission. The reward is in the outcomes, the relationships and the satisfaction of having lived up to our unofficial team motto – 'Do what you can, where you are, with what you have'.

But some awards are different.

As an SME, we have been humbled to be recognised by our peers and clients again as one of the Financial Times' Leading Management Consultancies in the UK and, as B Corp, in the Top 5% Best in the World for the way we work as a team.

Both awards allow us to describe a way that takes the absolute best of the consultancy model – its creativity, intelligence, analysis and passion – and achieves it through building a sustainable, resilient and empowering workplace.

This year, we were equally proud for the first time to have been a Finalist in the Health and Social Care Social Enterprise of the Year category at the Social Enterprise UK Awards, and to have been Highly Commended in the BBEA Purpose before Profit Award.

We have learned that sharing pride in the way we work opens us up to even more opportunities for connection with like-minded travellers.

In the words of Claire Kennedy and Simon Morioka, our Joint Chief Executives: 'PPL is always moving forward and always changing but, by having a clear sense of what we are trying to do and where we are heading, we get to share that journey with each other, with our partners and with our clients'.

We think that's a great way to travel.





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