



An enduring commitment to Consulting Excellence

PPL is a proud signatory of the MCA Consulting Excellence framework

May 2024



Declaration

PPL is a social enterprise and B Corp that exists to promote better health, wellbeing and economic outcomes across the UK working with individuals, communities and the organisations that support them.

We do this through applying the best of current and emerging thinking in the fields of management science, analytics, organisational development and consultancy to help people achieve better outcomes in life and to deliver social value.

Over the last 17 years we are proud to have been recognised in the MCA Awards as eleven-times finalists and three-times winners, including for Consulting Excellence Client Service & Value and Ethical Behaviour. From 2022 to 2024, we were ranked as one of the leading consultancies by the Financial Times in the areas of Healthcare & Life Sciences, Public & Social Sector, Organisation & Change, and Innovation, Growth, and New Business Models. In 2022 and 2021, we were recognised as 'Best Charity / Social Enterprise' by the Patient Experience Network National Awards and were also awarded 'Best for the World' in the Workers category by B Corp UK, indicating we are in the top 5% of B Corps nationally as a place to work.

We believe in Consulting Excellence, not simply because we think it is the "right" way to operate, but because we believe it is the only way to continue to grow and develop as an organisation, whilst expanding the impact and value of our work. PPL has a particular expertise at supporting our clients to work across organisational and geographic boundaries, including our work with the NHS at ICS level, bringing together different parts of the system both strategically and in our work with INTs and a strong track record in integration between health and social care. We also hold this value closer to home as well, and work closely in conjunction with Sonder, a group of organisations that provide access to multi-sectoral and inter-disciplinary expertise, ensuring that we can link our clients with the right support at the right time, even if it isn't through us.

Across the domains of ethical behaviour, client service and value, and professional development, Consulting Excellence is at the heart of everything we do. It is a commitment shared across all of our teams and with our clients in the work we undertake with them. Finally, it is at the heart of our CMI-accredited professional development offer, and our ongoing support for the development of the Chartered Management Consultant Award, with five of our management team now chartered management consultants.

Above all, at PPL, we understand that Consulting Excellence is a journey, not a destination, and we remain, as ever, committed to doing "even better" in the year ahead.



**Claire Kennedy and Simon Morioka,
Joint Chief Executives, PPL**



Excellence through ethical behaviour

We are responsible, good citizens

PPL is shaped by our ongoing commitment to doing business better.

We became a social enterprise in 2019, and committed to reinvesting over 50% of our operating profits in good causes each year. Our team each have up to 10 days a year of volunteering leave, in addition to annual leave, that they can take to use their skills in support of charitable organisations. In 2021 we became a certified B Corp, joining a global community of organisations measuring and improving our social and environmental impact in every aspect of our work.

Our business practices are responsible and transparent. We are ISO27001, ISO14001 & ISO9001 accredited with a strong Quality Management Framework. We share our learning openly and regularly work in partnership to provide additional value to our clients.

We conduct business ethically

“Potential to make a positive impact” is our first criteria for qualifying all new client opportunities.

Our clients and partners recognise and value the fact that we are not a purely commercially-driven organisation. Our ambition is to improve the lives of individuals and communities, which we achieve through the work we choose to undertake.

We also have strong sector partnerships with national bodies in both the public and voluntary and community sector to enhance our impact.

We don't commercialise intellectual property – all of our products, materials, learning and tools are made freely available across the sectors we work within. Since 2015 we have been making our accredited management consultancy training programme, “How §We Learn”, available to clients and third sector organisations, training our clients' staff in core consulting skills.

We foster an ethical culture

Our Co-Founders & Managing Partners meet regularly with PPL's independent Senior Advisory Group, comprising of sector experts and chaired by Professor Paul Corrigan CBE, to assure commitments are being delivered.

Our values, established in 2007, are embedded through everything we do. These are being creative, ethical, competitive, balanced, structured, flexible, and sustainable.

Our values guide our approach to attracting, recruiting and developing our people. These values support our selection of business development priorities and shape the way that we work through our policies and practices.

“As a small specialist consultancy, PPL punches above its weight. The individual consultants are excellent and always strive not simply to deliver what clients want, but also what they need.”

Tony Hunter OBE, Former Chief Executive of the Social Care Institute for Excellence

Excellence through client service and value

We provide excellent consulting services which deliver the outcomes clients seek and need

Our consultants maintain strong relationships with clients throughout projects, focussed around the question 'what do we need to do differently today to maximise impact?'

Through continuous evaluation, feedback and learning across the project lifecycle, we ensure teams maintain a focus on what matters to our clients.

Our people are enthusiastic about the work we do and are committed to delivering the outcomes required. This is evident in the feedback we receive.

"Overall PPL were a fantastic team; I am really grateful for their support. We've had feedback from system partners that East Surrey is unrecognisable from where we were before, and I can categorically say that we would not have got to where we are without PPL."

Sumona Chatterjee, East Surrey Place-Based Leader, Surrey Heartlands Integrated Care System

We are transparent with clients and respond to their concerns

We use industry recognised standards to help provide a common language across our projects and our clients. Our approach includes providing not just the technical and project management skills required but also the behaviours, self-management and self-awareness to manage client expectations and team dynamics.

We work with our clients and their teams to co-design solutions, working across disciplines and organisational boundaries.

"Applying the principles of starting somewhere and going everywhere, PPL's focus on making practical change, combined with a long-term vision, has been a real asset in supporting our teams with integration."

Thirza Sawtell, Place-based Leader, Surrey Downs Health and Care Partnership

We always strive to improve the value we can deliver to our clients

We recognise value has at least two dimensions – outcomes and the costs of producing them. We offer fixed price and capped time-and-materials consultancy agreements to our clients, based on a transparent breakdown of time and costs.

We compete in the marketplace not simply on price, however, but also on quality and delivery. Our work has been consistently recognised and we are proud winners of the Patient Experience Network Award for Best Social Enterprise and Commissioning for Patient Experience 2021, MCA Consulting Excellence Award for Ethical Behaviour 2018, and Consulting Excellence Award for Client Service & Value 2017.

"At a time when we needed excellent professionals [...] PPL provided the support we required - people that were enthusiastic about our vision and were committed to delivering real change and improved outcomes."

Director of Joint Commissioning, Local Authority/CCG

Excellence through professional development

We undertake training and professional development planning each year

“How We Learn” is PPL’s approach to learning. It encompasses everything we do and embodies our growth mindset.

Our “How We Learn” programme has been accredited with the Chartered Management Consultant Award, a professionally recognised programme awarded and supported by CMI and the MCA.

We have a culture of continuous development focussed on core consulting skills and specialisms in public service outcomes. We run a programme of monthly core consulting skills training, peer support groups, and support individuals to develop against their skills and objectives as part of our people and performance management.

We promote strong core consulting capabilities and specialisms across our team

We are proud that many of our team have progressed through the grades with us, and that many of our alumni are now delivering complex change within the public sector.

Our reputation for service, value and specialist expertise is fundamental to our success. We reinforce this reputation through developing the capabilities and specialisms of our people – and our clients.

By asking ourselves ‘what value remains when we leave’, we seek to make sure we are transferring skills and capability as well as continually developing ourselves.

“What will I take with me from PPL? The passion for delivering public outcomes and our core values.”

Joe Nguyen, former PPL-er, now Borough Director, Central London, North West London ICS

We support our employees’ career progression, professional development and welfare

We might not be the only consultancy our people work for in their career, but we want to be remembered as the best place they worked. We support and challenge our people to develop themselves and each other. We plan, resource and manage our teams to create opportunity and encourage progression and we listen to feedback to shape our decisions on an ongoing basis.

We have formal employee engagement through monthly whole team meetings, family lunches, bi-weekly one to ones, peer support groups and surveys. In 2020 we introduced Mental Health First Aiders and established an ED&I working group to ensure we continuously improve on ED&I. We have succeeded in creating a supportive culture within an industry where meeting client demands is often seen as incompatible with a more balanced lifestyle.

Excellence through diversity and inclusion

We embrace diversity and inclusion and understand the importance and positive benefit of people from different backgrounds working for our companies and our clients.

At PPL, two of our strategic priorities are to promote ED&I and develop our impact, which we aim to uphold throughout our recruitment processes to obtain a diverse talent pool. Over time, we have collaborated with various organisations to meet this objective and recruit individuals who traditionally may not have considered a role in consulting.

An example of this is our partnership with The Officers' Association, which offers guidance, support, and relief to individuals who have served in the Armed Forces, along with their families and dependents. Our collaboration with them has not only assisted in fulfilling their charitable objectives but has also enabled us to source talent from diverse backgrounds, providing our workforce with fresh perspectives and cultural diversity.

We recruit and retain people from a diverse talent pool and are committed to developing diverse future leaders and ensuring their progression in the industry.

PPL believes that it is only through encouraging and valuing diversity that our organisation, our clients, and the broader society of which we are all a part will ultimately prosper. In line with this, PPL have previously partnered with The Prince's Trust, dedicated to empowering young people facing disadvantage by equipping them with the confidence and skills necessary to navigate life successfully. Together, we have worked to address inequality and combat the cycle of youth unemployment and mental health challenges. We aim to do more of this work in the future.

Furthermore, we regularly review our mid-year and year-end processes to maximise team development and facilitate career progression. For example, we recently introduced a "What Good Looks Like" guide across different grades to assist our team in understanding role expectations and conceptualising their roles more explicitly.

We support industry efforts to improve progress on diversity and inclusion.

We prioritise fairness, equality, and diversity in our recruitment practices. To uphold these values, we operate a blind recruitment process, where staff evaluating CVs only have access to essential information regarding candidates' experience. Our HR function removes all identifying details, aiming to mitigate unconscious biases. This approach ensures that candidates are evaluated solely based on their skill set and experience, fostering a fair and unbiased selection process for all applicants.

Additionally, we request that candidates complete our ED&I survey, aiding us in monitoring the diversity of our applicant pool. This data informs our efforts to continuously promote fairness and equality in our selection process, workforce, and policies. Throughout the recruitment stages, we use multiple scoring criteria aligned with our competency framework, which serves as a central resource for upholding the highest standards in the management consulting profession.

Excellence through sustainable development

We ensure that our firms operate in an increasingly sustainable way and strive to ensure that sustainability is considered by our clients in our work with them

PPL holds "Addressing the Climate Emergency" as one of our four Strategic Priorities for 2024 and we have been working to ISO 14001 environmental management standards since 2009. This involves holding ourselves, and supporting our clients, to high sustainability standards.

We have publicly committed to achieving Net Zero emissions by 2025 and we have made great progress in achieving this commitment. This year we have purchased high quality carbon offsets that exceed our estimated carbon footprint.

Through our work with clients, and a particular focus on digital and data, we have supported clients to analyse and plan to mitigate the carbon footprint of multiple activities. We have also supported clients to see the linkages between sustainability and broader strategic goals such as improved access to greenspace or improved active travel infrastructure.





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