



January 2020

An enduring commitment to Consulting Excellence

PPL is a proud signatory of the MCA Consulting Excellence framework



MCA

A POSITIVE FORCE
FOR THE ECONOMY

PPL

Declaration



PPL is a social enterprise that exists to promote better health, wellbeing and economic outcomes across the UK by 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 13 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.

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.

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.

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 Simon Morioka
Co-Founders and Managing Partners,
PPL



Excellence through ethical behaviour



We are responsible and 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. In addition, members of 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.

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 our 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. 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 the clients want, but also what they need.

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

Excellence through client service and value



We provide excellent consulting services focussed on outcomes

Our consultants maintain ongoing personal relationships with client leads throughout our 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.

It was a really excellent course – it has helped bring the team together and equipped us to deliver better support to the sector, and in turn improve health outcomes for the populations served by our significant, national client base.

**Laura Churchill, Director
NEL Healthcare Consulting**

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.

It was a pleasure working with PPL [...] they are professional, friendly and efficient and they quickly identified our local opportunities and challenges. Their intelligence and innovative approach were contagious and helped ensure buy in to the project across Hampshire.

**Mr Robert Pears, Medical Consultant in Public Health,
Hampshire County Council**

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 both fixed price and capped time-and-materials consultancy agreements to our clients, based on a transparent breakdown of associated 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 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 continual development as we develop a strong core of consulting skills with specialisms in public service outcomes amongst our people. 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 in our consultants and the wider 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 Deputy MD at Hillingdon CCG

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. Like an extended family, 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 on-going 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 Aid training to the team to improve our ability to support wellbeing.

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.

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