

IMPACT REPORT 2018

IMMERSION

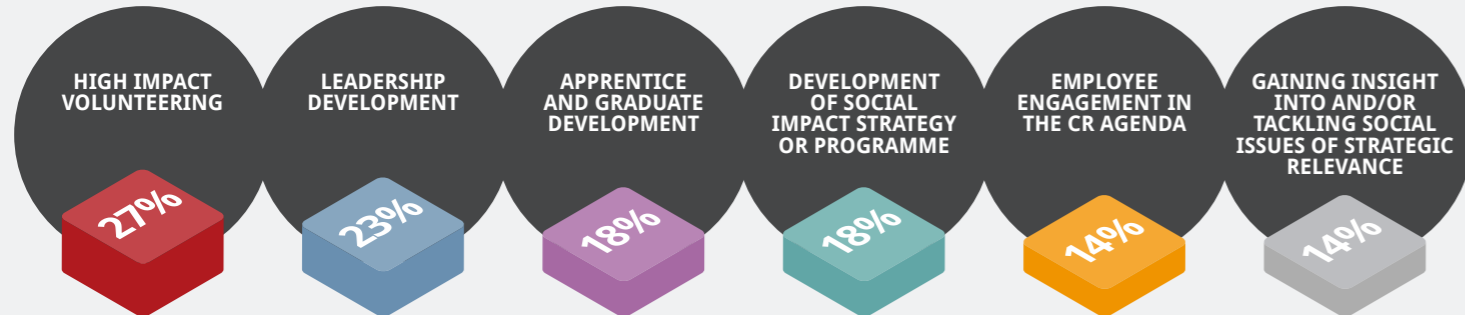


BUSINESS IMPACT JOURNEY 2018

WE DEvised AND DELIVERED 60 PROJECTS ACROSS THE UK, CREATING BUSINESS VALUE AND SOCIAL VALUE, HAND IN HAND.

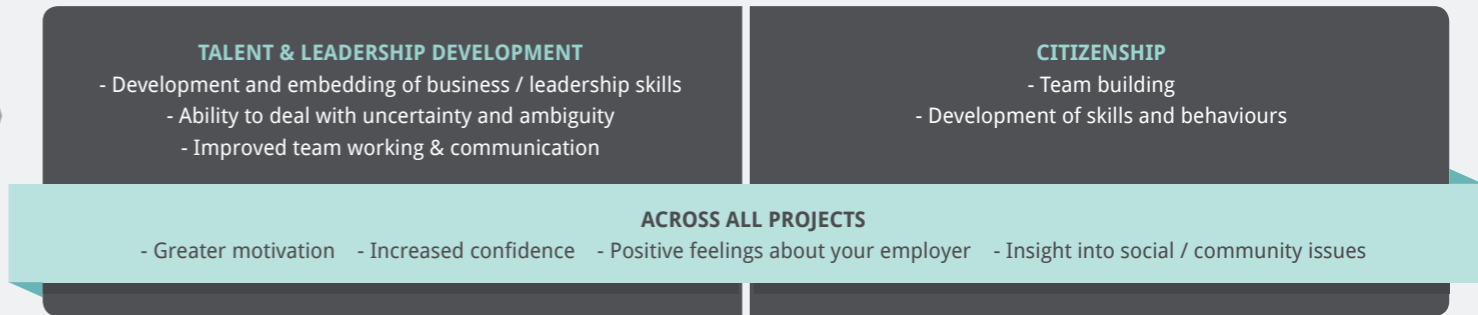
STRATEGIC BUSINESS DRIVERS

% of projects with each business driver as their focus. Some projects had more than one driver.



OUTCOMES & IMPACT FOR BUSINESS PARTICIPANTS

These are the top reported outcomes and impact for participants across our 2018 projects:



GETTING YOUNG PEOPLE FIRED UP ABOUT TECH

What connects 600 young people from three different UK cities with digital technology? The answer: Tata Consultancy Services' (TCS) one-week 'Digital Explorers' programme for school students, created to address the shortage of STEM skills amongst school-leavers and graduates.

We designed the week's content, at the core of which was a challenging project, set by a TCS Consultant, for the students to use social media to do social good. In an environment mimicking work experience, the students were empowered to develop something real that could benefit their daily lives.

Alongside the project, we worked with TCS volunteers to develop and deliver interactive sessions on digital technology, ran business skills workshops and brought in guest speakers from TCS and the local digital economy.

Ninety-six percent of students felt the experience was valuable for their future careers and 80% said they were more likely to consider a role in tech or digital as a result. The volunteers said that being involved made them feel proud to work for TCS.

"Three Hands brought expertise, professionalism and deep insight into what motivates young people to help us successfully deliver a hugely ambitious programme."

Yogesh Chauhan, Director of Corporate Sustainability, Tata Consultancy Services

BUILDING A HIGH IMPACT PARTNERSHIP

Centrica's new partnership with Carers UK seeks to transform the lives of carers across the country. We were brought in to help both organisations build the foundations they will need to make the partnership as strong and transformative as it can possibly be.

We began with in-depth scoping to understand how each organisation works best, what they can put into the partnership and the impact they aspire to achieve over the three years.

From this rich insight we then ran a one-day partnership workshop for the 'doers' from both organisations. The Centrica leads spent time immersed in the experiences of carers, hearing real calls from the Carers UK helpline, exploring the charity's online forum for carers and speaking to Centrica employees who are carers about their experiences. They were then joined by the Carers UK leads; together they shaped the partnership activities, overall goals and Year 1 targets.

Everyone left the workshop enthused and energised by the huge potential of the partnership and with tangible next steps to focus on.

"Three Hands' support was invaluable in getting our three-year partnership with Carers UK off to the best possible start. They build great relationships with stakeholders, understand what makes a truly impactful partnership and are never afraid to be bold."

Katie Bucher, Senior Corporate Citizenship Manager, Centrica

SENIOR LEADERS ENGAGING IN A TOUGH SOCIAL ISSUE

It is all too easy to shy away from a topic like domestic abuse, but Lloyds Banking Group had identified it as an issue of relevance to customers and colleagues. They wanted to learn more about it – and did so by deploying members of their Community Bank Executive Committee to volunteer their business skills with those working at the heart of the issue.

Directors and experts from three charities – Surviving Economic Abuse, Safe Lives and Refuge – seized the opportunity. They benefited from the insights and business skills of the senior leaders, who helped each of them with a pressing strategic issue. They then shared their own expertise and first-hand experiences of domestic and economic abuse. The charities learnt from the bank and the bank learnt from the charities.

We then took this further in a second 'social insight' session for HR and Vulnerable Customer specialists from the Bank. We helped them take the in-depth insights from the charities and use them to devise new ways of supporting customers and colleagues affected by the issue.

"We recognise this is an incredibly complex topic and something of a hidden issue. Bringing the three charities and the Community Bank Executive Team together to share knowledge and skills enables us to focus on how we continue to support those impacted by this important issue."

Jane Rodrick, Senior Vulnerability Manager, Lloyds Banking Group

DEVELOPING TOMORROW'S LEADERS

Influencing without authority, dealing with change, tackling ambiguity, emotional intelligence – these are just some of the demands on today's leaders. Add the need to be aware of societal issues such as mental health and the ageing population, and leadership appears to be more challenging – and potentially more rewarding – than ever.

That was our thinking when setting up 'real world' development projects for future leaders on Prudential's flagship leadership programme. We gave them strategy projects with charities to take on as an undercurrent to their development journeys.

One team was challenged to support a care home, whose elderly residents faced mental health problems and alcohol addiction, to dramatically reduce its staff turnover figure. In implementing the changes required, they dug deep to get to the heart of the issue, operated outside of their comfort zones, communicated with presence and influenced in an unfamiliar setting – and in doing so contributed to a 22% improvement in staff retention.

"The project engendered a real sense of responsibility and commitment that you just would not feel from a normal learning and development exercise... Lessons in areas such as starting with 'why?', being brave when challenged and managing change are all directly applicable back in our day jobs."

Ian Ridden, Financial Planner Manager, Prudential ('LEaD' programme participant)

GRADUATES DRIVING THEIR OWN DEVELOPMENT

The final two-day development module for graduates at Rentokil Initial was designed to help them reflect on their learning, develop their leadership skills and close off the programme with a bang...

On day 1 we delivered a series of tailored skills development workshops on influencing, communicating with impact and stakeholder management – topics which they had self-identified as critical to their development. We co-created the content with them, increasing their engagement and giving them ownership over the sessions throughout.

On day 2 the graduates applied and embedded the previous day's content by designing and running high-impact workshops for 28 sixth-formers at a local school. The workshops demystified the world of work for the students and built up their confidence and skills for their upcoming work experience placements.

The school students walked away having addressed career anxieties, feeling more prepared for work experience. The graduates left ready to roll off their development programme empowered, enthused and prepared to own and drive their ongoing personal development at Rentokil.

"I can honestly say it was by far the most relevant, useful training session I have taken part in. I felt I went into the session feeling fairly insecure and left feeling so much more confident. I feel like a new person!"

Rentokil graduate

TEAM-BUILDING THROUGH A SHARED EXPERIENCE

We discarded paint brushes and spades many years ago, and this project is a great example of why...

When the leadership and management development team at Network Rail asked us to devise a day-long community project for them, we focused first upon drawing on their skills for the benefit of others, and then challenging them to work outside of their comfort zones.

Cue a project with Milton Keynes Christian Foundation, a charity that develops 'hard to reach' young people who have fallen out of the education system as a result of damaged and complicated backgrounds.

We tasked the Network Rail team to run workshops for the young people to help them become self-aware of their skills and more confident as communicators. It was an intense, challenging and rewarding experience for everyone; the Network Rail team learnt about each other by working together in new ways, whilst the young people felt valued by a team from business spending a whole day on their development.

"This event was a great 'leveller': as a team we were in a completely different context, being stretched both personally and professionally, but we were all in it together. Working with these young adults was humbling, frustrating and rewarding, and gave us invaluable insight about us as individuals and as a team."

Emma Lowe, Head of Leadership Training, Network Rail

SOCIAL IMPACT

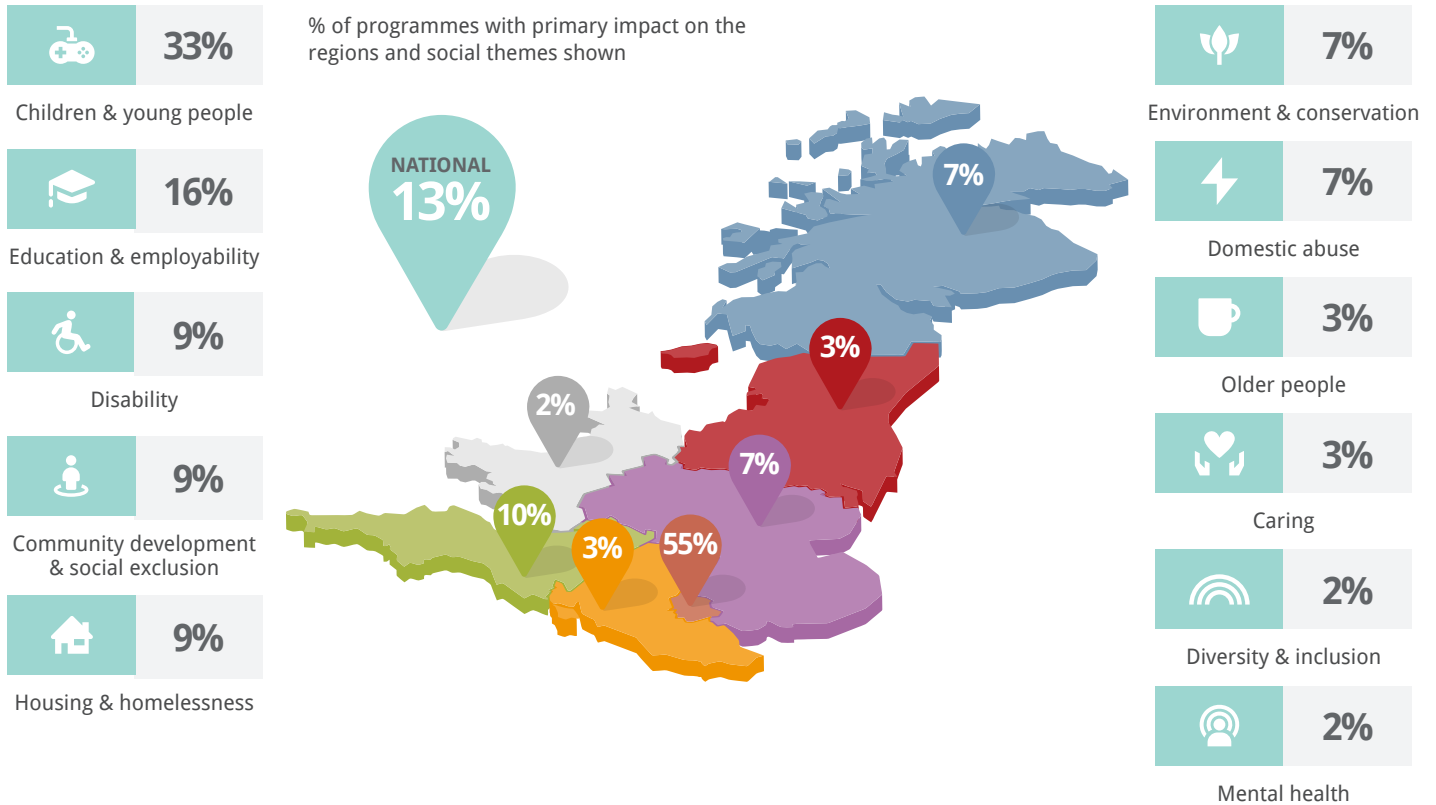
INPUTS & OUTPUTS In 2018 our work benefited:

64 COMMUNITY PARTNERS

260 CHARITY STAFF AND VOLUNTEERS

1,312 COMMUNITY MEMBERS

REGIONS AND SOCIAL THEMES We delivered projects across the UK, covering a range of social issues...



OUTCOMES & IMPACT

We stay in touch with community partners to identify the true impact of our work. This is what they told us projects had achieved for them up to six months after completion. Some partners reported more than one impact area.



This is an example of what just one of our many community partners said six months after their project:

“The impact of the project has been profound and far-reaching. The report helped us define what our ambition could look like in three years’ time, and the steps and milestones required to achieve the vision. This in turn has given us the impetus to secure the ongoing commitment of a wide range of partners and stakeholders.”

Rick Hall, Founder of Ignite! – community partner on a leadership development project for Balfour Beatty