

Impact Report 2022

Doing more for our world

pilotlight



**159 charities x
750 Pilotlighters =
5.5 million people
helped**

When we amplify the best of
ourselves, we can do so much more
for our world.



Our biggest year yet

So many charities have stepped up over the last year as essential emergency services for their communities, and we are proud to have been a part of this.

Over 2021, the period covered by this report, Pilotlight supported more charities with more Pilotlighters than ever before. Working with our Partner Businesses for example, we were able to deliver shorter, innovative programmes alongside our acclaimed programmes of strategic support, reaching new charities and communities. It was quite a year for Pilotlight as we turned 25, being named too as one of the top five social enterprises in the UK for our impact.

Most of the charities we support are small or medium sized (with an average income of up to £5m) and most are based in the most deprived areas of the UK. All are being asked to do more with less. It has been our role to give them space to think and see a path ahead for themselves and their beneficiaries. With thanks to Cornish + Grey, our evaluation partner, what follows is the impact of that work.



We want every charity to have access to the skills they need to serve their communities. So thank you to our Pilotlighters, Partner Businesses, funders (including Garfield Weston Foundation), our staff and trustees for your part in our impact to help achieve that – in our biggest year yet.

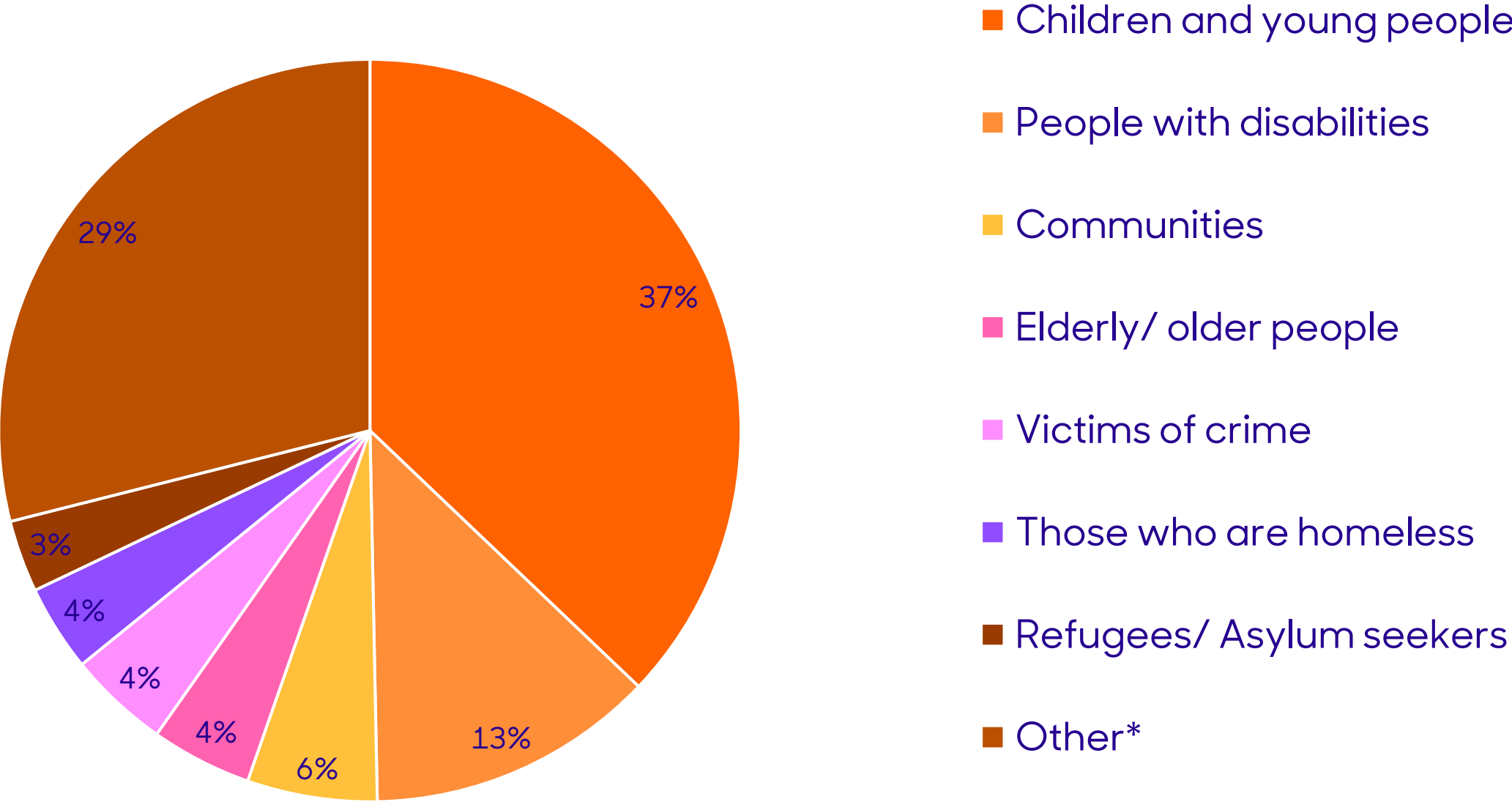
Ed Mayo, CEO

Helping charities do more for our world

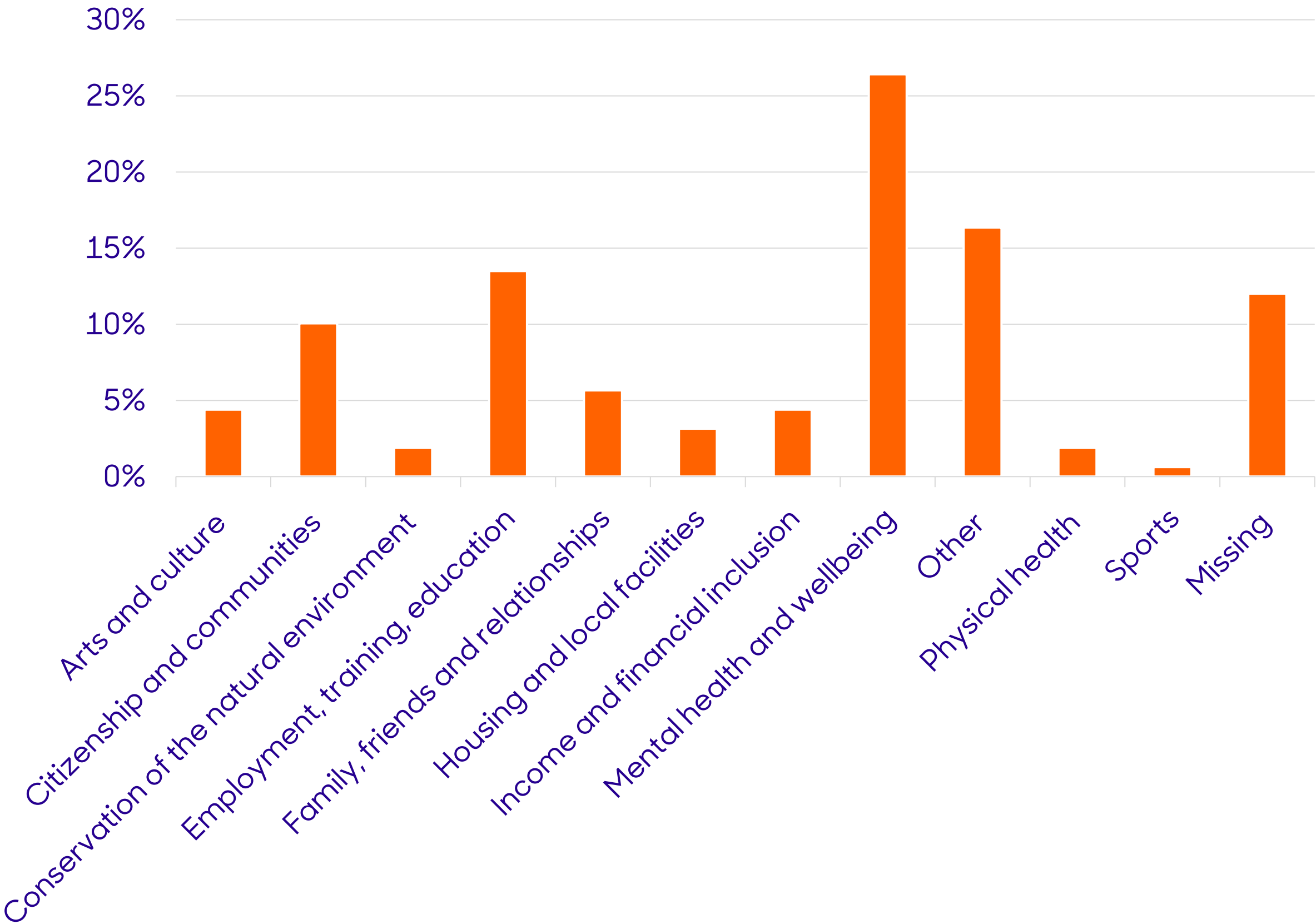


Who we supported and how they help their communities

37% of the charities we supported in 2021 focused on supporting children and young people.



26% of charities we worked with in 2021 were supporting people with their mental health and wellbeing.



* Other includes: women, the general public, the unemployed, communities experiencing ethnic or racial inequity discrimination or inequality, other groups.

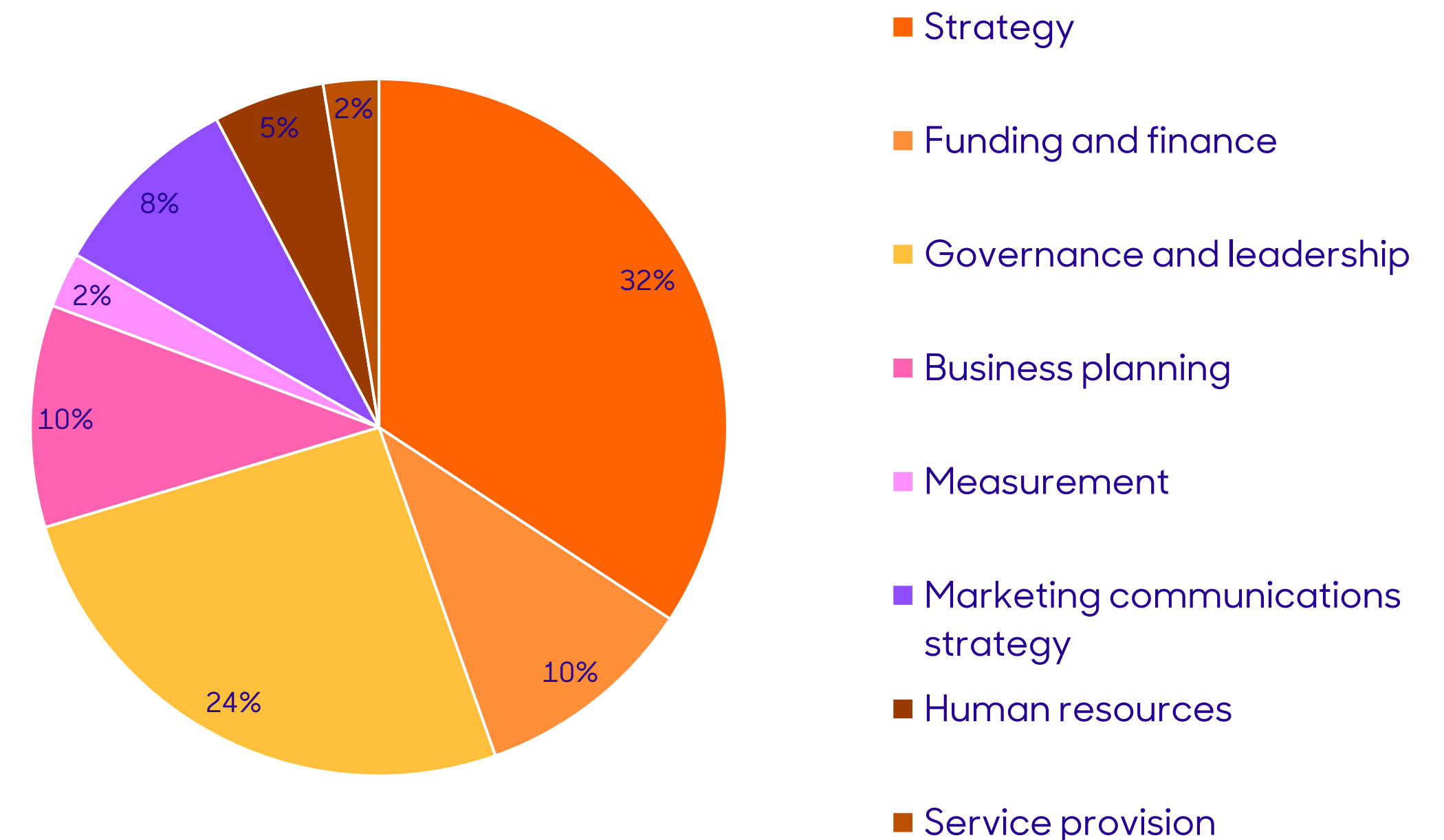
The kinds of support charity leaders needed

All our programmes are tailored to the needs of our Partner Charities, harnessing the skills of teams of business experts, our Pilotlighters, to help them develop in a particular strategic or operational area.

Our longstanding and most comprehensive programme, *Pilotlight 360*, for example, can see a team of Pilotlighters coaching a charity leader to develop a new strategy or business plan, supporting financial planning, or helping with a restructure or governance review.

Pilotlight Direction, *Pilotlight Insight* and *Pilotlight Impact Day* on the other hand, are all opportunities for charity leaders to gain expert consultancy on a particular issue. At the end of these programmes, charity leaders may have recommendations borne out of in-depth analysis and review, with a toolkit or road map for implementation.

The most popular area of focus for Pilotlight's support was strategy, with governance coming a close second.



"I needed fire and I got it! We came out stronger than we went in and we're ready for more. If you feed the root of a charity, the charity will grow."

Charity leader, Pilotlight 360 participant

Results at the end of the programmes

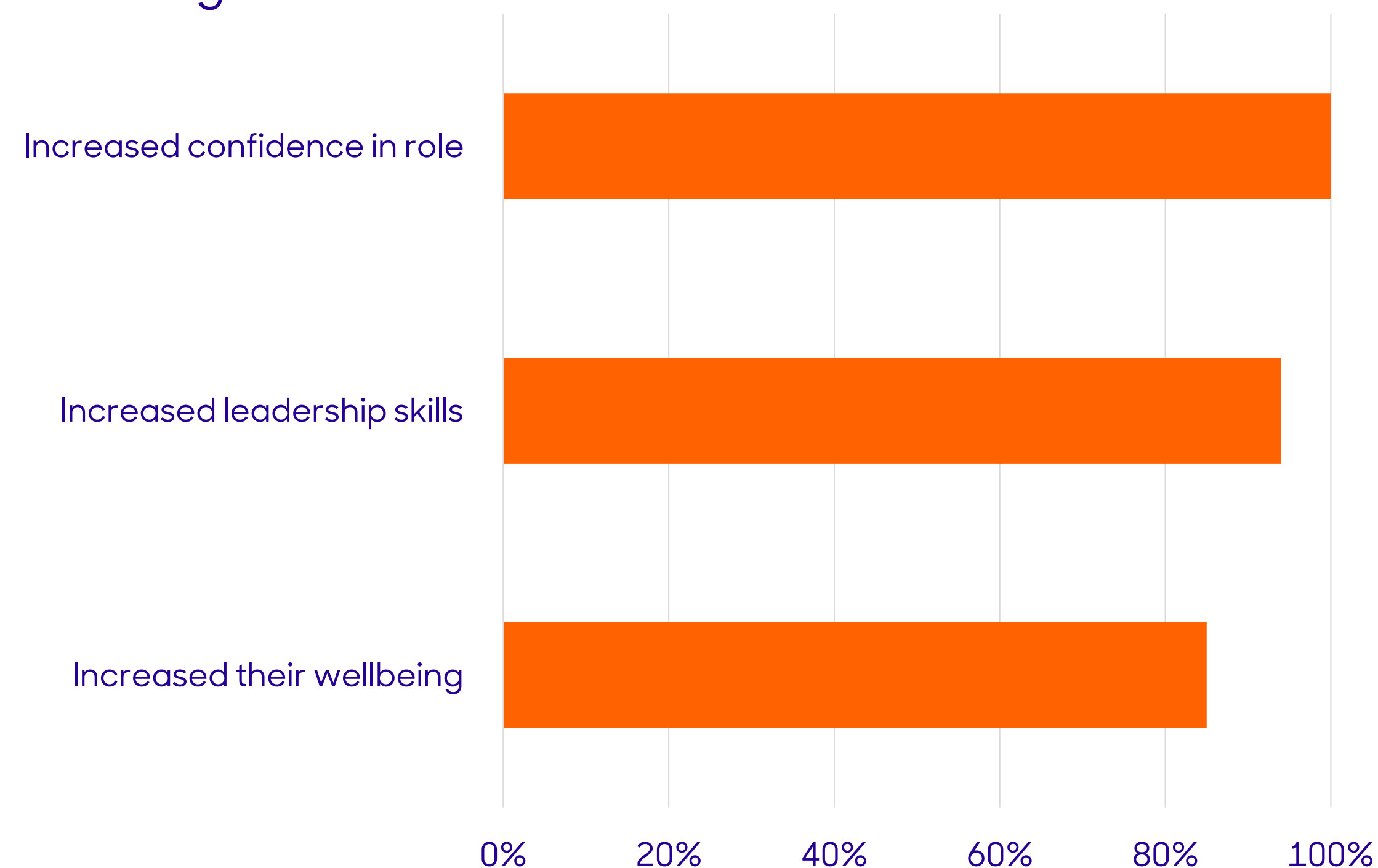
All our programmes saw high levels of satisfaction and positive increases in the charity leader participants both personally and professionally.

After completing *Pilotlight Direction*, *Pilotlight Insight* or *Pilotlight Impact Day*, charity leaders were asked to rate their satisfaction with their experience:

- Charity leaders rated the overall experience of *Pilotlight Direction* **4.7** out of 5
- Charity leaders rated the overall experience of *Pilotlight Insight* **4.9** out of 5
- Charity leaders rated the overall experience of *Pilotlight Impact Day* **4.4** out of 5.

As *Pilotlight 360* takes place over 10 months, we monitor whether there have been any increases in personal and professional development areas in the charity leader at the end of the programme.

On completing *Pilotlight 360*, charity leaders reported the following increases:



Charity Spotlight

Increasing literacy for disadvantaged young people

The Super Power Agency aims to improve the lives and literacy skills of some of Scotland's most disadvantaged young people. The charity came to the end of its first strategic plan when the Covid-19 pandemic prevented it from working in schools. CEO Gerald Richards thought it was a good time to work on the charity's growth strategy to move beyond Edinburgh and bring its programmes to more youth in Scotland.

With the support of a team of Pilotlighters, Gerald was able to take stock of what the charity had accomplished and make plans for the best ways to expand. Coming out of the final meeting, Gerald was able to create a growth plan for the charity's in-schools writing workshops. Another learning from the programme was a plan to assess its current board and recruit new board members that would help ensure sustainability.



Photo: Pilotlight Partner Charity The Super Power Agency

Gerald commented: *"The Pilotlight 360 programme was great in helping us focus more on what we wanted, and the extra brains to help us think through our plans were immensely helpful."*

[Read the full case study on our website](#)

Charity Spotlight

Empowering disabled people to reach their full potential

Disablement Association Hillingdon (DASH) challenges perceptions and encourages disabled people of all ages to reach their full potential.

CEO Vanessa Bonner came to *Pilotlight Insight* because she needed advice on how to effectively track the charity's service user journey and the impact of its work.

Over 10 weeks, a team of Barclays Pilotlighters explored this issue in depth. They presented Vanessa with recommendations on tool optimisation, capturing softer metrics, a funding application strategy and a corporate partnership pitch template.

As a result of the programme, DASH secured funding from The National Lottery Community Fund and has now implemented all of the Pilotlighters' recommendations.



Photo: Pilotlight Partner Charity Disablement Association Hillingdon (DASH)

Vanessa commented: *"Without this project and the support from Pilotlighters, I am certain that we would not have been able to demonstrate the need and obtain funding from the National Lottery Community Fund."*

[Read the full case study on our website](#)

Making a lasting impact

Pilotlight 360

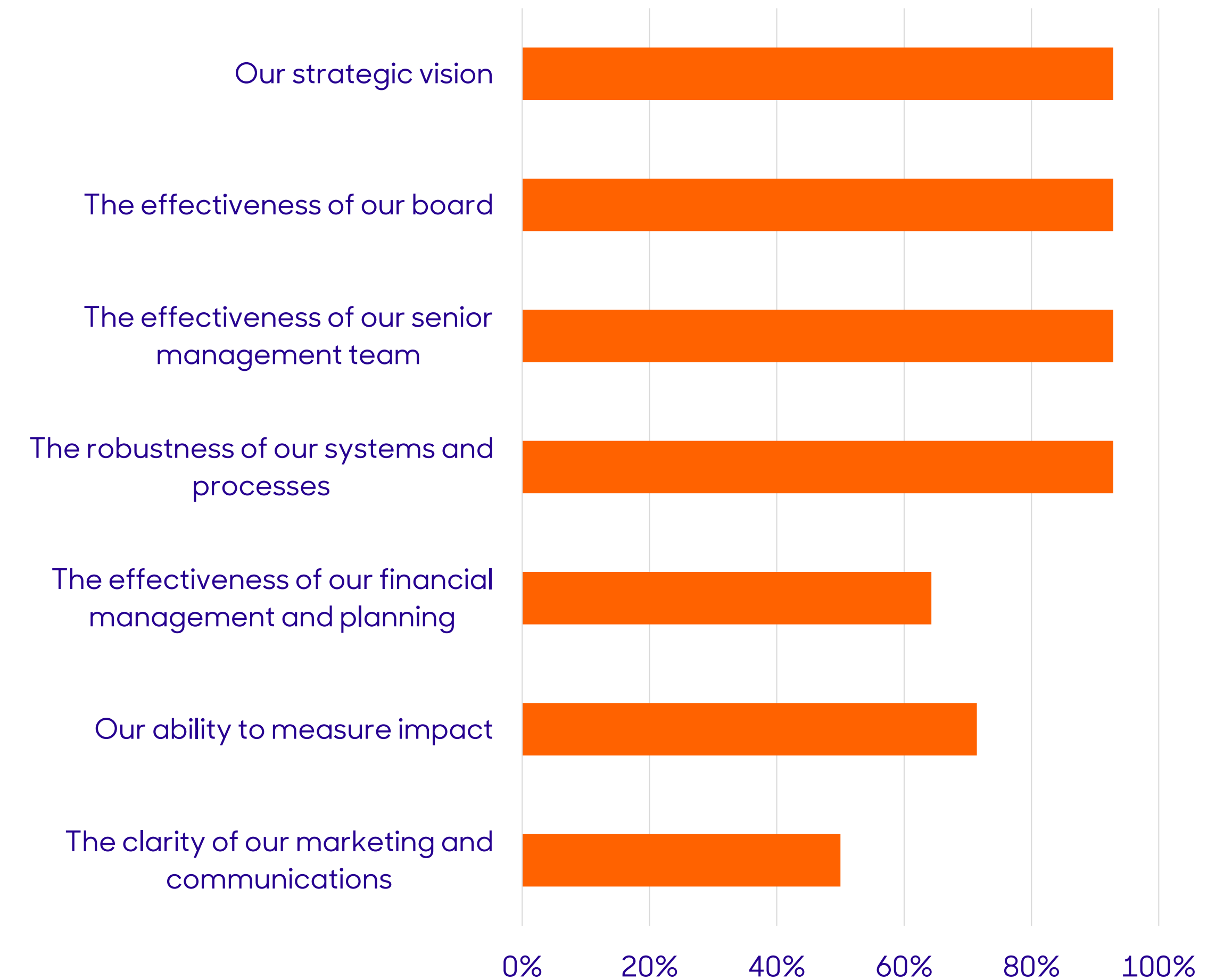
Our longest running programme, *Pilotlight 360*, focuses on guiding a charity leader to discover and develop the strategic insight that will put their charity on the right track for the future. Charity leaders may have increased their confidence and leadership skills by the end of the programme, and perhaps even have a new strategy for the future, but we know that it's later down the line that they're going to see the longer term impact.

We check in with charities six months and two years after they've completed the programme to find out how they're progressing.

"Happier, more positive attitude, and increased confidence of the management committee and senior leadership all directly correlate with the support from Pilotlight!"

Charity leader, Pilotlight 360 participant six months on

Six months after *Pilotlight 360*, charity leaders reported that the programme had had a positive impact on the following areas:



And two years on...

The test of time

Two years after completing *Pilotlight 360*, charity leaders reported:

- **60%** said working with Pilotlight had a major positive impact on the effectiveness of the senior management team
- **40%** said working with Pilotlight had a major positive impact on the effectiveness of their board.

Two years on from *Pilotlight 360* charities, on average, increase their income by **44%** and their reach by **30%***.

* These numbers are five year rolling averages

It's important to mention that all these charities finished *Pilotlight 360* before the pandemic, and the long-term impact may've been affected as a result.

We are incredibly proud that these Partner Charities have continued to feel the positive impact of the programme, even after the tough times they have experienced over the last two years.

"Pilotlight 360 helped us identify improvements in strategy implementation, leadership capacity within the team and a risk informed approach to growth. The impact of Covid-19 has significantly impacted on service delivery. Some of the changes implemented following the programme helped us respond more effectively to the pandemic and ensured financial sustainability."

Charity leader, Pilotlight 360 participant two years on

Charity Leader Spotlight

Growing support for carers both locally and nationally

When we worked with Kathy Verges in 2010, she was CEO at Crossroads Care Havering, which had a turnover of around £600k and served a few hundred local people. Kathy retired as Chief Officer in January 2022. After a series of mergers Kathy led the charity on to rebrand to create TuVida, which had national reach and a turnover of £14m. She reflected on her work with Pilotlight:

"The charity had grown organically, and whilst we had a strategy and a business plan, we often took a supply and demand stance which led us to be overwhelmed.

The guidance from the Pilotlighters helped me review my areas of concern in-depth, and as a result, we made some tough decisions. The process was easier knowing that we were refocusing on outcomes for our beneficiaries and for a charity set for a long future.

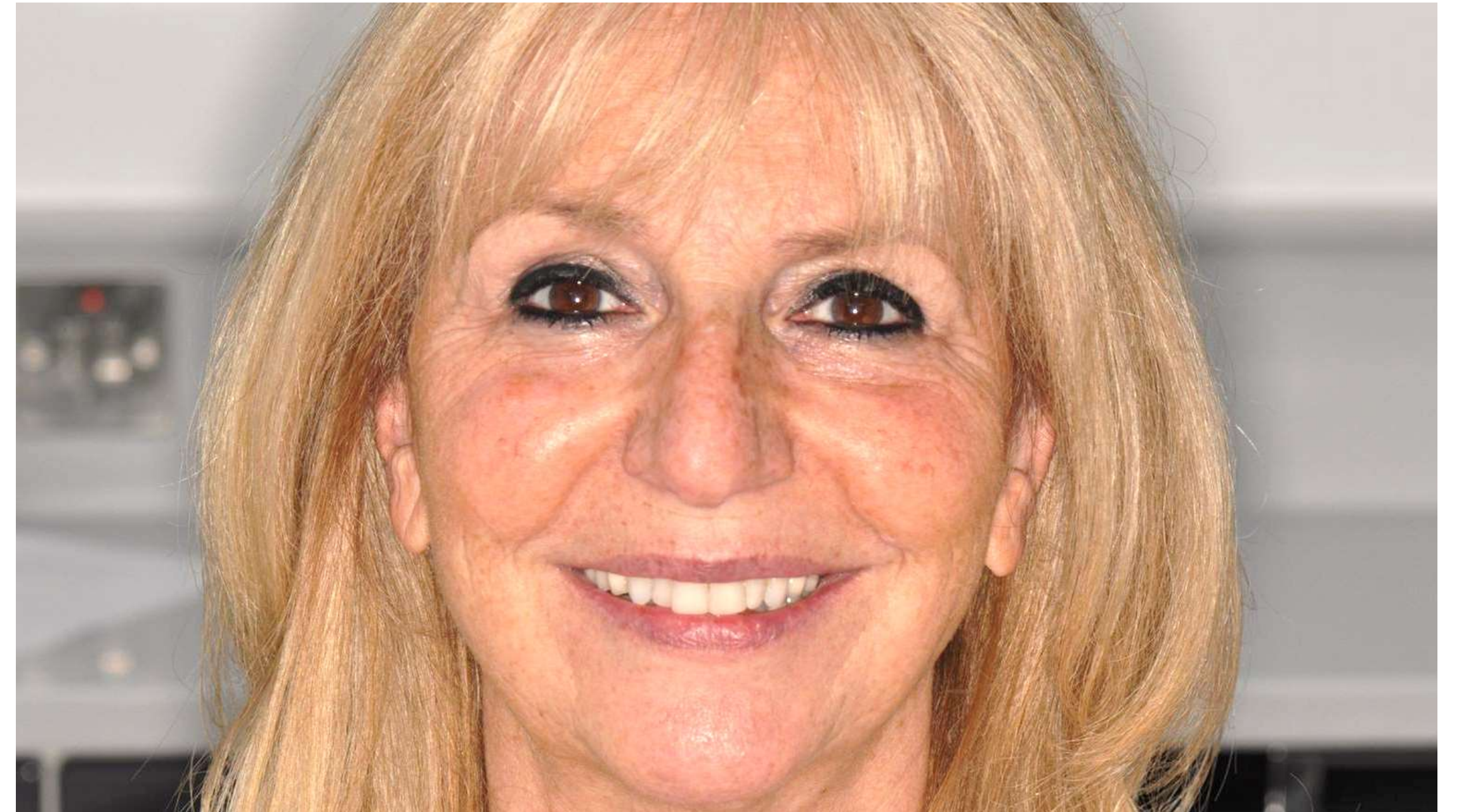


Photo: Kathy Verges

"I'm pleased to report that these changes worked and over the next few years, we grew our core services. The following years saw us confidently undertake mergers both locally and nationally. Without Pilotlight 360 I know that we wouldn't have been so efficient and effective in the direction we went in. Thank you."

[Read Kathy's full blog on our website](#)

**Helping individuals and
businesses to do more
for our world**



Our Pilotlighter community

A big thank you!

A big thank you to all of our Pilotlighters and Partner Businesses who participated in and supported our work in 2021.

We couldn't have done it without you!

In 2021, our community of Pilotlighters rose to its highest level, increasing to 750 Pilotlighters.

We worked with 27 Partner Businesses over the year to deliver and create new programmes that were a win-win for both their business and the charities they supported.

Pilotlight Impact Day in particular saw a record number of Pilotlighters at Morgan Stanley share their skills: a whopping 154 Pilotlighters supported nine charities on their specific operational challenges in just one day.



"We received tons of ideas from the team. I have no doubt that particularly in terms of our marketing and fundraising, we will be able to make significant developments into the future."

Charity leader, Pilotlight Impact Day participant

Our Pilotlighter community

Developing our diversity

Pilotlight is committed to Diversity, Equity and Inclusion. In 2020, we published our commitment to working towards creating a more diverse, equitable and inclusive organisation and report our progress periodically on our website.

Read our [latest action plan](#) for more on what we're doing about diversity at Pilotlight.

In 2021 we successfully launched the **Ignite Initiative**, which offered the opportunity for leaders from underrepresented backgrounds, in any industry, to apply for a funded place to become a Pilotlighter on *Pilotlight 360*.

In May, we welcomed 21 leaders from diverse backgrounds and experiences to support our Partner Charities.



Photo: Pilotlight Partner Charity One Roof Leicester

"Including me is about challenging the structures that got us all around the table."

Dr J Harrison, Pilotlighter on our Ignite Initiative, currently working with One Roof Leicester.

Read their blog on [why every organisation needs an inclusive board](#).

Our Pilotlight community

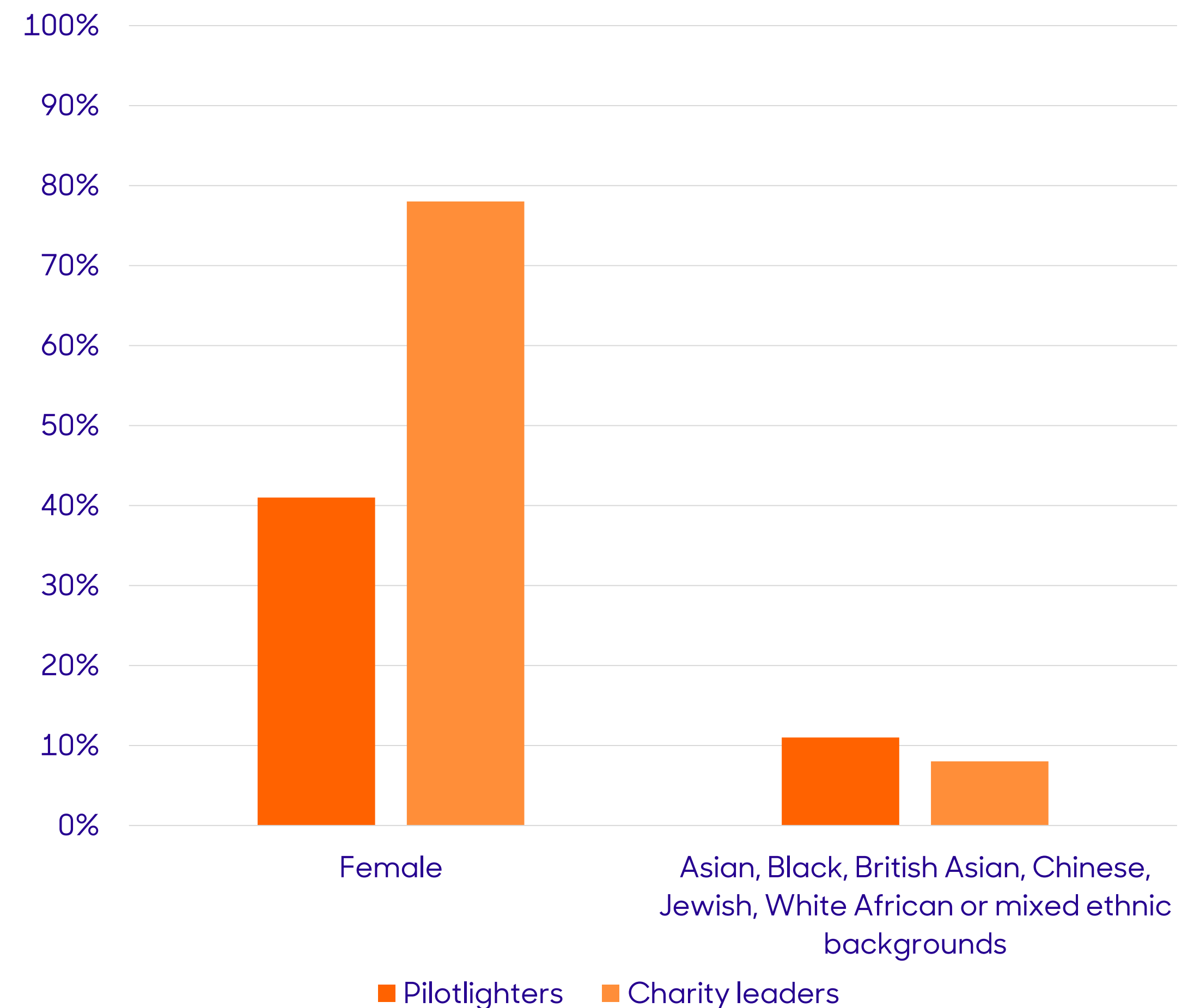
Diversity monitoring

We monitor the diversity of new Pilotlighters. End of programme monitoring shows that we have been successful in increasing the number of female Pilotlighters and Pilotlighters from more diverse backgrounds for example.

Of new Pilotlighters participating in *Pilotlight 360* this year:

- **47%** were female
- **21%** were from Asian, Black, British Asian, Chinese, Jewish, White African or mixed ethnic backgrounds.

When looking at the diversity of the Pilotlighters and charity leaders completing a programme in 2021 we see:



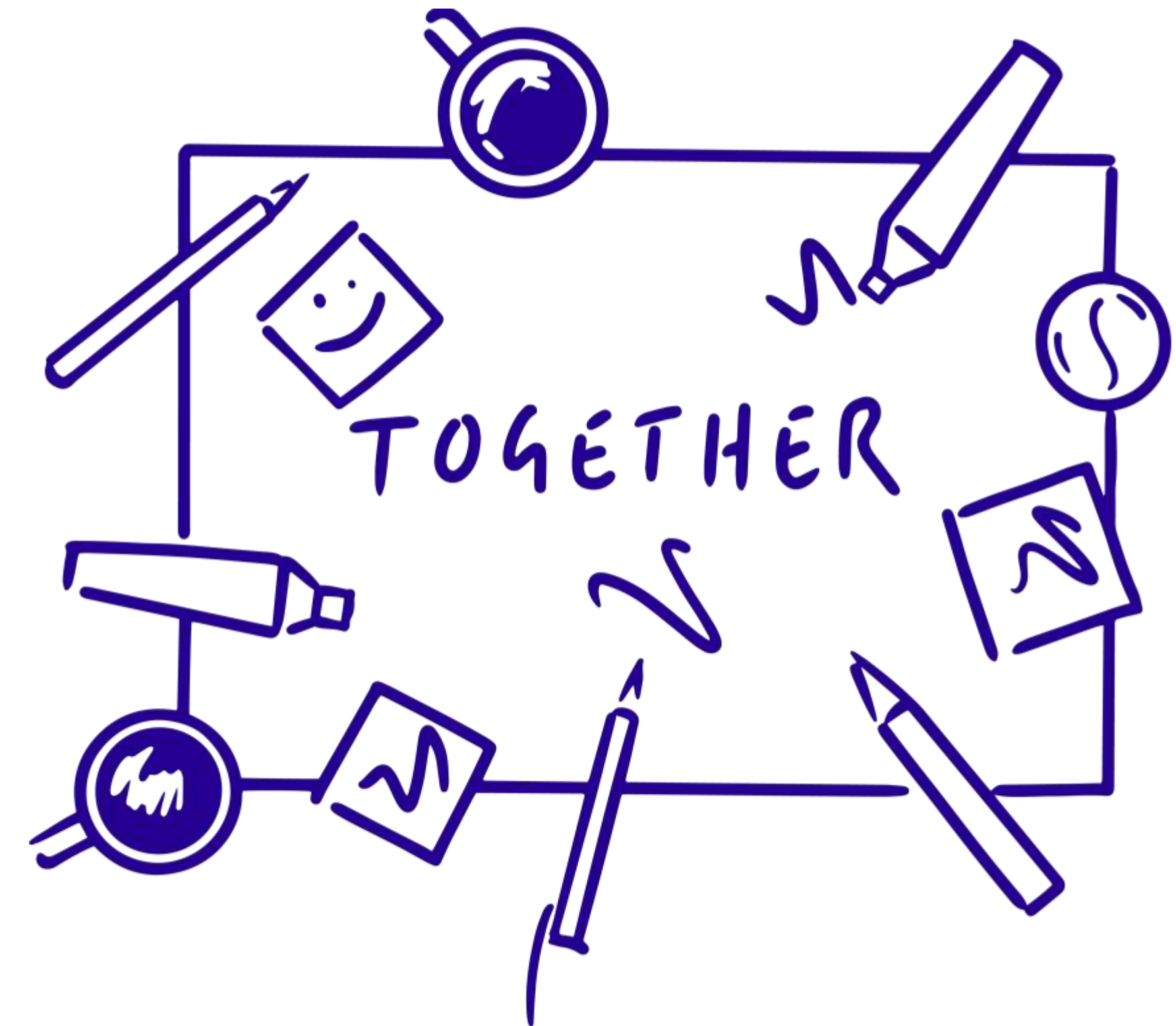
A mutual exchange of skills

We amplify the impact charities have by bringing charity leaders together with business experts who help them tackle the pressing issues they face. However, we believe in the mutual exchange of our skills sharing, and we increase the impact of individuals and our Partner Businesses by bringing them new experiences, perspectives and learning.

All our programmes saw high levels of satisfaction and positive increases in Pilotlighters both personally and professionally.

"I've been able to support a charity in such a meaningful way. Prior to participating in Pilotlight Insight, the extent of my involvement with charities was really in a fundraising or gifting capacity. To be able to actually help from a business and strategic perspective has been so fulfilling and feels bigger than any contribution I have previously made over the years."

Pilotlighter, Pilotlight Insight participant



"This has probably been the most enriching experience of my career so far."

Pilotlighter, Pilotlight 360 participant

Personal and professional outcomes for Pilotlighters

Across all our programmes in 2021, Pilotlighters reported:

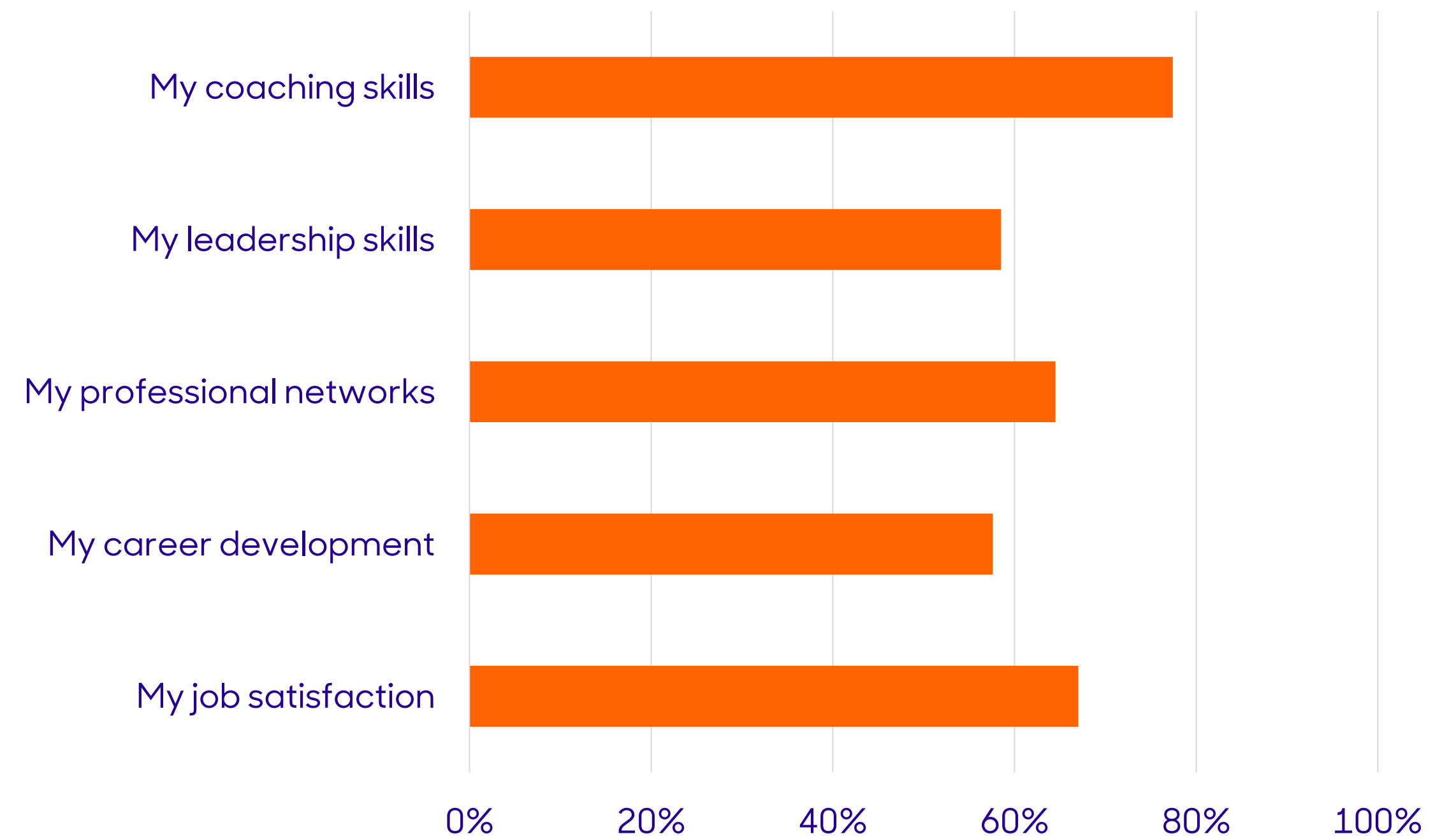
- **93%** increased their understanding of other perspectives
- **71%** increased their personal wellbeing.

Developing collaboration skills is a key area we monitor for *Pilotlight Direction*, *Pilotlight Insight* and *Pilotlight Impact Day*. In 2021 **82%** of Pilotlighters on these programmes said they increased their teamworking skills between colleagues within their business.

Developing listening skills can be a key area participants of *Pilotlight Direction*, *Pilotlight Insight* and *Pilotlight 360* work on through those programmes. **81%** of Pilotlighters on these programmes said they increased their listening skills.

If we look at *Pilotlight 360* in more detail, we can see increases in many key personal and professional development areas.

On completing *Pilotlight 360*, Pilotlighters reported the following positive increases:



Pilotlighter Spotlight

Gaining confidence in the charity sector

Sagar Kothari is a Director, Legal at Nomura International plc. This is his first year as a Pilotlighter. He is currently supporting Sunderland-based charity Young Asian Voices via *Pilotlight 360*.

"Pilotlight has given me the confidence to take further steps into the charity sector, and made me realise that the skills I have learnt in a corporate environment can be very helpful and transferable to charities. It has reinforced my desire to become involved with more charities at board level, and it has given me a real insight, through both the Pilotlight 360 programme itself and the additional talks organised by Pilotlight, into the workings of the charity sector. I feel inspired by the charity that we were working with, the hard work and effort that I saw everyone putting in, and the amount that I learnt from both the charity leaders and the other Pilotlighters."



Photo: Pilotlight Partner Charity Young Asian Voices

"What's been my proudest moment so far? The charity put together a document of the work they had done following each meeting we had with them. Seeing that we had helped their long-term strategic thinking and helped the charity to progress in a tangible way."

[Read Sagar's full Pilotlighter Profile on our website](#)

Partner Business Spotlight

Working in partnership with Barclays

Pilotlight and Barclays have a long-standing relationship dating back to 2008. The partnership supports charities across the UK, to enable them to be as effective as they can be. Over the years, in excess of 600 Barclays colleagues have supported 160+ charities that are addressing some of the toughest social issues here in the UK. In 2021 we were finalists for the Third Sector Business Charity Awards for this long-term (strategic) partnership.

"The guidance Pilotlight provides to both charities and business throughout its skills-sharing programmes is truly unique. We regularly hear that the impact staff have is far bigger than they expect and giving back on this strategic level is personally rewarding too."

Rachel Murphy, VP Citizenship, Barclays

We know that supporting charities isn't a one-size-fits-all approach. All of our programmes are tailored to give the best outcomes for all involved. However, if either a Partner Charity or a Partner Business feels there is an even better way Pilotlight can support them in achieving their objectives, we can create a bespoke programme.

In 2021, we did just that and developed a new programme called *Inclusive Leadership* with Barclays to offer support exclusively to charities led by and/or supporting people from underrepresented communities. Barclays was also keen to expand its Pilotlight programme offering to employees across corporate grades and divisions. This new programme saw colleagues across the business collaborate for the first time.

Due to the success of this programme, we're expanding the number of charities and colleagues who participate in 2022.



Partner Business Spotlight

Creating a clear future for South Asian artists

South Asian Arts-uk is a charity that enriches people's lives through the engagement and participation in traditional and contemporary South Asian music and dance.

Chief Executive and Artistic Director, Keranjeet Kaur Virdee, came to *Inclusive Leadership* looking to explore how to create a strategic vision and a succession plan for the organisation.

Over 12 weeks, a team of six mixed grade, cross divisional Barclays Pilotlighters, worked closely to provide recommendations. At the end of the programme, South Asian Arts-uk was presented with a target operating model and a proposed action plan by the Pilotlighters.



Photo: Pilotlight Partner Charity South Asian Arts-uk

Keranjeet will use the plan created by the Pilotlighter team as a starting point for the upcoming board away day, and in her work around the organisation's ten-year strategy.

Keranjeet commented "*This programme gave me the license to set time aside and focus. I've come to realise we have the seedling now and it's time to figure out how big a pot we now need to repot it in.*"

[Read the full case study on our website](#)

Thank you to everyone we've worked with in 2021.

If we can help you do more for our world get in touch:

[For Business](#)

[For Individuals](#)

[For Charities](#)



**We bring together charities,
businesses and skilled
individuals. As a result we
amplify the good work that's
done in the world.**

Pilotlight

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Cornish+Grey