



<b>Case Study</b>	
<b>Client:</b>	Manchester City Council
<b>Project:</b>	<b>Care for the Future Programme</b>
<p><b>Client problem</b> (no more than 50 words:</p> <p><b>Our approach:</b> Brand principles applied</p> <ul style="list-style-type: none"> <li>➔ Open source</li> <li>➔ Agency</li> <li>➔ Social contract</li> <li>➔ Fairness</li> </ul> <p><b>What did we do?</b></p>	<p><b>Project Background</b></p> <p>Manchester City Council was keen to be at the forefront of implementation of the self-directed support agenda, and to achieve this it faced a number of strategy dilemmas, including how best to structure itself and how to structure commissioning and market management. The council appointed iMPOWER to help it resolve these challenges through the course of 2008.</p> <p><b>Approach and Challenges</b></p> <p>Our approach to the challenges being faced by Manchester fell into two phases, an analysis of existing delivery, followed by some specific work on developing a new strategy and commissioning division.</p> <ul style="list-style-type: none"> <li>➔ <b>Sustainability and sustainable development strategies and policies</b> – A key challenge for Manchester was to establish an approach which was financially sustainable. To support this we analysed Manchester’s delivery to date and helped the council address further work areas. These included a review of the efficiency programme, analysing the impact of the programme on the workforce and creating an understanding of financial sustainability.</li> <li>➔ <b>Assessment and planning advice for commissioning functions</b> – Establishing a commissioning function that addressed the challenges of the personalisation agenda was a major challenge for the council. iMPOWER undertook work to create a city-wide ‘commissioning model’, and to improve joint commissioning with the council’s partners. We reviewed the existing systems and made recommendations as to a future model which would incorporate a joint planning process with the Primary Care Trust, a joint commissioning team, joint performance monitoring processes and a pooled budget.</li> <li>➔ <b>Strategic Business Planning and Development</b> – The council also faced the challenge of designing a strategy and commissioning team which had no precedent and where there were no examples of best practice from other local authorities. We were able to resolve this challenge for them by undertaking an organisational structure design including defining the roles and ways of working, agreeing on the remit of specific functions and analysing their information and intelligence support requirements.</li> </ul>
<p><b>Outcomes:</b></p> <p><b>Did we meet client objective/s? How?</b></p> <p><b>What were the benefits felt by the client?</b></p>	<p><b>Successes, Benefits and Value Added</b></p> <ul style="list-style-type: none"> <li>➔ Council provided with a clear understanding of current commissioning activity and model in which to take this forward</li> <li>➔ Added value by sharing our knowledge and skills around organisation design</li> <li>➔ Added value by facilitating discussions on brokerage to reach consensus on how this should be taken forward</li> </ul>



<p><b>What is different?</b></p> <p><b>Did it demonstrate quality?</b></p> <ul style="list-style-type: none"><li>➔ Relationship building</li><li>➔ Actionable deliverables</li><li>➔ Caring delivery</li><li>➔ Team fulfilment</li></ul> <p><b>Include client testimonial</b></p>	<p>➔ Success – roles have been approved and are now being appointed to</p> <p><b>Lessons Learnt</b></p> <p>The key lessons learnt from these projects were the need to clearly understand and gain agreement on the functions that a business needs to undertake and who owns these. The time spent on this process enabled us to move quickly through the design of the organisation without having to engage in debates about which team should report to which manager and how teams should interact.</p> <p><b>Skills/Knowledge Transferred</b></p> <p>Whilst we focused on the strategy and commissioning division, there were two other new divisions being designed. iMPOWER was able to use its general experience and understanding of the Manchester context to support the two internal teams who were responsible for developing these divisions. The benefit of this all three divisions were created in a consistent and coherent manner and any issues created by overlaps were resolved quickly and effectively.</p> <p>We also shared our thinking and findings on a regular basis through attendance at project boards, ensuring that when we handed over our work it was fully understood by the council. This has been reflected by the subsequent appointments to the roles we created.</p> <p><i>“We were undertaking a very significant transformation programme and the support we received from iMPOWER was invaluable; in particular, their work on organisational design and strategic commissioning. We would not be where we are today if it were not for iMPOWER’s work with us.”</i></p> <p><i>Caroline Marsh, former Director, Adult Social Care, Manchester City Council</i></p>
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