



Case Study	
Client:	Brighton and Hove City Council (BHCC)
Project:	Value for Money Programme Business Case and Implementation: <ul style="list-style-type: none"> ➔ VfM High-Level Business Case ➔ VfM Programme Mobilisation
The situation:	<p>BHCC was projecting a budget gap of approximately £20m to £30m over the next four years and acknowledged that significant changes would need to be made across the council in order to achieve the necessary savings. iMPOWER was asked by BHCC to develop a high-level business case for transformational change across the council detailing the opportunities, costs, savings, risks and other benefits of such a programme.</p> <p>The council had limited expertise and capacity to implement the changes of the scale required, so iMPOWER was asked to continue to work with them through the implementation phase. Support was provided at programme management level, as well as at a project-level for both adults and children's services.</p> <p>In addition to this, iMPOWER was subsequently engaged to provide further programme management support and to perform the role of "critical friend" to their plans to transform BHCC into a strategic commissioning led model.</p>
The project and results:	<p>The initial project identified potential net savings over four years of between £19m and £35m through various high-level savings options. The project achieved a robust programme framework within which to take forward further analysis of the targets and the council now has a clear view as to which options will allow for cashable savings and which require longer term changes to service delivery. The initial recommendations were agreed by Cabinet in December 2009.</p> <ul style="list-style-type: none"> ➔ iMPOWER supported staff to understand the potential improvements to service areas so that options for a new service model could be created that maximised value and delivered an improved customer experience; ➔ Work to quantify the level of savings that each initiative could bring was done jointly with key members from the client team; ➔ Once high level options were identified, some aspects could be brought to implementation immediately, whilst others required further detailed analysis, in particular children's opportunities; ➔ The level of programme management support provided ensured that momentum was maintained, appropriate controls were in place early, and that appropriate project resources were secured. ➔ iMPOWER brought service specific knowledge and a different approach to the detailed analysis of children's services internal and external expenditure which would help the directorate prioritise the quick wins for the coming financial year, as well as decide which options to focus on into the longer term; ➔ In adult's, iMPOWER provided rigour in project management to accelerate the implementation of the national personalisation agenda, linking it to the VfM programme. <p>Catherine Vaughan, director of finance and resources, Brighton & Hove City Council said:</p> <p>"The iMPOWER team has brought real energy and a great deal of hard work to support our difficult and far reaching programme of change.</p>



	<p>They have managed to balance building strong working relationships with rigorous challenge. As a result we have achieved an organisational consensus about our goals and are much more likely to succeed in them.”</p>
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