



Valuing Independence



Raising ambition for adult social care

IMPOWER

Our impact

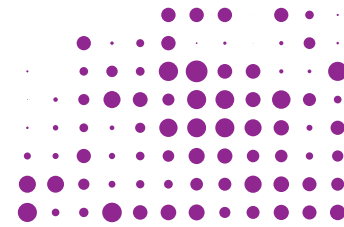
We have supported councils and health systems to maintain focus through multiple change challenges, and together we have achieved impressive results:

Improving outcomes 	Delivering good savings 
<p>49% of people receiving adult social care support experienced a decrease in their long-term care requirements, through prevention, reduction or delay of their care needs</p>	<p>£3m financial impact of demand management initiatives, including 'Better Outcomes, Better Lives', which has enabled Manchester City Council to meet budget for 2023/24</p>
<p>142% increase in signposting</p>	<p>£6m overall annual savings forecast from new short-term support offer by 2025/26</p>
<p>27% fewer assessments leading to long-term care needs</p>	<p>£19.2m savings from transformation programme identified from 2022/23 – 2026/27</p>
<p>8% reduction in homecare hours</p>	
<p>9% of reviews led to agreed ending of long-term support</p>	

Improving resilience 	Delivering social value 
<p>95% of practitioners agreed that our approaches supported them to improve their strengths-based practice</p>	<p>Provided a six-week work placement to someone with learning disabilities to improve support offered to people with learning disabilities in one area, giving us rich insights and a more inclusive perspective on how we approach the work.</p>
<p>“ I was inspired by how this refreshed approach boosted confidence and job satisfaction within the team.”</p>	<p>Delivering bespoke training to the local Voluntary, Community and Social Enterprise sector</p>
<p>Practice lead, Lincolnshire County Council</p>	<p>“ This was an excellent session that gave me so much more to think about in my role bidding for tenders and writing trust applications. The suggestions were practical and applicable to my everyday work.”</p>

[Note - impact statistics drawn from our work with East Riding of Yorkshire Council, Lincolnshire County Council, Surrey County Council and Manchester City Council. Further details available via IMPOWER website]

VCSE representative, Manchester



At IMPOWER we're different.

When you work with us, you know that we really care. You can tell because we always do the right thing, even though it might make our jobs harder. You can tell because, through our behaviour, we demonstrate deep respect for the people who work in the sector. And you can tell because, despite all the challenges, we stay focused on results that bring positive outcomes, and we keep going until tangible change is delivered.



Whenever I run into a problem I can't solve, I always make it bigger. I can never solve it by trying to make it smaller, but if I make it big enough, I can see the outlines of a solution"

Dwight D. Eisenhower

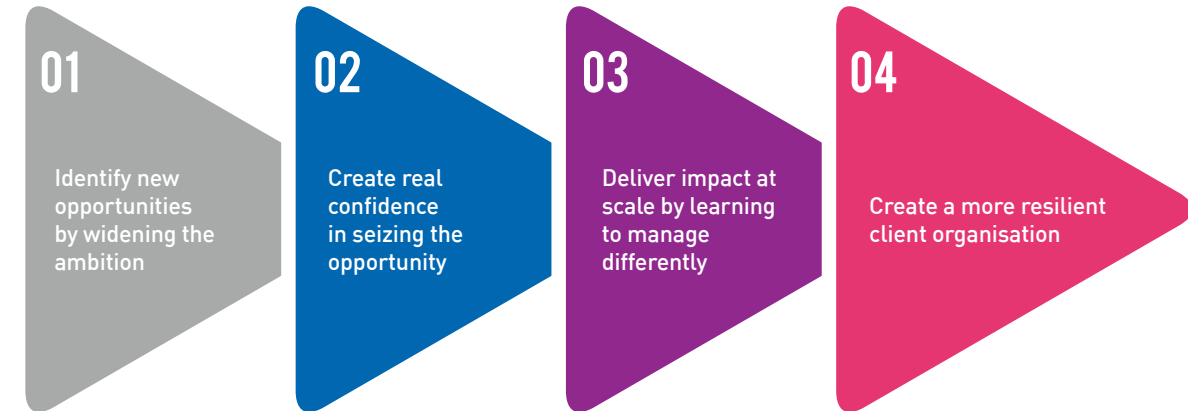
It's a very different kind of consulting.

We don't just assume private sector innovation can be shoehorned into the public sector. Instead, we have a deep understanding of the complexity of public services, recognising that a different kind of challenge needs a different type of approach. Borne from this understanding, and over two decades serving the public sector, we developed EDGEWORK®. There is a better way.

We believe that a better public sector is the cornerstone of a better society. Delivering better outcomes is at the heart of what we do and is the key to financial sustainability. We aim to put humanity at the heart of public service reform.

We're also the most fun, engaging, helpful and supportive team to work with – and don't just take our word for it. Ask our clients and their clients; our track record is unmatched. We get results, at scale, which last - because we understand that you don't just need our help now, you also need the capability to keep going once we're gone.

There is a different way. The IMPOWER way. Through our EDGEWORK® approach we help our clients to deliver successful transformation through four key stages:



In practical terms this means we work with you, your frontline teams and partners to develop and implement the tools, training, and systems you need to drive the change to make these sustainable well into the future and beyond your original programme.

We build confidence in your team and provide transferable tools that expedite and accelerate the impact of your programme.

So, how does this approach deliver change for adult social care?

The challenge

The presenting challenge facing adult social care in 2023 has changed dramatically, but the core challenge has not changed at all.

In 2022, adult social care teams had to navigate the complexity of multiple change agendas. Alongside adult social care charging reforms, there were more than 20 transformational change factors, such as CQC assurance and the new integrated care systems.

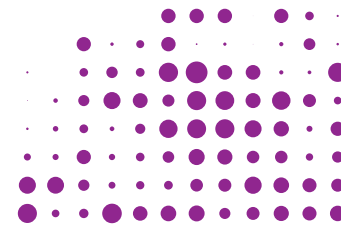
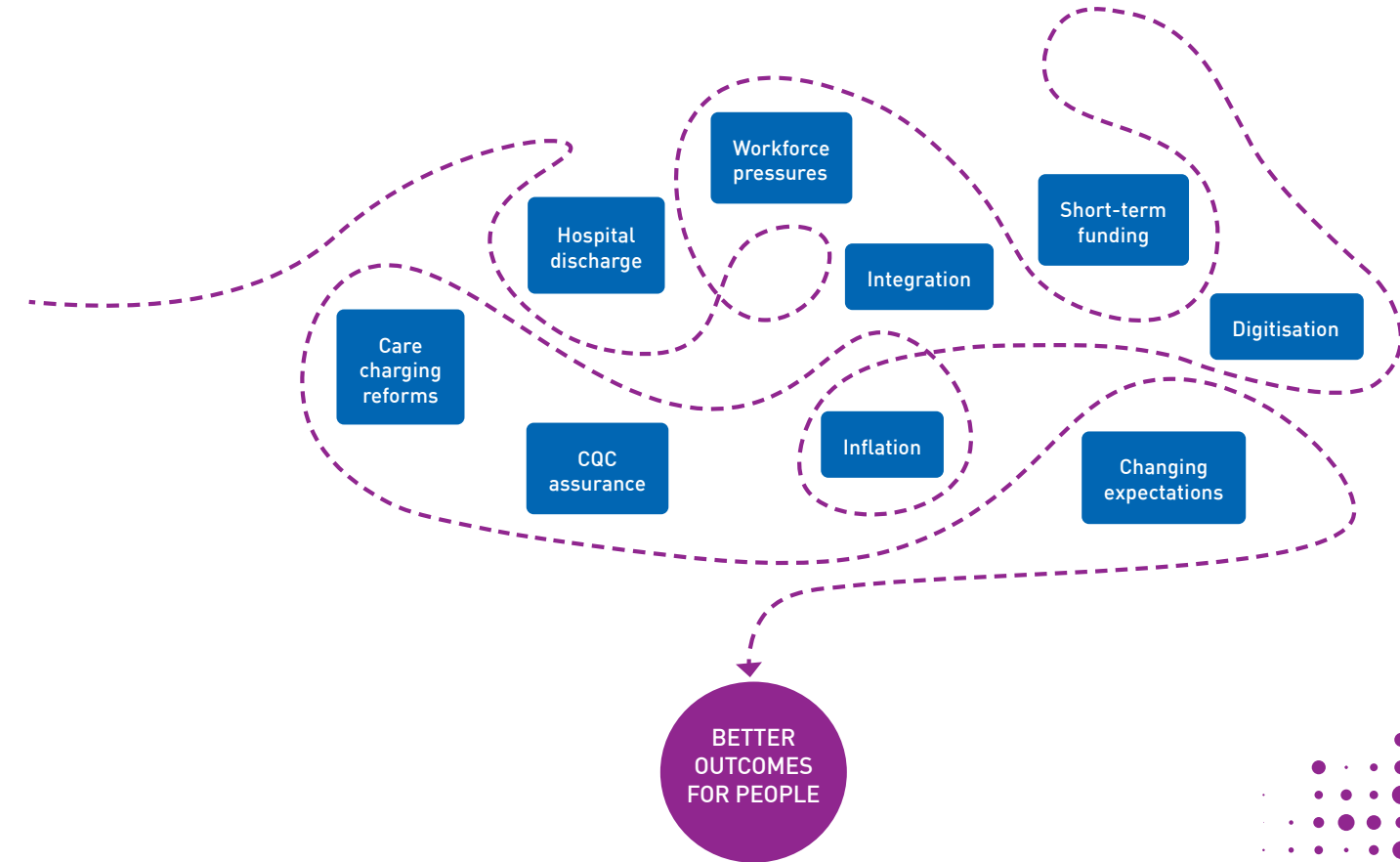
In 2023, the new challenge is navigating the uncertainty of the medium to long-term whilst tackling continual short-term pressures. The pause of the care charging reforms stole the pressing momentum for change. The ongoing uncertainty of different policies including integration, digitisation and assurance, could lead to inertia on strategic planning. Instead, the short-term pressures from hospital discharges and short-term funding, workforce issues, cost of living and inflation pressures, can take all our focus.

However, underpinning all this, the core challenge remains: putting people at the centre of the social care system. The words of the social care future vision seem simple to say:

“We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us.”¹

In reality, much of social care is far from this and in danger of getting further away. So, the goal now is to break out of the short-term cycle and seize the chance to deliver this vision. There is an opportunity for every local authority to put in place a multi-year, ambitious and credible plan that is fully funded and supported by the Chief Executive, Finance Director and political leadership – with the aim of improving outcomes and financial sustainability.

1. Routledge, M, Social Care Future, Local Government Association. (Accessed: 17 March 2023) <https://www.local.gov.uk/martin-routledge-social-care-future>

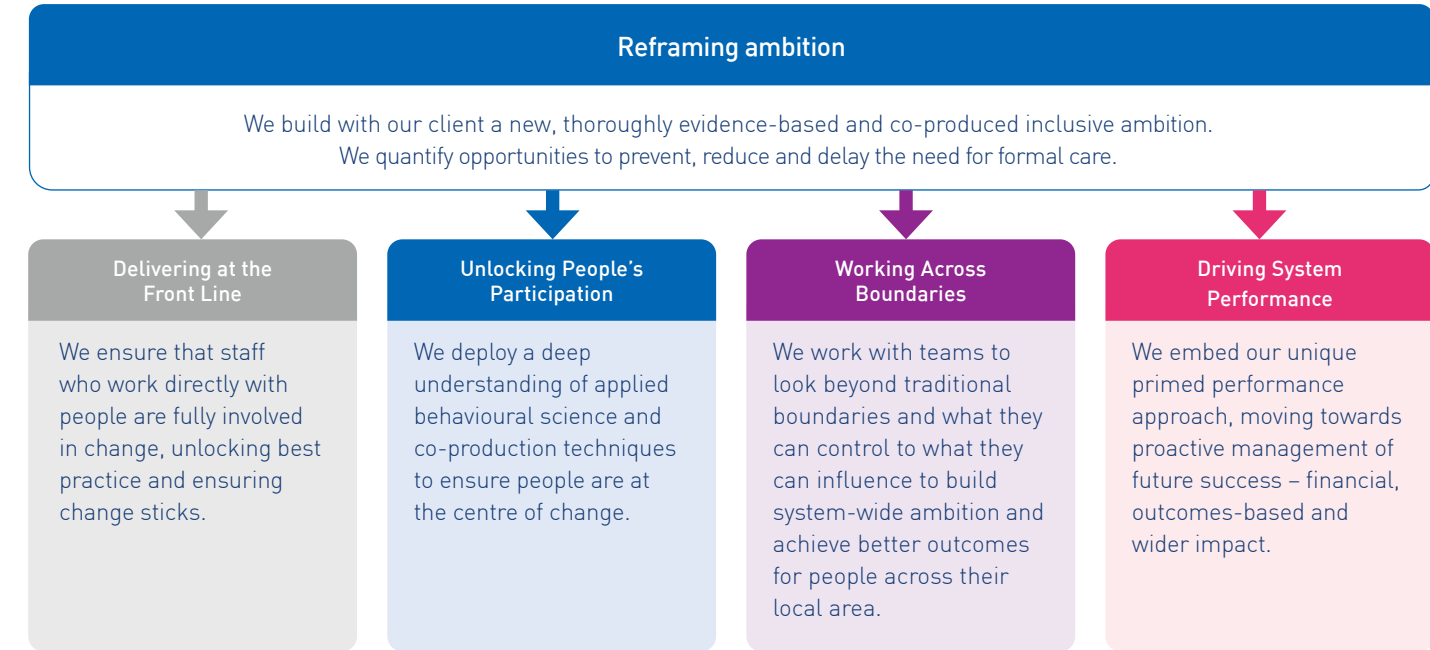
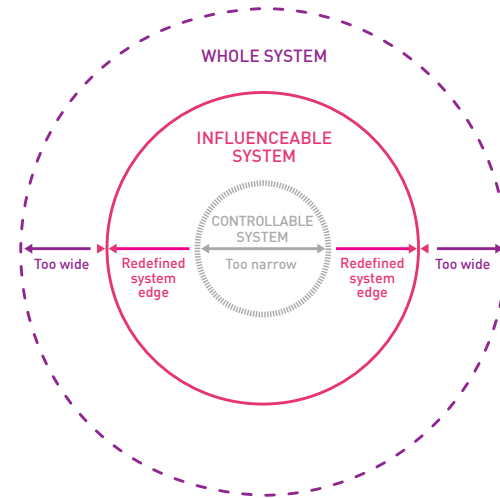


Our approach

We understand that delivery in a complex system needs a particular set of tools which support adult social care to deliver impact within their influenceable system. We are unique in having these tools at our disposal. They are captured in the EDGEWORK® Capabilities, the five areas in which we specialise and, when combined, they help to deliver transformation, improve outcomes for residents, deliver financial sustainability, and build strong evidence of impact that will also help with CQC self-assessment and inspection.

We continuously innovate and develop our EDGEWORK® inventive methods and applied analytics tools which we deploy across the key technical challenges within adult social care, such as commissioning practice and digital maturity.

We build team and organisational resilience. We assess conditions of success with you, with a relentless focus on ensuring that clients own the change. This means we are actively planning for our departure from day one, and don't walk away from a project until the your team is ready to carry on without us. Sustainability is fundamental to our work.



The outcome

A co-owned view of how to change people's end-to-end journey and experience, to maximise their independence and outcome goals, whilst supporting the local authority and system to operate within their financial envelope. This view must be shared throughout social care and beyond including citizens, health partners, providers and others in the council.

We have supported more than 30 social care departments and health partners to deliver sustainable transformation impact, all whilst navigating through complexity.

But don't just take our word for it...

“*Working in partnership and a trusted relationship with IMPOWER has really helped my leadership role in a county that serves over a million people and has very complex geography. Together, we have developed a new vision, set of ambitions, key activities, and stretching outcomes-focused metrics. The result is a plan that is ambitious, deliverable, owned by my management team and has led to confidence and ownership from the Council's political and leadership team.*”

Liz Bruce, Joint Executive Director, Adult Social Care and Integrated Commissioning, Surrey County Council and Surrey Heartlands

“*My Lead Professional has taken control of the programme with the support of IMPOWER colleagues and this has proven invaluable. The feedback from teams and people using the service has been particularly encouraging, both with senior colleagues and elected members. The results in improved use of community assets, reduced reliance on state-funded provision and quicker, more proportionate assessments have encouraged us to continue the journey. Our medium-term financial plan is much more robust as a result of the work underway.*”

Glen Garrod, Executive Director of Adult Care and Community Wellbeing, Lincolnshire County Council

“*The ongoing benefits of demand management developed with IMPOWER as part of Better Outcomes Better Lives Programme means that Adult Social Care in Manchester is bucking the national trend by achieving budget target and can face a challenging future from a position of strength.*”

Bernadette Enright, Executive Director of Adult Social Services, Manchester Local Care Organisation / Manchester City Council

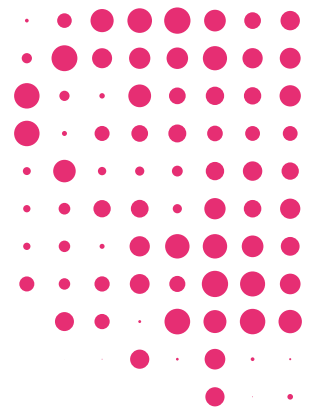
“*The IMPOWER team have absolutely put [us] at the heart of their work and share our values and passions. They have listened to us and learnt from us – and importantly we have learnt a huge amount from every member of the team as well. They have translated concepts like strengths-based working into powerful, tangible changes to adult social care practice, supporting frontline practitioners to make that change, in order to reduce, prevent and delay demand.*”

James Binks, Assistant Chief Executive, Manchester City Council

“*IMPOWER have been really challenging in a good way. They are really clear that they are bringing thinking and methodologies that they have done elsewhere and it's worked. They bring those and tweak them as we go along. They helped us to introduce concepts of demand management and broke that demand into sectors where you can embed it into practice and make it real – it's what makes them different to other consultancies. Also, they are always there for you. They are there to build things with you, leave a legacy and empower the staff they work alongside. The IMPOWER ethos works really well for us – it's clear but very inclusive. It makes a big difference to work with a company that you can see really cares.*”

Katy Calvin Thomas, Chief Executive, Manchester Local Care Organisation





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