



# Valuing Transformation

Local government's transformation  
delivery partner

**IMPOWER**

## 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.

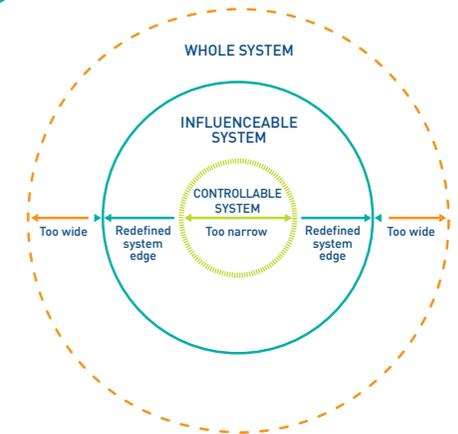
We're also the most fun, engaging, helpful and supportive team to work with – and don't just take our word for it. Ask our clients, we get results, at scale, which last - because we understand that you don't just need our help now, you also need the capability to keep going once we're gone.

There is a different way. The IMPOWER way. Through our EDGEWORK® approach we help our clients 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 transformation for a public sector organisation?**



## The challenge

**Resilience-informed transformation:** at IMPOWER we understand the increasing financial pressures of local government are coming at a time of greater complexity: a shifting landscape, increasing reforms, changes in demands on public services, and greater workforce demands to name but a few. But, we are ambitious that we can emerge with a new blueprint for local public services. We have to strengthen resilience to operate in complex local systems and do it all within a smaller financial envelope.

Our track record shows that nobody does execution and impact better than IMPOWER, as our relentless focus on delivery and impact means we deliver, with you, sustainable savings.

Typically we deliver savings of £10m-£20m or up to 10 times your investment with us in your most complex spaces such as Adult Social Care and Children’s Services. We know that better outcomes cost less but, to deliver that, a better way is needed to identify opportunity, shape and deliver transformation.

We will work with you to not only expand your ambition but to also increase your transformation capability, meaning you can sustain the benefits and be more resilient to tackle future challenges.

**A true partnership working together towards a strategic, corporate ambition that delivers better outcomes that cost less and leaves the organisation more resilient.**



Our approach to collaboration and co-production coupled with unrivalled experience in public sector delivery allows us to support authorities to create a step change for the long term. Most real opportunities for system change, savings and performance improvement are outside your direct control. To seize them, you need a partner capable of reframing your ambition and building and delivering a plan which maximises your influence and delivers benefits at scale.

<div data-bbox="2373 231 2714 296" data-label="Section-Header"> <p><b>Ambition setting</b> </p> </div> <div data-bbox="2373 313 2714 459" data-label="Text"> <p>Supporting you to set ambition in the right place for change initiatives and help you to build the capabilities required to deliver on it</p> </div>	<div data-bbox="2746 231 3084 296" data-label="Section-Header"> <p><b>Insight &amp; opportunities</b> </p> </div> <div data-bbox="2746 313 3084 459" data-label="Text"> <p>Rapid and collaborative application of unique insights by using applied analytics tools to help understand your context and identify new opportunities</p> </div>
<div data-bbox="2373 487 2714 554" data-label="Section-Header"> <p><b>Delivery</b> </p> </div> <div data-bbox="2373 576 2714 666" data-label="Text"> <p>Creating confidence to seize the opportunity (or proofs-of-concept), then delivering at scale</p> </div> <div data-bbox="2373 688 2714 834" data-label="Text"> <p>Driving system performance through a revitalised management approach using primed metrics, setting trajectories and better forecasting</p> </div> <div data-bbox="2373 856 2714 974" data-label="Text"> <p>Delivering sector-leading impact in Adults and Children’s Services and across Health systems, typically representing 70% of spend</p> </div>	<div data-bbox="2746 487 3084 554" data-label="Section-Header"> <p><b>Improving resilience</b> </p> </div> <div data-bbox="2746 576 3084 666" data-label="Text"> <p>Helping you work on the organisation by providing strategic support and building new capabilities</p> </div> <div data-bbox="2746 688 3084 778" data-label="Text"> <p>Putting in place the right conditions for resilience and sustainability after we have left</p> </div>

### What happens when you work in partnership with IMPOWER?



These are examples of the challenges we have supported our clients with:

<p><b>Outcomes-led financial strategy development</b></p> <p>Member engagement in strategy</p> <p>Understanding system dynamics, demand, performance, and customer experience (e.g. homelessness)</p> <p>Shaping your corporate ambition and approach to deliver it</p> <p>Strengthening the organisational foundations, such as procurement and commissioning and enabling services</p>	<p><b>Implementing primed performance management frameworks to deliver sustained benefits</b></p> <p>Understanding employee engagement and experience to inform strategy and create conditions for success</p> <p>Understanding resident experience, sentiment, and behaviours</p> <p>Responding to the impact of the cost-of-living increase for residents</p>	<p><b>Shifting resident behaviours – from waste through to debt payment</b></p> <p>Optimising income and development of commercial models</p> <p>Digital strategy</p> <p>Delivery of transformation in complex systems</p> <p>Response to “tricky issues” and sector challenges such as Covid</p> <p>Resilience building such as preparation for social care reforms</p>
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### What does that mean in practice?

<p><b>Strategic support</b> </p> <p>Developing the core strength of the organisation</p> <p>Strengthening resilience and ability to manage in complexity</p> <p>Establishing system connections</p>	<p><b>Building new capabilities</b> </p> <p>Support to respond to disruption</p> <p>Innovation to develop future organisation</p> <p>Analysis, strategy and mobilisation to respond to tricky issues</p>	<p><b>Service transformation delivery</b> </p> <p>Execution of change in complex systems</p> <p>Underpins outcomes-led financial sustainability</p> <p>Builds sustainable capability and resilience</p>
<p>Corporate visioning</p> <p>Building transformation</p> <p>Resilience Framework</p> <p>Staff engagement</p> <p>Primed Performance</p> <p>Prevention spend mapping</p> <p>Listening Tool</p> <p>Financial strategy</p> <p>Place and Community Services</p> <p>Climate response</p> <p>Customer</p>	<p>Digital innovation</p> <p>Climate engagement</p> <p>Applied Behavioural Science</p> <p>Voluntary and Community Sector (VCS)</p> <p>Income and ways to pay</p> <p>Commissioning flagships</p> <p>Resident financial resilience</p> <p>Disruption response</p> <p>Place and Community Services</p> <p>Climate response</p> <p>Customer</p>	<p>Adult Social Care</p> <p>Children’s Social Care &amp; Valuing Care</p> <p>SEND and High Needs</p> <p>Localities</p> <p>Health and Social Care interface</p> <p>Homelessness</p> <p>Place and Community Services</p> <p>Climate response</p> <p>Customer</p>

## Our impact

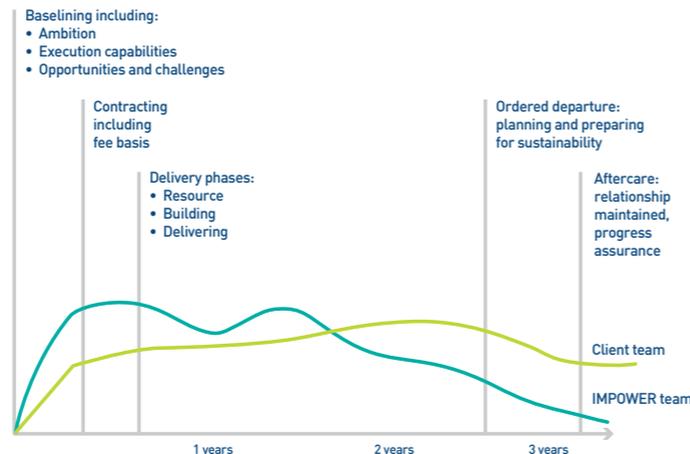
IMPOWER has supported councils and health systems to maintain focus through multiple change challenges, and together we have achieved impressive results.

### Examples of wide-ranging impact:



## Our partnership approach

We work in genuine partnership. Guided by a shared ambition we work through phases together, ultimately ensuring we leave you in a position where you are confidently leading your local transformation.



## Surrey County Council

What did we do?	Impact delivered	Increasing resilience and social value
<p>Supported Surrey County Council's (SCC) ambitious Twin Track programme by identifying and quantifying a wide range of transformation opportunities aligned to the council's strategic priorities. This initiative aimed to drive improvements and efficiencies across the organisation and broader place.</p> <p>The Twin Track approach involved simultaneously running two budget-setting processes – preparing the budget for 2022/23 whilst also developing a new approach for 2023/24 onwards. This approach not only helped put SCC on a stable financial footing over the medium term, it supported the transition to the next phase of their transformation programme, enabling them to deliver better outcomes for residents.</p> <p>Following the initial setup of the Twin Track programme to address the MTFs gap in SCC, we shifted focus towards opportunities for delivering better outcomes for less in people services.</p>	<p>Identified cross-cutting areas for Twin Track efficiency consideration that now form the basis of the Twin Track programme a year on, with £50-90m potential savings.</p> <p>Undertook Prevention Spend Mapping across the whole council for three key priorities, providing SCC with a better view of how the Surrey pound is being spent.</p> <p>Identified opportunities to join-up initiatives and commission differently going forward, aligned to priority outcomes.</p> <p>Through our diagnostic work in Adult Social Care, we developed a robust trajectory model and identified savings opportunities of £9.6m – £19.2m for 2022/23 – 2026/27.</p>	<p>Supported the onboarding of the new Twin Track Programme Director and wider core programme team.</p> <p>Enabled the organisation to think differently about transformation and budgeting through the Prevention Spend Mapping approach. This approach sought to address frontloading prevention services to reduce avoidable demand through insight-led, place and outcome-focused lenses, to maximise the potential of the Surrey pound. This approach is now embedded in SCC and is being delivered by an integrated team following an extensive skills and knowledge handover.</p>

## Lincolnshire County Council

What did we do?	Impact delivered	Increasing resilience and social value
<p>Working in partnership since 2019, we have helped to sustainably reduce demand for adults and children's services, transformed the corporate centre, and provided strategic support to the <b>Corporate Leadership Team and Political Executive</b>. As well as helping to sustainably reduce demand for adults and children's services, we have also helped to transform the corporate centre and provided strategic support to the <b>Corporate Leadership Team and Political Executive</b> and we are now working intensively across the wider health and care system.</p>	<p>Our work has delivered <b>£10m of directly attributable savings</b> and cost avoidance to date including, an estimated <b>£5m from our work in SEND, £2.7m from children in care</b> and a further <b>£1.8m from adults services</b>.</p> <p>As well as the financial outcomes, our work has led to a decrease of a third in new education, health and care plan (EHCP) requests, 23 children and young people safely stepped down from residential accommodation and a <b>reduction of 30% of adult social care</b> assessments leading to long-term care.</p> <p>Our work has achieved national recognition through the Management Consultancies Association (MCA) and Municipal Journal (MJ).</p>	<p>We have significantly increased corporate capacity, capability and resilience, building in the conditions for <b>long-term sustainability</b> of the improvement journey we have helped to get underway. This has included re-shaping the council's approach to transformation and developing new approaches to performance management and business intelligence. We also continue to facilitate regular strategic away-days for the council's corporate leadership team.</p>

## Manchester City Council

What did we do?	Impact delivered	Increasing resilience and social value
<p>Transformed Adult Social Care with a focus on better outcomes for the people of Manchester.</p> <p>The main focus was <b>maximising people's independence</b>, we used a strengths-based approach to have different conversations with people, and where appropriate used technology enabled care.</p>	<p><b>Identified £18M savings</b> across three years. We delivered <b>£6M savings</b> in year one plus a further <b>underspend of £1.4M</b> which went back into Adult Social Care.</p> <ul style="list-style-type: none"> <li>• <b>11%</b> decrease in cash budgets for physical disabilities</li> <li>• <b>6%</b> decrease in cash budgets for older people</li> <li>• <b>16%</b> decrease in commissioned homecare hours</li> <li>• <b>57%</b> people leaving reablement with no care need</li> </ul>	<p>Developed their programme and project management capabilities through training and buddying. We introduced communities of practice to Manchester which supported social workers in developing their practice. We ran two workshops with Voluntary, Community and Social Enterprise (VCSE) organisations to develop their skills and capabilities. We ran a workshop across the Manchester and Trafford health and social care space (with the local care organisations) identifying opportunities to change behaviours in relation to climate change.</p>

## Our approach

- **Insight:** through a fixed-price diagnostic, we use our unique applied analytics capabilities and deep experience to understand your systemic and organisational context, your current impact on key outcomes, and your effectiveness in managing demand.
- **Ambition and opportunities:** we elicit tangible opportunities to solve your most complex problems and help you to put in place the conditions for success, to deliver “good savings” and complex transformation and achieve sustainable savings at scale.
- **Creating confidence through impact:** within a clear governance and accountability structure, we deploy our trailblazing interventions within agreed areas. We test and learn quickly, building evidence of impact and momentum, generating confidence.
- **Delivering at scale:** we embed our unique primed performance approach, moving towards proactive management of future success – financial, outcomes-based and wider impact. We continuously innovate and develop our EDGEWORK® inventive methods deployed across the full range of our partnership and transformation activity.
- **Building resilience:** we continuously assess conditions of success with you, with a relentless focus on empowering client ownership. We invest in building your own leadership, transformation and insight capabilities. Sustainability is fundamental to our work.

### Our approach enables and incentivises innovation and impact for our clients and the people they support.

Digital tools do not deliver impact on their own. We use digital as an enabler, using deep analytical skills to translate insight into action. We co-develop, deploy and embed tools that are unique to the sector, then extract insight to problem-solve the challenges facing organisations and systems.

We support delivering consistent and appropriate practice improvement at scale, understanding and managing impact, including return on investment, and genuinely shifting the dial on what matters.

Workforce is a key part of this transformational process and we support the adoption of new practices, ways of working, and systems, including by making use of behavioural science to influence action. This helps deliver continued and sustainable impact well after IMPOWER has completed the implementation.



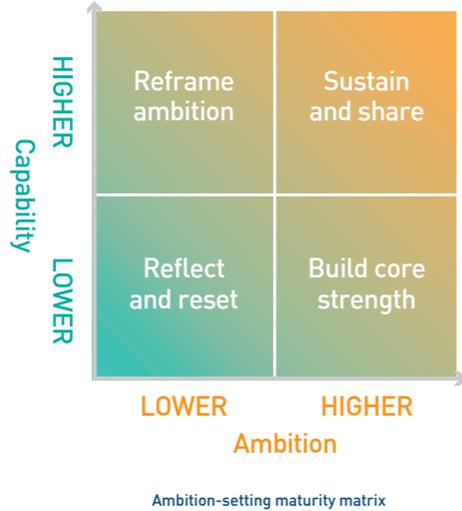
Example of a Listening Tool dashboard

## Ambition setting

Transformation programmes are often driven by negatively-expressed ambitions – such as cost reduction, crisis or service failure – and are not positively framed about what more could be done. IMPOWER’s Maturity Model distils our view of what is required to set ambition in the right place for change initiatives and build the capabilities required to deliver on it. This maturity model looks at ambition and capability:

**Ambition** = The specific impact you want to achieve, which passes the test of better outcomes, and costs less

**Capability** = The management headspace, tools and grip required to successfully deliver change within complex systems



**Even the best local authorities and local systems cannot afford to stand still in the face of accelerating change and volatility.**

Organisations with the strongest ambition and the capability to deliver it are likely to make an impact, and have an important role in sharing their learning with others. Under the right circumstances, other local authorities can invest in stretching their ambition and building their capability. We work with senior leadership teams to support both in tackling the most ambitious opportunities within the most complex problem spaces.

## Royal Borough of Kensington and Chelsea (RBKC)

What did we do?	Impact delivered	Increasing resilience and social value
<p>RBKC identified a budget gap over the medium term which posed a risk to services that provide critical support to the most vulnerable residents in the borough if they continued to take a 'traditional' approach to balance the budget. We supported RBKC to identify transformational opportunities that will support RBKC's longer-term financial sustainability by putting outcomes for residents at the heart of the council's financial decisions. Working with Executive Directors and their respective teams, we helped to identify opportunities and to test the scale and deliverability of these opportunities ahead of a joint leadership team away day which we helped to facilitate.</p>	<p>Supported and challenged the council in developing their thinking about transformation of services and identified cross-cutting transformation and areas for further collaboration between services. 30 proposals for transformation were developed alongside associated case studies. Estimated savings ranged from £11.8m - £17.3m.</p>	<p>We supported the Executive Directors to identify synergies and future opportunities to collaborate with other service areas through the delivery of cross-cutting opportunities. The leadership team decided to progress with implementing 16 of these opportunities and to further explore the other 14 opportunities.</p>

## Rethinking the role of customer services

We are rethinking how customer services can play a greater role in managing demand while responding to what residents need more effectively. Putting humanity at the centre of public service reform is critical; it is not a nice to have. To do this, local authorities need to maximise the effectiveness of public services by genuinely listening to and understanding its local residents. Making decisions based on anecdote or what the loudest 5% of residents talk about is not good enough. We are working with councils to develop unique tools to enable the sector to listen to – not just hear – what residents are saying. This is unlocking new insight based on conversations at the front door, and creating a better appreciation of public sentiment.

Our Listening Tool allows us to better understand and interrogate all contacts (not just a select few), identifying new opportunities to influence demand, more effectively channel shift, and change the conversations that Customer Services teams are having. We also work with clients to perform “journey mining”, creating

live demand models which demonstrate how people are moving through the front door, helping identify characteristics of that demand and planning how to influence it. Throughout, we are turning insight into action, using digital tools as enablers to generate new intelligence, which is helping to develop new interventions collaboratively with frontline teams. Our work is also helping build the evidence base which allows customer service teams to work with other council services to collectively manage demand and minimise failure demand. We are helping clients put customer services front and centre to play a critical cross-cutting organisational role as the primary interface between the public and the council.

## Buckinghamshire Council

### What did we do?

Developed a deeper understanding of the Buckinghamshire’s demand trends, resident behaviours, and the potential to influence customer behaviour to create a more sustainable and resilient system, and to help respond to challenges such as unexpected surges in demand. A Listening Tool was established to understand resident sentiment, levels of trust and expectation, and which specific services were driving customer demand. Alongside the Listening Tool, we also piloted an interactive model of demand flow through the front door using “journey mining” software. Using insight from both the Listening Tool and journey mining, we collaboratively developed a series of trials and changes to reduce the level of calls at the front door. This also informed a set of trajectories, based on a fresh cost and demand model, which the council used to track the level of demand on the Customer Services Team.

### Impact delivered

The fresh insight from both the Listening tool and journey mining provided the council with a sound evidence base to enable informed decision making and performance management, avoiding decision making based on anecdote. Facilitated multiple workshops to establish a series of behavioural change trials to influence how residents were contacting the Customer Services Centre and made changes to the website and Interactive Voice Response (IVR) telephone system. Significantly reduced the level of calls made to the Customer Services Team. For the first time, the cost and demand model IMPOWER built allowed the council to clearly understand how to reduce levels of influenceable demand on service lines while maintaining standards.

### Increasing resilience and social value

Buckinghamshire Council made use of IMPOWER’s Organisational Resilience Framework to better understand how to manage and bounce back from unexpected spikes in demand at the front door (such as enquiries based on changes to waste collection arrangements) without having to resort to a peripatetic workforce. Based on the successful implementation of the Listening Tool, we are now supporting the council to develop it further to proactively track emerging trends in conversations at the front door to tackle spikes in demand as quickly as possible, further building resilience within the organisation. Most importantly, as the council exploits the Listening Tool further by applying it to other service lines, it is building a definitive hub of understanding customer sentiment, making sure that residents who typically don’t get their voices heard are being listened to.

## The outcome

The outcome will reflect the journey that your organisation needs to go on. Our aim for transformation partners is to step away leaving them as financially fit, truly connected councils, managing and thriving in complexity, with results that are sustained long after we have left.

We have supported many local government authorities to deliver sustainable transformation impact, all whilst navigating through complexity.

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

*“Over the last few years our wide-ranging delivery partnership with IMPOWER has helped us to deliver excellent services and strengthen our organisation. They offer a unique perspective and approach to transformation and their advice, insight and focus on delivery has been invaluable to me and my team in tackling some of our biggest challenges.”*

Debbie Barnes, Chief Executive, Lincolnshire County Council

*“I lead complex services and systems at organisational and District level. Delivering change in this environment isn't possible without a deep understanding of how complex systems work. IMPOWER have that understanding and their EDGEWORK approach helped us identify the definitive shifts required in order to implement sustainable change.”*

Kersten England, Chief Executive, City of Bradford Metropolitan District Council

*“The IMPOWER team has worked in partnership with us helping us to respond sustainably to our MTFS challenge and embedding a focus on performance and impact. They have been truly embedded in the organisation, working with us to respond with agility to tricky issues, helping us to align*

*strategic focus, shape, mobilise and progress with impact our programme that will strengthen the resilience and the effectiveness of the organisation.”* Mike Curtis, Executive Director of Resources, Royal Borough of Kensington and Chelsea

*“Working in partnership with IMPOWER was a great experience for me and the programme team. Our transformation programme spanned the whole organisation and so we needed expert advice and support across multiple disciplines with a focus on long-term change that improved outcomes at cheaper cost. The successes we had in the programme would not have been possible without the expertise and dedication of the IMPOWER team.”* Michael Smith, Programme Director – Twin Track, Surrey County Council

*“With the transition to a unitary authority and numerous spikes in customer demand taking place alongside the considerable reorganisation, our Customer Service Centre (CSC) has experienced a sustained period of higher-than-normal levels of customer contact.*

*We needed to reassess our underpinning assumptions made with regards to demand. IMPOWER helped us to clearly articulate our demand trends (including what can be influenced), better understand resident behaviours and sentiment, and identify where the opportunities were to create a more sustainable and resilient system.*

*Key to this was introducing the Listening Tool, which has helped us rethink how we understand our residents. It created an evidence base which we're using to work effectively across services to achieve better outcomes for our residents, for less.”* Lloyd Jeffries, Service Director – Business Operations, Buckinghamshire Council





# IMPOWER



@IMPOWERconsult

T: +44 (0)20 7017 8030

E: [enquiries@IMPOWER.co.uk](mailto:enquiries@IMPOWER.co.uk)

W: [IMPOWER.co.uk](http://IMPOWER.co.uk)



To find out more about impact we could achieve together, please get in touch:

**Jon Ainger**

Director, IMPOWER

[jainger@IMPOWER.co.uk](mailto:jainger@IMPOWER.co.uk)

**Ebony Hughes**

Director, IMPOWER

[hughes@IMPOWER.co.uk](mailto:hughes@IMPOWER.co.uk)

**Claire Tomlinson**

Delivery Director, IMPOWER

[ctomlinson@impower.co.uk](mailto:ctomlinson@impower.co.uk)