



CORPORATE STRATEGY & TRANSFORMATION

Transforming whole systems to achieve better outcomes and lasting financial sustainability.

IMPOWER

YOUR AMBITION. DELIVERED.

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This is a pivotal moment for local government. Shifting funding horizons, far-reaching public service reforms, the urgent need to focus on prevention and tackle deprivation, all require the sector to set bold new ambitions, and deliver on them.

Doing this successfully requires clarity, confidence and an ability to embrace complexity.

Local authorities are now looking at how they can re-shape their organisations to be effective for the future, supporting their residents whilst staying financially sustainable. This means setting new ambition, working across systems to re-imagine local systems and achieve financial sustainability.

Our approach

Reframe the challenge

We use data to reveal the true drivers of cost and demand across your whole organisation — not just one service.

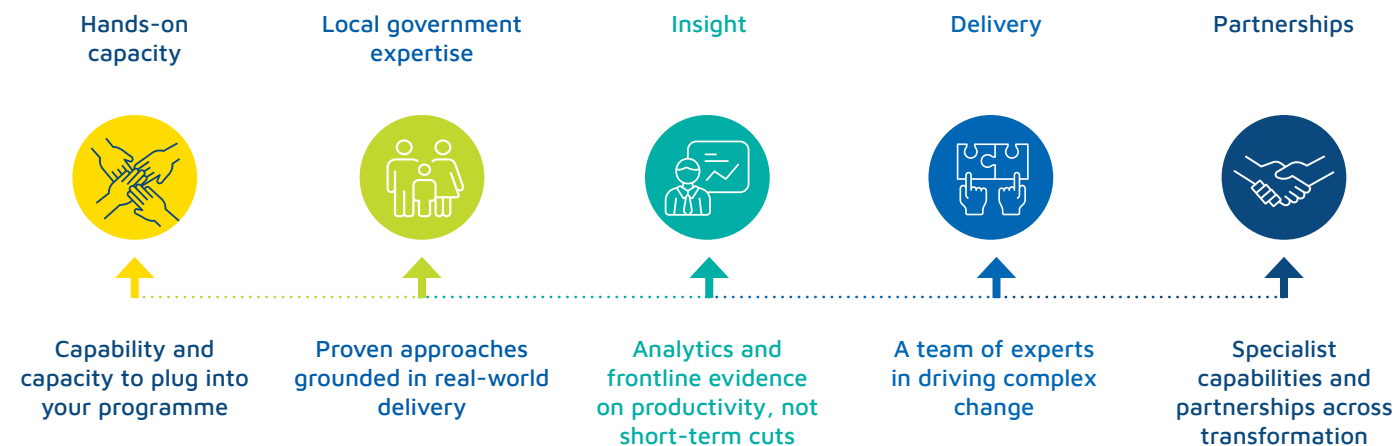
Build the conditions for change

We design transformation journeys that work in politically complex, multi-stakeholder systems.

Deliver financial value

We deliver savings and better outcomes at scale, designed to be sustainable long after we leave.

How we can help



Your ambition

The core features of financially sustainable organisations

Preventative Supporting the right people in the right way at the right time	Productive Aligning resources to purpose and outcomes	Resilient Equipped to navigate complex change and build resilience
• A whole-council, whole-place approach to prevention and empowerment of residents, neighbourhoods and communities. • Integrated, person-centred and co-productive models of care.	• Strong operational foundations that free up capacity for transformation. • Leadership, workforce and operating models aligned to purpose and outcomes. • Positive resident experience enabled by digital services and technology. • Mature approaches to commissioning that achieve value from providers.	• Bold but achievable ambition with a clear roadmap for delivery. • Skills and tools to drive complex change over a multi-year horizon. • Change delivered at the front line, backed by enabling behaviours and culture. • Effective use of analytics and insight, with robust learning and feedback loops.

Delivered

How we partner with you: a three-year journey towards financial resilience

Reframing your ambition 2-3 months	Building confidence and early savings By 6 months	Scaling and strengthening By 12-18 months	Benefits at scale, sustained resilience By 18-36 months
• Identify key opportunities. • Fold national reforms into a single critical path. • Describe the destination: setting out your 3-yr journey. • Build shared ambition with your team and partners.	• Test-and-learn to build evidence and confidence. • Accelerate delivery for rapid savings and headroom for deeper change. • Establish key corporate enablers. • Prepare programmes for the next wave of transformation.	• Embed whole-organisation approaches to prevention and productivity. • Build resilience through redesigned operating models and new capabilities. • Deliver improvements in practice, commissioning and market management.	• Clear financial benefits flow from better resident outcomes. • Sustainable internal capability to continue transformation. • Excellent system leadership and supporting infrastructure.

Prevention at the heart of transformation

Now is the moment for long-term reform

Local government is facing rising complexity of demand and financial pressures. With certainty over the three-year settlement, authorities must consider their strategy for sustainable delivery into the long-term. There is no answer to this that doesn't involve a greater role for prevention and early intervention.

Our support to seize the opportunity

We support councils and their partners to align on shared priorities, embed genuinely enabling models for communities, ensure limited resources go further- preventing and delaying complex demand. We support councils and their partners to align on shared priorities, embed genuinely enabling models for communities and ensure limited resources go further, preventing and delaying complex demand.



Local Government Reorganisation

A chance for a generational reset

LGR doesn't solve the gap between demand and funding, but it does create the conditions for a generational reset rather than another round of incremental change.

For the areas we work with, this is the opportunity to redesign services around outcomes, build lasting financial sustainability, and be bold and ambitious about the scale of impact that can be achieved.

Our support to seize the opportunity

IMPOWER work at all levels of organisations undergoing LGR. At the most senior levels, we broker consensus, build resilience and find solutions that can accommodate diverse views and hold partnerships together. At the frontline, we provide support to take on the challenges of disaggregation while also navigating national reforms.

The difference between areas that seize the opportunity and those that simply reorganise will come down to the quality of ambition and delivery through transition. IMPOWER is here to help your area to do both and get the best possible version of LGR.



The IMPOWER difference



We’re different because we take a whole-system approach to deliver the sustainable change our clients want and need. We deliver financial improvement with heart, supporting health and public services to better spend public funds.

Change matters. Done well it can transform lives and the bottom line. **How** we do it is unique, and just as important as **what** we do. Our specialist and experienced **team** uses our theory of change, extensive technology, and analytics **toolkit** to co-produce change and deliver our client’s ambition.

This unique IMPOWER approach works across organisational and system boundaries, engaging frontline practitioners and equipping system leaders with the processes and tools that deliver better outcomes that cost less.

Our EDGEWORK® methodology and theory of change is a proven and different way to co-produce organisational change and shift mindsets. Setting the right ambitions and finding new value is the first step of our four-step process and key to sustainable change.



We help our clients to set ambitious goals. With a unique mix of influence, applied behavioural science, experience, and our technology toolkit, our team helps empower practitioners and leaders to transform organisations, systems and the bottom line.

Technology, analytics and innovation

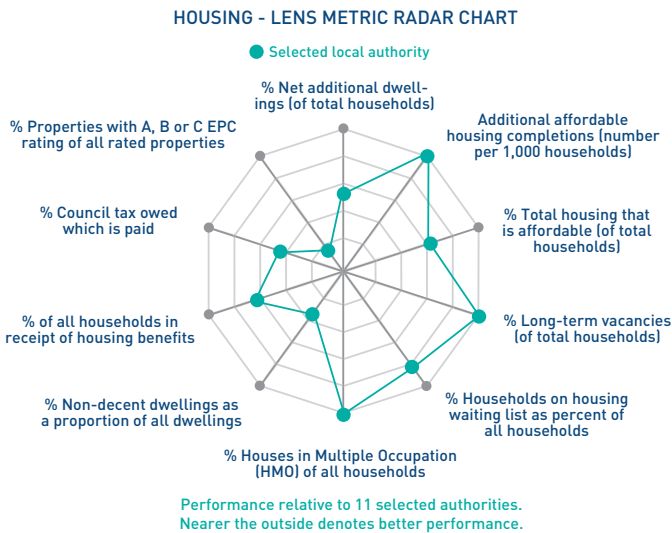
The team

Our applied analytics team helps public sector leaders make better decisions using clear, practical evidence. We work alongside delivery teams to understand demand, capacity, cost and outcomes, translating complex data into insight that leaders can use with confidence.

Our focus is not on data for its own sake, but on supporting real-world choices that improve services, outcomes and value for money.

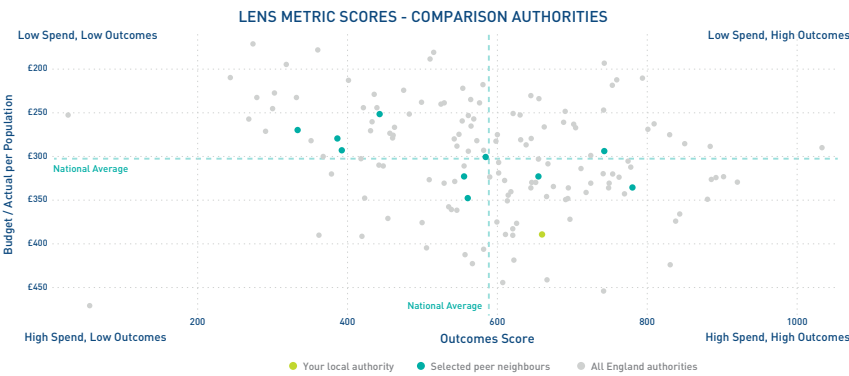
The IMPOWER INDEX

The INDEX is a benchmarking tool with a difference. It grades councils on productivity by calculating outcomes achieved per pound invested. The tool uses publicly available data to evaluate performance through eight different lenses, including Housing, Homelessness, Waste and Recycling, as well as various social care lenses.



The INDEX shows:

- How outcomes and productivity compare to other councils, including statistical neighbours, and regions across England.
- If investments in public services are working.
- Priorities for further improvement.
- Which councils are leading the way.
- How aligned individual services are with council priorities.



The INDEX delivers a carefully curated set of benchmarked metrics, extracted from a database of several thousand relevant data points, which can be used by our Applied Analytics Practice to provide additional comprehensive insight and test our clients’ hypotheses.

Example of productivity rankings against 10 statistical neighbours			
2nd	Housing	8th	Integrated Care System
1st	Homelessness	8th	Working Age Adults
3rd	Waste and Recycling	3rd	Older Adults
5th	Integrated Care System	4th	High Needs

IMPOWER's bespoke toolkit

We have developed a suite of advanced tools to support and enhance our delivery. These include:

Data Maturity Assessment Framework

Our comprehensive framework evaluates the strengths and gaps in data management and analytical decision making, helping clients ensure they are extracting maximum insight from existing data.

Trajectory Management

Our trajectory models forecast the impact of system changes by combining detailed historic data with local insight. The models allow local authorities to test scenarios before acting, and track impact from change over time.

Aurista

Aurista uses the latest NLP and generative AI technology to extract themes, sentiment and insight from large unstructured, qualitative data sets, such as case notes. This provides a powerful understanding of practice quality, culture, needs and lived experience, surfacing opportunities to improve service delivery. Aurista can also identify patterns, including clusters of people based on identified strengths, goals, circumstances and timelines to interpret what is really happening on the frontline.

Journey Mining

Journey Mining examines millions of point-in-time events to reveal how residents move through a system or service. It highlights delays, escalation points and missed opportunities, identifying where improvements can be made to deliver better outcomes or increase efficiency.

Repeatable Insights

Our live dashboards and recurring analytics support sustainable and reactive change. The Repeatable Insights approach enables continuous monitoring of trends, progress and risk, using IMPOWER's Senior Analysts to regularly play back emerging themes, to support both strategic and operational decision making.



Case studies

North Lincolnshire Council

Transforming culture, leisure and community through evidence, partnership and bold leadership

IMPOWER helped North Lincolnshire Council to maximise the impact of vital community services while reducing costs and laying the foundations for longer-term financial sustainability. The programme focused on culture and leisure services, which were operating with an annual net subsidy of around £6m (forecast to rise) whilst having no clear translation of spend into outcomes at an individual site or service level.

We delivered:

- **80+ improvement opportunities** through better use of assets, workforce redesign, and stronger commercial approaches.
- **Up to £8m savings** forecast by year three of the programme, while protecting access, inclusion and wellbeing.
- Culture and leisure reframed as vital community assets.
- A shared direction: a financially sustainable, community-powered service, supporting prevention, reducing isolation and strengthening pride in place.



Hertfordshire

Local government reorganisation

Since February 2025 IMPOWER has been working with all eleven councils in Hertfordshire to model options, develop proposals and to design and mobilise their implementation programme.

As strategic partners and advisors within their delivery unit, we have been offering facilitation and technical support in the most complex spaces.

We delivered:

- One of the most collaborative LGR processes in England backed by all leaders.
- A comprehensive transition programme and governance structure, with ongoing strategic support and facilitation

London Borough of Hackney

Prevention diagnostic and delivery

IMPOWER worked with Hackney across Children's and Adults' Social Care, Education, Homelessness and Temporary Accommodation to build the evidence base for a whole-council prevention and demand management programme, using benchmarking, demand and cost modelling, journey mining, stakeholder engagement and case reviews.

We delivered:

- **12 opportunity** areas identified and five full business cases setting out practical changes to improve outcomes, reduce avoidable demand and strengthen joint working.
- Agreement to progress savings opportunities worth **£7.4 million gross by 2028/29**, giving Hackney a clear roadmap for sustainable prevention and demand management.
- A blended delivery team now working in partnership to deliver the opportunities.



Leeds City Council

Financial sustainability support

Leeds City Council needed to close a significant Medium-Term Financial Plan gap and shift from departmental savings to whole-organisation transformation.

IMPOWER led a rapid diagnostic across Organisational Effectiveness, Revenue Growth, Early Help and Prevention, and Locality Working, using the IMPOWER Index to benchmark productivity and identify where savings potential was greatest.

We delivered:

- Detailed business cases tested with the Corporate Leadership Team, with practical, AI-enabled, productivity improvements demonstrated.
- The evidence, confidence and sequencing Leeds needed to commit to whole-organisation change.
- **A contribution to c.£40m** of agreed council-wide savings over three years, including **£10m confirmed for 2026/27**.

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...

■ Partnering with IMPOWER to develop a business case for early intervention and prevention was a highly valuable experience. Over 16 weeks, they worked closely with over 50 stakeholders across 15 service areas, demonstrating a strong commitment to collaboration and a deep understanding of our local context. Their data-driven approach – using case reviews, benchmarking, and cost-demand modelling – helped us clearly identify where change was needed and how it could be achieved.

The locality-based, preventative delivery model they designed was both practical and evidence-based. IMPOWER's ability to frame strategy, unite key partners, and inspire ambition truly set them apart. They're respectful, insightful, and genuinely focused on better outcomes – I wouldn't hesitate to recommend them."

Melanie Barnett, Director of Children's Services,
West Northamptonshire Council

100% of 76 clients surveyed
(Apr 24 to Mar 26) would recommend us.

■ IMPOWER demonstrated an understanding of the nuances of local government, quickly grasping the complexity, political context, and dynamics across our organisations. Their approach went far beyond simply delivering outputs – they enabled us to move forward with clarity and confidence, helping us reach the position we needed to be in."

Donna Nolan, Chief Executive, Watford Borough Council

■ IMPOWER has worked closely with our senior team to inject momentum, insight and capability into our MTFS and associated transformation programmes. They have built positive working relationships with our senior team and are also supporting delivery at the front line."

Ashley Hughes, Director of Resources and s151 Officer, Tameside Metropolitan Borough Council

■ IMPOWER's team helped us to hold up the mirror to our organisation, brought respectful challenge and strategic support as we navigate our budget and financial sustainability challenge, and identified significant budget savings for next year and for our MTFS.

Their work has helped us to see a way to close our financial budget gap and has helped us to position these proposals as part of our Organisation Plan case for change, beyond just savings. IMPOWER helped both to shape our overall strategy and to set us off on delivery."

Dr Mariana Pexton, Deputy Chief Executive,
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To find out more about the impact we could
achieve together, please get in touch.

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