

ANNUAL IMPACT REPORT 2025



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Your
ambition.
Delivered.



Welcome to the latest edition of IMPOWER's annual impact report.

The last 12 months have been a time of rapid change in public services with Labour returning to power after almost 14 years. Local government reorganisation, structural changes to the NHS and revised national priorities have shifted the landscape in which we, and our clients, operate.

Despite these tectonic shifts, we have still achieved so much as an organisation over the last financial year and I am delighted to be able to share here some of the impact that we have had.

At IMPOWER our fundamental mission is to help our clients to deliver on their ambition. We do this by working with both “head” and “heart”, seeking new value for our clients and focussing relentlessly on results, but doing so with emotional intelligence, respectful challenge and front-line credibility. The results set out in this document are testament to that approach – lives improved while ensuring that costs are sustainable.

In the last 12 months we have positively impacted over **35,000 lives** across a huge range of areas as set out in this report including:

- Helping practitioners and commissioners to better understand the needs of children in care to find them the best possible care and support.
- Ensuring that people in mental health settings are able to return home as soon as safely possible.
- Improving delivery of services so that more older people can receive the social care support that they need.
- Supporting working age adults receiving social care support to live their lives with greater independence.

IMPOWER
YOUR AMBITION. DELIVERED.

The aggregate numbers can describe only so much of our impact and, as you will see in this report, it is the individual stories that make up the heart of what we do. Stories of children with special educational needs who are being better supported for Reception, or of older adults whose improved confidence means that they can now live the life that they want.

At the same time we have made sure that our approach supports sustainability, identifying opportunities to save over **£250m** for our clients annually and delivering over **£27m of savings**.

Looking ahead into 2025-26, the pace of change at national level shows no signs of slowing. Structural reforms like local government and NHS reorganisation and the fair funding review will take up significant management bandwidth, while specific policy changes in areas as broad as children's and adults' social care, prevention, capital spending and the SEND system will create new opportunities and challenges for both system leaders and service users.

There are examples in this report of how we are already helping our clients to prepare for those changes sustainably, while making sure that people receiving public services remain the principal beneficiaries of any reform.

Change will continue to test the boundaries of what is possible in public service delivery. But as we look ahead, our own focus remains unchanged: supporting our clients to deliver on their ambitions, acting with both head and heart, and achieving outcomes that matter.



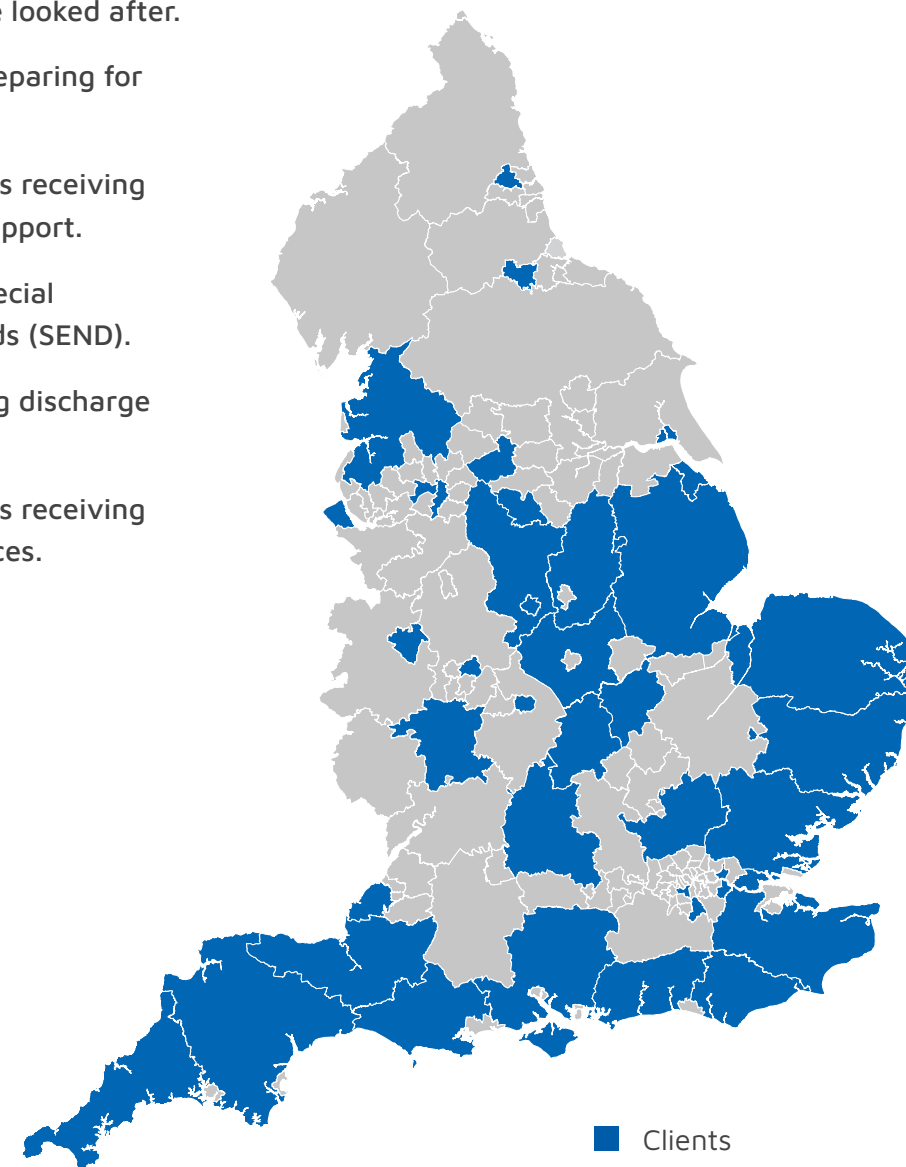
SEAN HANSON
Chief Executive Officer,
IMPOWER

Impact at scale

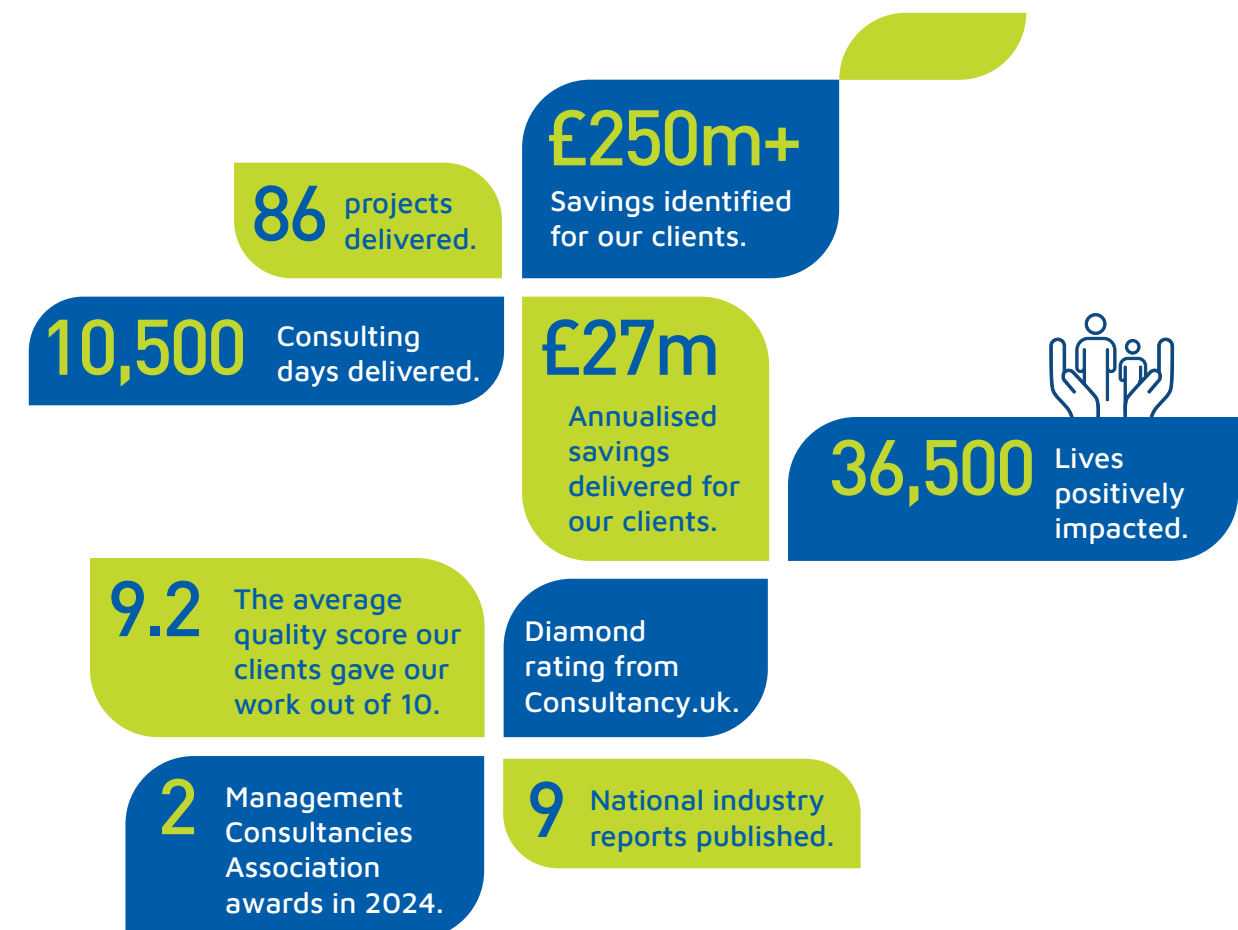
At IMPOWER, we help our clients to deliver better outcomes that cost less. We operate across England, working with local authorities, healthcare providers, care providers, schools, trusts, transport companies, industry bodies, charities, voluntary organisations and central government.

In the last financial year we have helped set new ambitions in a number of areas, examples of which are:

- Children who are looked after.
- Young people preparing for adulthood.
- People of all ages receiving mental health support.
- Children with special educational needs (SEND).
- Patients awaiting discharge from hospital.
- People of all ages receiving social care services.



IMPOWER's 2024-25 in numbers



Don't just take our word for it

We're proud that the average quality score given to us by our clients is 9.2 out of 10.

“Working with IMPOWER has been really positive experience, the work has demonstrated understanding of our challenges and helped us to progress toward our ambition. The journey through the project (and winning teams over) has been really positive, making a practical impact and delivering benefits through developing practice.” Martin Samuels, Executive Director - Adult Care and Community Wellbeing, Lincolnshire County Council

“The work with IMPOWER has been really impactful and has made a positive difference for many children and young people, while also delivering £10m in cost savings, showing that if you do the right things for children, you also save money.”

Ben Davies, Service Director Children and Family Services, Cornwall Council

“IMPOWER's support over the last two years has helped us to improve life chances for many children and young people in Northamptonshire. Last year they also supported the delivery of over £7m cost savings in FY24/25, and we continue to improve. I've really appreciated how the IMPOWER team have worked with front line teams and partners to embed new ways of working, and their constant focus on children's needs and strengths. Colin Foster, Chief Executive, Northamptonshire Children's Trust

“IMPOWER are part of the team, they aren't the kind of consultants who just do a specific job, produce an output and go, it's a different kind of relationship. You may be able to progress toward your ambition without IMPOWER but you won't be able to do it at the same scale and pace.”

Andrew Wolverson, Director of Adult Social Care, City of Wolverhampton Council

“This work has boosted practitioner confidence, strengthened joint planning, and kept children's lived experiences at the centre of transition. It marks a really important step forward in improving the way we support children with SEND across Dorset.”

Miriam Leigh, Principal Educational Psychologist, Dorset Council



The story in numbers*

Children, families and education

Engaged with over
100 foster carers
in Telford
and Wrekin.

1,372 assessments to
determine if provision
meets children and
young people's
developmental needs.

Trained **780**
social work practitioners in
the Valuing Care approach.

Over
£20m
in cost
reduction
within
children's
social care.

160 children and young
people in care positively
impacted/stepped down
using Valuing Care.

2,270 children and young people's
needs assessed and profiled
with Valuing Care.

32 local areas supported to test and
trial reforms through the DfE
SEND AP Programme. Department
for Education SEND Alternative
Provision Improvement Programme.

£386k direct cost savings estimated
through reintegration of 2
children from specialist to
mainstream provision in
Dorset.

£88k
in annual cost avoidance
for Travel to School as
21 families in Sheffield
now have a Personal
Travel Budget (PTB).

35%
of SENDCos
said the Travel
to School tool
prompted detailed
discussions about
travel for Sheffield
City Council.

23%
of young people
travelling via
individual taxi could
transition into a
shared vehicle with
North Somerset
Council Travel to
School project.

*Financial year 2024/25 unless otherwise stated.

Financial sustainability

3 local partnerships
developing Local
Government
Reorganisation
proposals.

22 ambition
and
financial
resilience
workshops
held.

Over
£100m
savings identified in
low range forecast
of all medium-term
savings in five local
authorities.

£5.3m
annualised
spend reduction
achieved in adults
and children's
projects across
24/25-25/26
with Tameside
Metropolitan
Borough Council.

£7.6m min. cost avoidance
opportunity identified
through improved prevention
and early intervention for
children and families in a
unitary authority.

Health

5.5 days reduced
length of stay
in an acute
mental health
hospital.

17%
decrease in inpatient
stays of more than
90 days in an acute
mental health hospital.

£4,140
reduction in
average cost
of admission due
to reduced stay.

Surrey Mental Health IMPOWER final report.

28%
increase in confidence
discharge processes
by staff in a major
acute hospital.

65
opportunities to
improve patient
flow through
transfer of
care hub.

St. George's Trust of Care Hub
IMPOWER final report.

Adult social care

1 in 4
working age adults
to move to greater
independence, 17%
within six months.

£2.1m
projected
annual saving
by 2027/28.

Results validated by one anonymised County
Council referenced with permission.

£611k
savings from independence
improvements in adult
social care.

Tameside Metropolitan Borough Council
Adult Social Care IMPOWER final report.

£1m
reduction in
reablement
costs and
17% more
people
receiving
support.

60% of social worker cases
reviewed had opportunities
for further independence.

£250k projected
savings in next
four years.

Lancashire County Council ASC Supporting Ambition IMPOWER final report.



Making an impact.

CASE STUDY:

Watford Borough Council on behalf of Hertfordshire Councils

Working together, the ten District and Borough Councils in Hertfordshire, wanted to respond to the English Devolution White Paper and invitation to submit an outline plan to the Ministry of Housing, Communities & Local Government (MHCLG) on Local Government Reorganisation (LGR) by March 2025.

What we did

IMPOWER was commissioned by Watford Borough Council on behalf of the ten District and Borough Councils in Hertfordshire to provide support in responding to the English Devolution White Paper (published in December 2024) and subsequent guidance from the Minister of State for MHCLG issued on 5 February 2025, specifically in relation to local government reorganisation in Hertfordshire.

IMPOWER's approach included the following

- Rapidly assembling a comprehensive evidence base and systematically identifying and appraising different models of reform.
- Robustly modelling financial cost and benefits for various options, and assessing whether the resulting organisations are likely to be financially resilient over the medium term.
- Supporting chief executives and leaders, collectively and individually, to build consensus around a collaborative way forward.

Having completed our options appraisal in March 2025, we are now working collaboratively with all eleven councils in Hertfordshire to mobilise their joint programme for development of full LGR proposals by Autumn.

Our impact

Like the majority of areas across England who were invited to reorganise by the Secretary of State in January 2025, Hertfordshire councils did not have a clear consensus on a preferred model of reform, and the evidence base to enable robust decision making.

We have helped to put local decision-makers on a robust evidential footing, increase focus on the most consequential issues and increase the level of collaboration between organisations. Whilst political decision-making is still continuing following the May 2025 elections, all Councils now have a clear direction and programme towards setting out their shared ambition and maximising the opportunities that devolution and reform offer to residents and local businesses.

What our client says

“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

CASE STUDY

Cornwall Council

From May 2023 to April 2024 IMPOWER supported Cornwall Council to develop and deliver its 'Better Homes' approach. IMPOWER support focused on embedding new approaches to practice and commissioning aiming to improve outcomes for children and young people, increase the capacity, capability and confidence of their foster carer team, and support the financial sustainability of the service.

What we did

In support of this ambition IMPOWER worked with a range of teams to develop and embed new approaches which focus on children and young people and foster carer's needs and strengths, including IMPOWER's 'Valuing Care' and 'Family Values' approaches.

IMPOWER worked with teams across Cornwall to:

- Develop and deliver a range of recruitment and retention initiatives to increase the capacity, capability and confidence of their foster carer team - through co-production with foster carers and social workers.
- Develop and embed the use of Valuing Care's Foster Carer's skills and capacity profile, a tool that enables social workers and foster carers to capture a shared view of skill and experience, and to use this information to inform and target foster carer matching, development and training.
- Profile the needs and strengths of a cohort of children and young people and identify opportunities for positive changes to care and support that can improve longer-term outcomes, while also reducing the cost of care (including reunification with families, step down to family-based care and changes to care packages and plans).
- Establish a multi-disciplinary panel with a wide range of practitioners and stakeholders to identify and deliver opportunities identified, and embed needs-led and strengths-led approaches across practice and commissioning.

Family Values

Family Values is IMPOWER's award-winning behavioural science-led approach to recruiting and retaining foster carers. IMPOWER has worked with over 20 local authorities to improve foster carer recruitment, retention and utilisation. This involves co-production with foster carers and in-house fostering teams to develop interventions and campaigns which apply behavioural science and values-based segmentation.

Our impact

Between October 2023 up to April 2025 this approach has successfully supported 28 children and young people to live in better matched and better value homes, delivering a saving of over **£10m** per year.

Cornwall Council have now embedded the Valuing Care approach across all children and young people who are looked after. This means needs are consistently captured and tracked for all children coming into care and when care and plans are reviewed. The Valuing Care approach is also embedded into all home finding activity to maintain a consistent focus on children's needs and strengths.

All Cornwall Council Foster Carers now have a skills and capacity profile completed allowing live, ongoing matching of foster carer and child profiles, and a focus for foster carer training and development activity. This approach now underpins Cornwall's assessment, support, review and development of all in house foster carers.

What our client says

“The work with IMPOWER has been really impactful and has made a positive difference for many children and young people, while also delivering £10m in cost savings, showing that if you do the right things for children, you also save money.” Ben Davies, Service Director Children and Family Services, Cornwall Council

“When I saw my carers' skills profile in that way it challenged me to think about having discussions and developing their confidence to support a different, wider range of needs.” Cornwall Fostering Social Worker (quote from Cornwall presentation at Shared Learning Event)

“Through this work we're opening up a cohort of carers for children that we may not have previously considered, and matching even a small amount of children to carers under these circumstances will have a huge positive impact” Lowenna Blee, Service Manager - Fostering, Cornwall Council

CASE STUDY

Dorset Council

Dorset Council was experiencing a growing gap between the increasing complexity of children's SEND needs as they start school and the declining Setting Readiness of some primary schools. This gap contributes to delays in support, triggering of unnecessary statutory processes and missed opportunities for early intervention – ultimately making it more difficult to secure well-supported and positive 'next steps' into school for children, their parent carers and the professionals supporting them.

Challenges

A rise in children's needs around communication, emotional regulation and independence, alongside limited confidence within mainstream settings to effectively meet those needs.

- Inconsistent application of statutory processes, with Education, Health and Care Plans (EHCPs) often being requested for needs that could have been met through ordinarily available provision.
- Fragmented engagement between families, schools and wider services, leading to missed opportunities for early intervention and coordinated support.

These challenges contribute to rising demand specialist provision and increasing financial pressure on the Council. However, evidence from earlier Valuing SEND (VSEND) trials showed that this pattern can shift. Positive change is possible through earlier identification of needs, more consistent and needs-led decision-making, and stronger, joined-up collaboration between early years settings and primary schools.

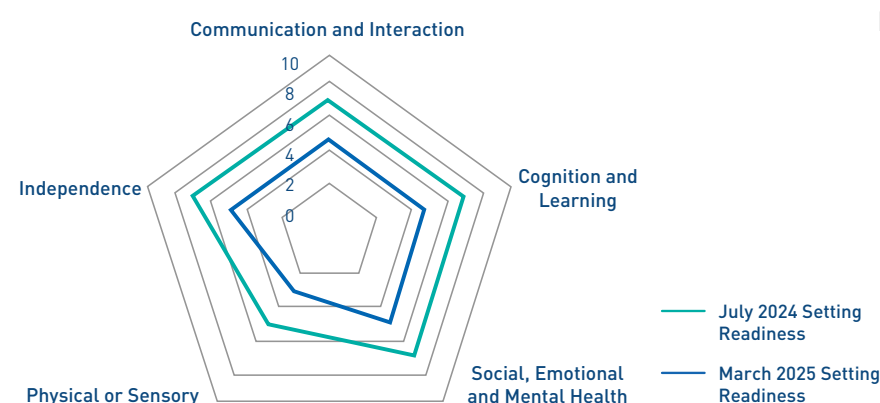
What we did

Between August 2024 and April 2025, IMPOWER worked with Dorset Parent Carer Council (DPCC), and wider services to co-design an Early Years to Reception 'Next Steps' Pathway, underpinned by the Valuing SEND (VSEND) approach.

This included:

- Practitioner workshops across Dorset to define what a positive school transition looks like and strengthen a systemwide ambition for inclusion.
- Development of a shared narrative ("Matilda's Journey") to centre planning on lived experience.
- Analysis of VSEND profiles and Setting Readiness data to create an evidence-based view of needs and school capacity.
- The Applied Analytics Team played a vital role—supporting radar analysis, developing data tools, and helping distil complex insights into a clear, impactful approach. This enabled the Council to begin rolling out a structured, inclusive pathway focused on early identification, collaboration, and needs-led planning.

Bridport primary school setting readiness from July 24 to March 25



Bridport school has increased its Setting Readiness using the enhanced pathway and can now meet child's needs, therefore avoiding special school placement.

Our impact

The VSEND rollout and prioritised pathway activity has delivered strong results:

£955k potential cumulative cost avoidance identified through early intervention and targeted support for 20 school risers.

£386k direct cost savings estimated through reintegration of 2 children from specialist to mainstream provision.

£2.4m projected cumulative cost avoidance if applied across all 192 children in the cohort.

192 VSEND profiles completed, identifying 76 school risers for September 2025 with complete data.

Practitioners reported increased confidence in identifying and planning for needs, improved early years and school collaboration and better family engagement.

This phase lays the foundation for a Locality-based SEND model focused on early identification, data-informed planning and sustainable, inclusive support.

LIVED EXPERIENCE

Mark attends a nursery and is due to start primary school in September. Before using VSEND, both Mark's SENCo, Jenny, and Mark's guardian, Ruth were of the shared view that Mark's difficulties were due to his speech, language and communication needs, as he was not as strong a communicator as the other children.

Completing VSEND helped Ruth and Jenny realise that Mark had significant attachment difficulties linked to the trauma he experienced from when he was a baby.

The approach helped to plan what his new school could do to support Mark, which reassured Ruth that he was going to be absolutely fine at school, and that in fact this may do him the world of good.

Mark will be moving to a new Primary School in September where his new teacher is using VSEND to plan his transition. She has heard from Jenny that he is "the loveliest boy in the world" and is looking forward to supporting him.

What our client says

“Having been closely involved throughout the work with IMPOWER, I've seen the real and meaningful impact of the Early Years to Reception Pathway and the VSEND approach and how it supports settings to implement a graduated approach. The insights gained—particularly around earlier identification, and more targeted locality-based support, are already helping us make more inclusive, needs-led decisions.” Miriam Leigh, Principal Educational Psychologist, Dorset Council

CASE STUDY:

Northamptonshire Children's Trust

We have supported Northamptonshire Children's Trust since February 2023 to improve outcomes for children and young people and deliver **£12m** worth of savings to-date.

What we did

- Trained over 200 social workers, supporting over 1000 Valuing Care need assessments to be completed for children and young people in or at risk of entering care.
- Held multi-agency discussions to implement plans for over 150 children and young people.
- Supported fostering and residential carers to better understand their skills and ability to meet the needs of children in care, with over 30 skill and capacity assessments completed and used to support matching.
- Used strength based practice to develop home finding practice and processes, developing an approach to improve partner relationships, engage the market and ensure children are placed in homes that meet their needs at value for money.
- Used an intelligent and analytical dashboard to track and communicate impact.
- Developed practice groups to support the sustainability of the programme and enable the approach to be embedded across the trust.

Our impact

We have supported the delivery of over 102 positive outcomes for children and young people including:

18 children to be safely and sustainably reunified with families.

Stabilised the homes of 7 children and young people, preventing breakdown.

6 children and young people to move from residential to foster care.

Reductions in the cost of care and support for 32 children and young people.

What our client says

IMPOWER's support over the last two years has helped us to improve life chances for many children and young people in Northamptonshire. Last year they supported the delivery of over **£7m** cost savings in FY24/25, and we continue to improve. I've really appreciated how the IMPOWER team have worked with frontline teams and partners to embed new ways of working, and their constant focus on children's needs and strengths." Colin Foster, Chief Executive, Northamptonshire Children's Trust

What next?

We are continuing to work with Northamptonshire Children's Trust for the next nine months focused on:

- Strengthening practice by continuing to embed Valuing Care so that all children in care are in homes that meet their needs.
- Continuing to use Valuing Care to prevent care entry by identifying opportunities to increase parenting capacity, supporting Duty and Assessment Teams (DAAT) and Safeguarding teams to utilise the approach.
- Ensuring the approach is embedded in annual reviews so that we understand the skills of all foster carers improving matching and identifying additional support to carers.
- Working with home finding and commissioning teams to strengthen their work with providers, developing more strategic relationships and ensuring all care is provided at good quality and value for money.
- Supporting teams to improve how they disseminate and communicate performance and finance information so that insights on need drive decision making.
- Developing the skills and confidence of teams to enable the sustainable and long-term delivery of this transformation.

LIVED EXPERIENCE

At the beginning of 2024, Tina*, aged, 14, had been living in a residential placement. The provider had blocked the other beds, suggesting other young people couldn't live with Tina. She had been the only occupant at the home for over a year.

Tina's Valuing Care needs assessment showed that she had high needs in managing her emotions and family relationships but low needs in areas like communication and independence. A multi-agency forum agreed that the long-term plan for Tina was to live with a family in foster care, but in the meantime ensuring she could live with other young people, would support that transition.

The brokerage offers were able to use Valuing Care evidence and their strength-based tool

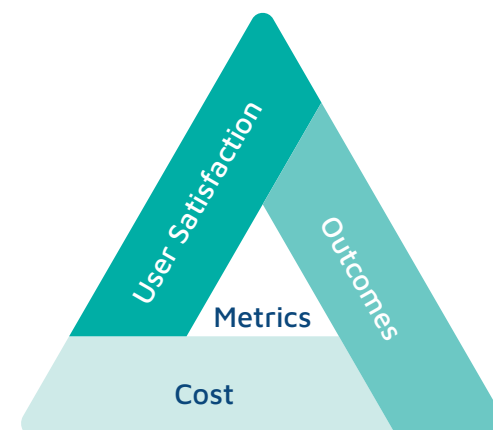
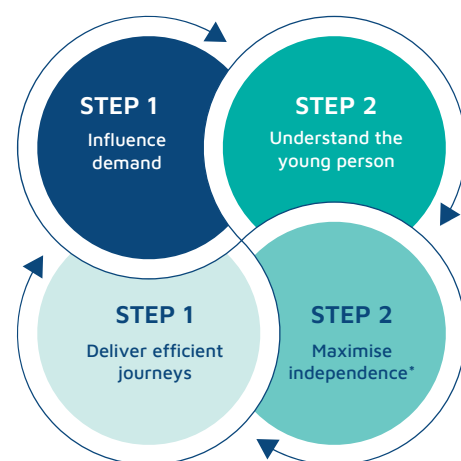
kit to have an open conversation with the providers about the support Tina needed and discuss the opportunity for another young person to live with her. Together, the brokerage officer, social worker and homes discussed a plan to identify another young person to be matched to the home and Tina's needs and strengths.

Another young person moved into the home and Tina's weekly package reduced in cost by £505 a week, equating to a £26,476 annualised saving. Tina's progress continues to be reviewed and her Valuing Care assessment evidences that her needs have reduced. Professionals are working towards finding the right foster carers to meet her needs.

CASE STUDY

Sheffield City Council

Sheffield City Council needed to establish the appropriate balance of outcomes, cost and user satisfaction in order to deliver better outcomes that cost less for their travel to school budget.



What we did

Sheffield City Council's travel to school project is focused on growing children's travel independence. In collaboration with schools, the council, and parents, a new home to school travel approach was designed to increase transport awareness.

In addition, a personal travel budget trial was implemented. They embarked on a four-step approach to delivering change.

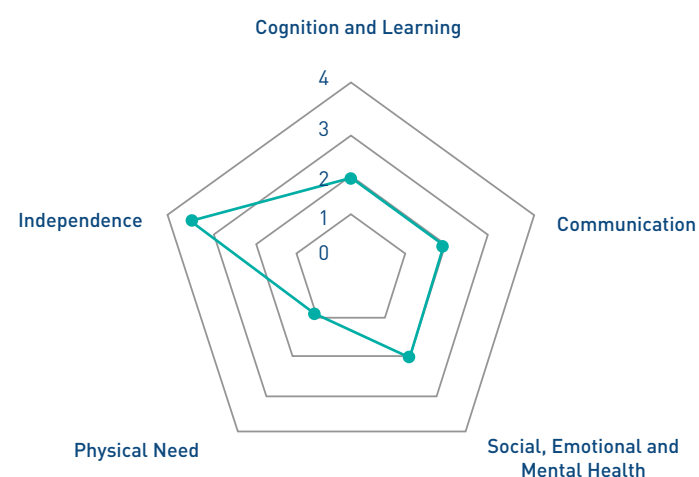
Financial impact

£88k in annual cost avoidance as 21 families in Sheffield now have a Personal Travel Budget (PTB). The success has resulted in the development of a process to roll out PTBs as a first offer (non-mandatory) to all new travel applicants. As a result, 14 families were offered PTBs in November (awaiting uptake rate).

£250k expected annual cost avoidance as PTBs are approved as a mainstream offer for post-16 travel users (10% uptake predicted).

£231k* in cost avoidance will be achieved if independent travel training is completed for the 9 travel changes identified during 23 annual reviews, increasing CYP independence.

Home to School Travel example



*(Independent Travel Training, Personal Transport Budgets (PTB), Mini-PTB to support creative alternatives)

Outcomes

100% of individuals reported increased ability to discuss travel support, with parents/carers seeing the greatest impact.

57% of SENDCos said the tool prompted simple discussions about travel, a 22% increase from Phase 2.

35% of SENDCos said the Home to School Travel tool prompted detailed discussions about travel, a 12% increase from Phase 2.

50% of users took action, such as signing up for independent travel training after using the tool, representing a 26% increase from Phase 2.

Personal Travel Budgets (PTBs)

- From September 2024 Sheffield Borough Council implemented 21 PTBs and tested a process to offer PTBs at a larger scale on travel panels, improving travel support options in Sheffield.
- PTBs underwent a public consultation and were written into policy which will increase individuals' ownership within travel and support their independence.

What our client says

“It has given confidence to the team in being able to discuss travel with information at hand to make suggestions as to what can be tried next.” Emma Gibson, SEND Liaison Officer, Yewlands Academy

LIVED EXPERIENCE

Harrison* is a 16-year-old student at Yewlands Academy, a mainstream secondary school in Sheffield, who will transition to college in the next academic year.

Harrison has a diagnosis of ADHD, is well liked at school and has a high attendance rate. His family recently moved across Sheffield. Harrison was using a shared taxi to get to and from school but he wanted more independent travel.

Harrison's mother had concerns about her son's desire to travel independently, using public transport or other means, when he starts college. To support his goal, she had begun teaching Harrison how to use public transport and ride a bike. Although Harrison had made several trips to school using public transport, his mother needed to be available by phone to help him adjust his journey if something went wrong.

The Home to School Travel Approach provided Harrison's SENDCo with a useful prompt to bring up the conversation in a structured way with Harrison's mother. The matrix tool also helped her understand travel support was available in an easy-to-understand, visual way.

During the annual EHCP review, Harrison's mother decided that independent travel training would help Harrison build the skills needed to allow him to travel safely to college in the future.

CASE STUDY: Surrey Heartlands Integrated Care System

The Mental Health Flow Improvement Programme was commissioned by partners across the mental health system in Surrey. It was aimed to support the system in improving patient outcomes and reduce the length of time patients spend in hospital while improving overall experience and outcomes.

What we did

We worked closely with clinicians on wards to build a clear picture of what was happening and identify areas for improvement and make a culture shift towards strengths-based practice. This involved putting patients' strengths, aspirations, and needs at the heart of decision-making, which helps to cut hospital stays, improve outcomes and save money.

Our work focussed on changing day-to-day frontline behaviours, practices and ways of working to usher in a more collaborative and strengths-based approach and culture that looks to support safe discharge.

Our work included:

- Introducing multi-agency discharge events to ensure decision-makers hear the feelings of patients.
- Implementing multi-disciplinary teams (MDT) 'action huddles' to ensure each day's actions are owned by a named person and progress is shared at the next meeting.
- Creating 'action discharge plans' for each patient with collective responsibility for getting people back home.
- Co-designing a fresh approach to new admissions meetings to consider future discharge from the outset.

I am supported in the community in my own home / alternate setting



Community services, commissioning, targeted support and risk stratification, carer and family support, multi-disciplinary working

My needs escalate and I may require admission



Front door, admission criteria, admission and re-admission avoidance pathways, bed management, gatekeeping etc

I am admitted to hospital where every day is valuable

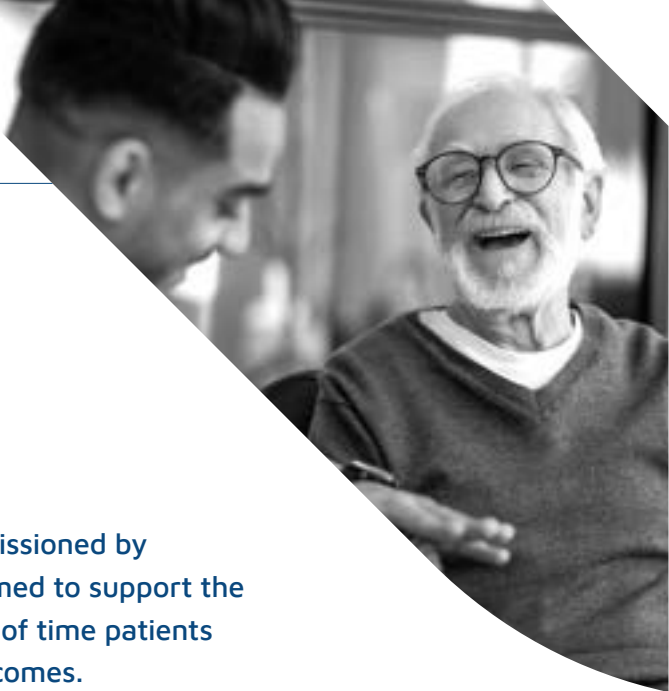


Ward-based practice and behaviours, therapeutic offer, multi-agency working, discharge planning, discharge dates, risk management, referrals etc

I am ready to be discharged from hospital



Urgency, forward planning, identifying and escalating delays, ward variation, decision making and action, use of step down and community services etc



Our impact

IMPOWER co-produced 3 implementation plans with 30+ social workers and foster carers, to support with the 2024/25 annual ambitions to:

45% reduction in demand for inpatient beds Nov 2023-May 2024.

5.5 day reduction in average length of stay.

£4,140 reduction on average cost of admissions.

£582,000 approx. reduction in the cost of admissions through patient centric care.

Decrease in operational pressures escalation levels (OPEL score), signifying improvements in mental health patient flow.

More involvement of patients and their families/carers in discharge planning.

LIVED EXPERIENCE

Mr Z was admitted to an acute mental health ward for a two-week crisis stay from a supported accommodation placement. During the admission his provider raised concerns about managing his risk level, because of continuing self-harm, and so the discharge was delayed.

Six-months after admission, a Multi-Agency Discharge Event (MADE) was held bringing

together representatives from the Integrated Care Board, Surrey and Borders Partnership Foundation Trust and Surrey County Council to accelerate discharge planning.

Following the MADE Mr Z was fast-tracked for therapeutic intervention, appointed a mental health advocate, and developed a structured weekly plan to support transition.

What our client says

“One of the key success factors for the programme was working with a partner that really understands and has credibility within both the NHS and local government... their recommendations have since informed system-wide and ICB [integrated care board] planning priorities and will be key to future resilience for mental health flow in the Surrey system.” Charlotte Canniff, Joint Chief Medical Officer, Surrey Heartlands Integrated Care System

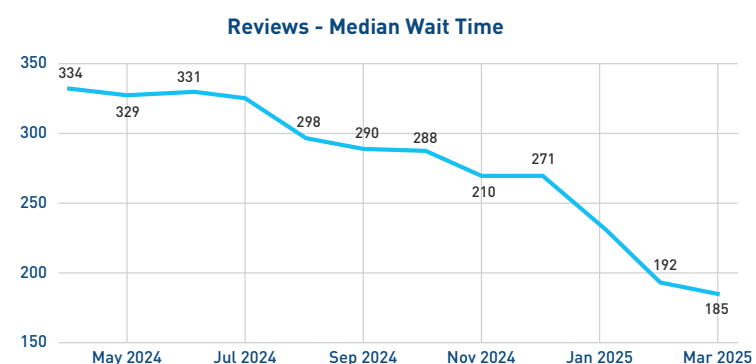
CASE STUDY: Tameside Metropolitan Borough Council

As part of a wider medium term financial strategy programme, we evaluated how Tameside's adults social care services can create better outcomes to release £2.2m of savings in 24/25.

What we did

1. **Trajectory Development** to set ambition and track performance and savings.
2. **Performance Framework** rolled out across ASC and training for teams to embed a performance culture.
3. **Increased and reshaped reablement activity** to double delivery of reablement which is more effective, but at less cost.
4. **Ensured value for money** by understanding the role of in-house homecare and night service and their differentiated impact.
5. **Ensured reviews are promoting maximum independence** through prioritisation and strengths-based practice.

ASC Service Dashboard



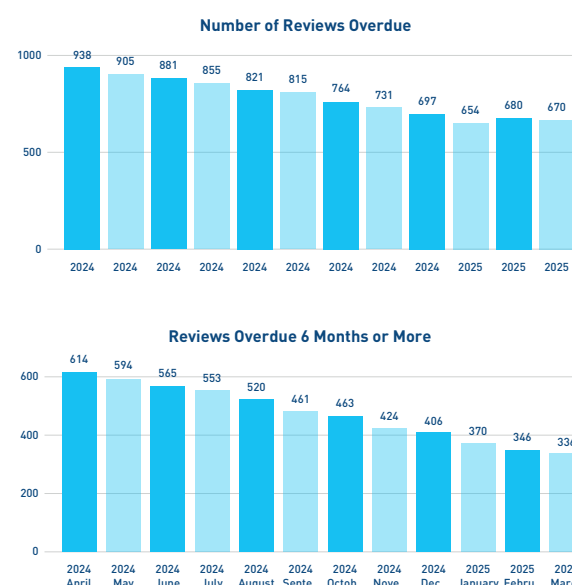
*Name changed

LIVED EXPERIENCE

Hilda*, 88, fractured her wrist in a fall and had lost confidence in performing daily tasks, was anxious about getting out of bed without help and needed full support with washing, dressing, and preparing breakfast and lunch.

Using the new strengths-based approaches and tools, over six weeks, Hilda has made huge progress:

- Hilda has overcome her anxiety.
- She is now concluding reablement with no need for ongoing care.
- She is able again to prepare breakfast and lunch, wash and dress.
- Replacing her tripod walking stick with a walking frame enabled Hilda to rebuild mobility and confidence to manage her personal care.



Our impact

Reviews resulting in more independence and an **annual saving of £611k.**

Dashboards giving real-time data and ownership of performance.

Reablement operating costs reduced by £1m but **17% more people receiving support** which builds their independence more effectively.

Independence maximised **via person-centred care plans.**

What our client says

“The introduction of IMPOWER felt like a breath of fresh air to the Reablement service.”

“They worked collaboratively with us to address any potential issues and offering invaluable advice throughout the process.”

“This has resulted in a much more flexible service, enabling us to cater to a wider range of demographics.”

“It's nice to have the opportunity to reflect. We don't get the time in the day to think about what we're doing or how we could do it differently. You've really helped us think.”
Social Worker

“This [the performance dashboards] is amazing. It is what we have needed for so long. Now I can see what we're doing and share it with the team and management to really drive our performance.”
Team Manager



CASE STUDY:

Telford and Wrekin Council

Telford and Wrekin Council's Children's Services are rated 'outstanding' by Ofsted. Like many local authorities the council faces financial challenges related to increasing costs of externally commissioned residential care.

Telford and Wrekin Council commissioned IMPOWER to support its ambition of delivering the best possible outcomes for children and families in the area. This meant working together to identify and deliver opportunities to improve life chances for children and young people, while also supporting the ongoing financial sustainability of key services.

What we did

In support of this ambition IMPOWER worked with a range of teams to develop and embed new approaches to practice and commissioning which focus on children and young people's needs and strengths, including IMPOWER's award-winning 'Valuing Care' approach.

Across 2023 IMPOWER worked with teams across Telford to:

- Profile the needs and strengths of 225 children and young people and to identify opportunities for positive changes to care and support, that could improve longer-term outcomes while also reducing the cost of care (including reunification with families, step down to family-based care and changes to care packages and plans).
- Establish a multi-disciplinary panel with a wide range of practitioners and stakeholders to identify and deliver opportunities identified, and embed needs-led and strengths-led approaches across practice and commissioning.

- Identify and deliver opportunities to support more foster carers to meet the needs of children and young people in Telford, through matching of children and young people's needs to the skills and experience of carers (via 50+ foster carer skills and capacity profiles).
- Deliver focused work with care providers to ensure that care and support commissioned reflects the needs of children and young people, including changes to approaches to home finding and reviews of care and support.

Our impact

This work has helped to improve outcomes for a wide range of children and young people in Telford, and has helped to ensure that care and support better matches their needs and strengths. In addition to the impact summarised in the Impact numbers table, this work also meant:

140+ social workers trained in the Valuing Care approach.

100+ foster carers engaged through workshops, forums and a survey.

20+ care providers engaged.

This work has also shown that achieving better outcomes for children and young people can also lead to reductions in the cost of care, and to supporting the sustainability of services in the future.

Source: Telford and Wrekin Council Children's Social Care IMPOWER final report

Impact numbers

Between December 2023 and March 2025 together we achieved:

- Opportunity for improved outcomes identified for 84 children and young people (identified, planned and tracked).
- **£9.6m cost savings** and avoidance identified, planned and subject to tracking.
- 24 opportunities realised generating reported **cost saving of £4.3m.**
- 11 entries to residential care or external fostering prevented with a cost avoidance of **£1.8m.**
- 225 young people with a VCARE profile (178 are Children in Care (CiC), ~45%).
- 56 foster carer profiles (~40%).

LIVED EXPERIENCE

At the age of 15 Jamie* was living in a residential home and her social worker was proactively planning for her future. Applying the Valuing Care approach and digital assessment tool her social worker identified two opportunities for Jamie to support her aspirations. The team 'twin-tracked' the options of reunification with her family and step down to a semi-independent

home. As a result of positive multi-agency discussion a home was found for Jamies with the Shared Lives service, which supports vulnerable people to live as independently as possible with help from a carer. Jamie is now developing her independence skills and working towards living independently, while rebuilding relationships and important connections with her family.

What our client says

“Our work with IMPOWER has put children and families' needs and strengths at the heart of our practice, helping us to deliver the right support at the right time. This has meant improved outcomes for children and young people while delivering £4.3m in cost savings and identifying £3.5m for the next two years. Crucially, this work is supporting the long-term sustainability of the service while continuing to improve the lives of children and young people.” Jo Britton, Executive Director, Children's Services and Public Health, Telford and Wrekin Council

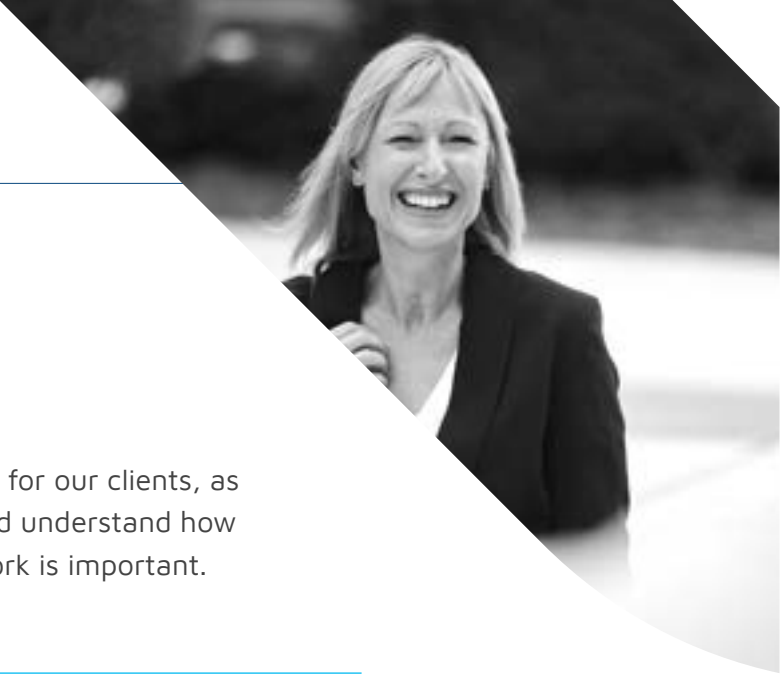
What our clients say

Our people are highly committed to achieving impact for our clients, as reflected in our staff survey; 97% of our team see and understand how their work contributes to our mission and that our work is important.

“It has given confidence to the team in being able to discuss travel with information at hand to make suggestions as to what can be tried next.” Emma Gibson, SEND Liaison Officer, Yewlands Academy, Sheffield

“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



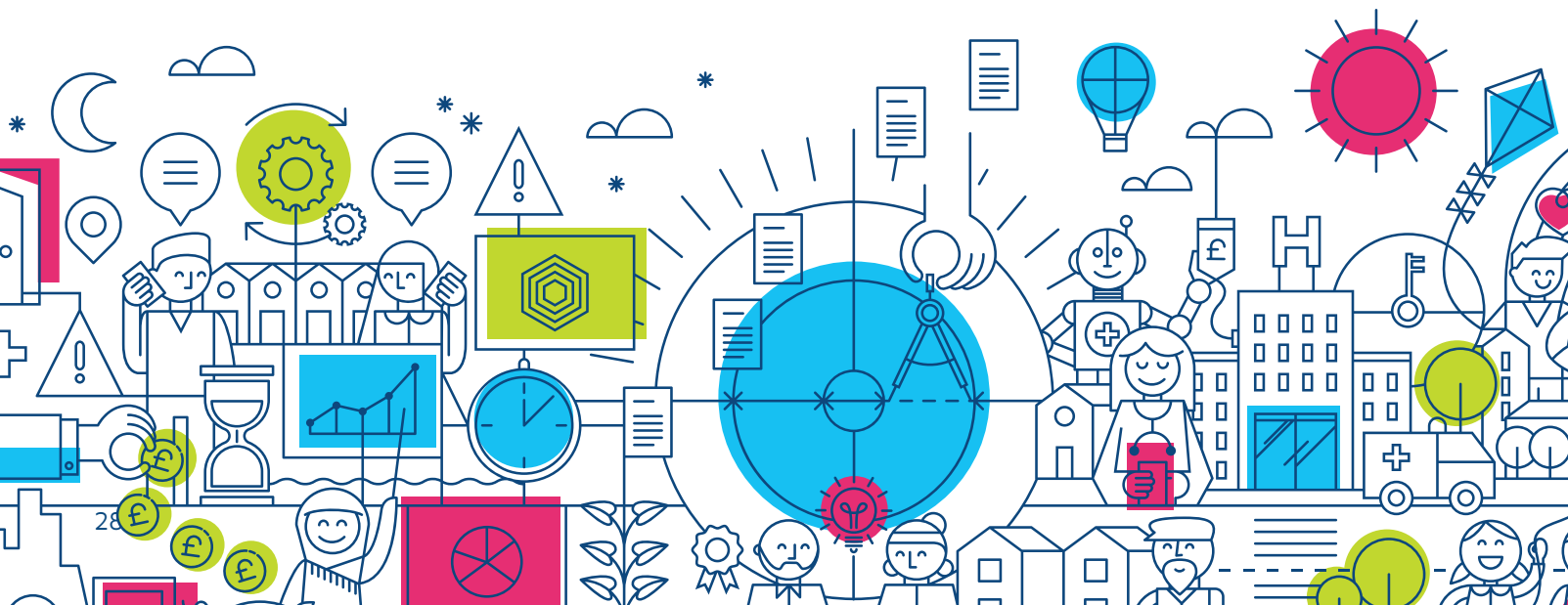
“Our partnership with IMPOWER over the last 15 months has delivered on our objective to improve outcomes for children and young people. The partnership has also significantly reduced costs and strengthened our financial sustainability. The impact achieved means better outcomes for our children and young people and to enable us to continue to deliver outstanding services while balancing our budget. I have been really impressed with the IMPOWER team’s continued grip on delivery and impact.”

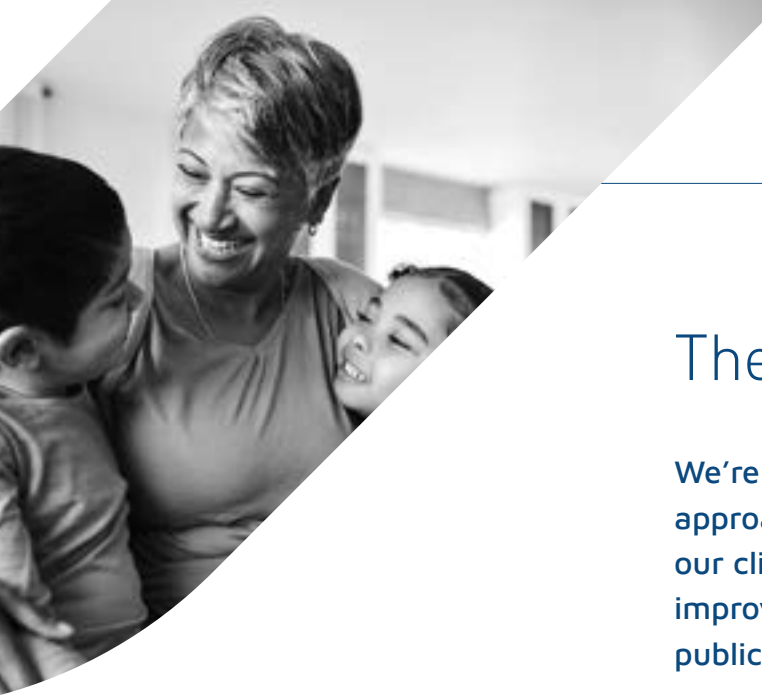
David Sidaway, Chief Executive, Telford and Wrekin Council

IMPOWER have given the team confidence to do things quicker and try things, for example, the work on the front door. They have helped us show the impact of the work and this has given us tangible examples of what is possible. We have the confidence of the corporate leadership team that IMPOWER will help us make change happen.”

Andrew Wolverson, Director of Adult Social Care,
City of Wolverhampton Council

“The introduction of the IMPOWER team felt like a breath of fresh air to the Reablement service. They took the time to listen and understand how we operated, met with our staff, and accompanied them in their daily tasks. They listened to our ideas and the challenges we faced, working collaboratively with us to address any potential issues and offering invaluable advice throughout the process”. Reablement Service Manager, Tameside Metropolitan Borough Council



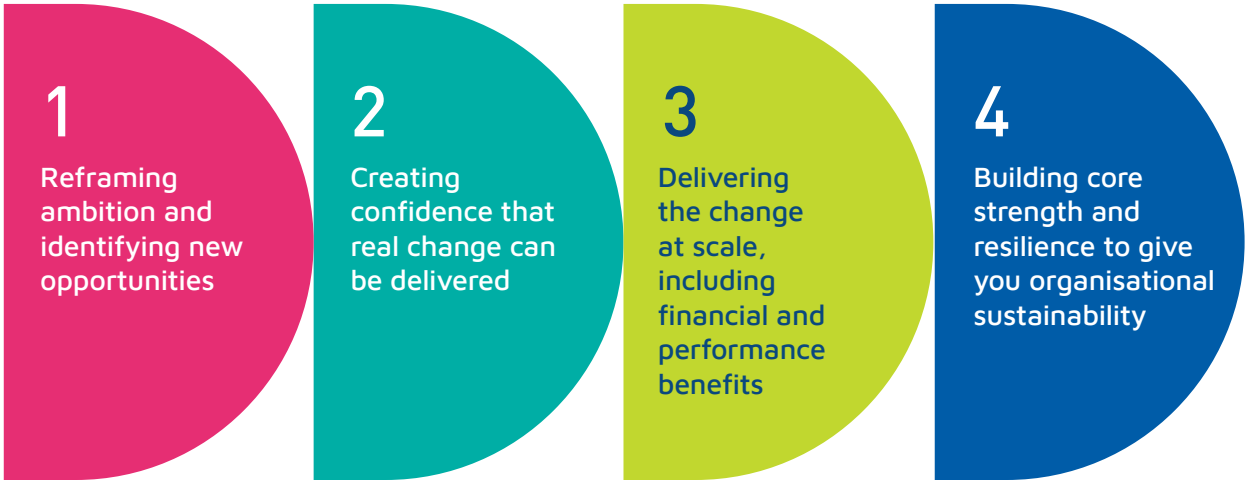


The IMPOWER difference

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.

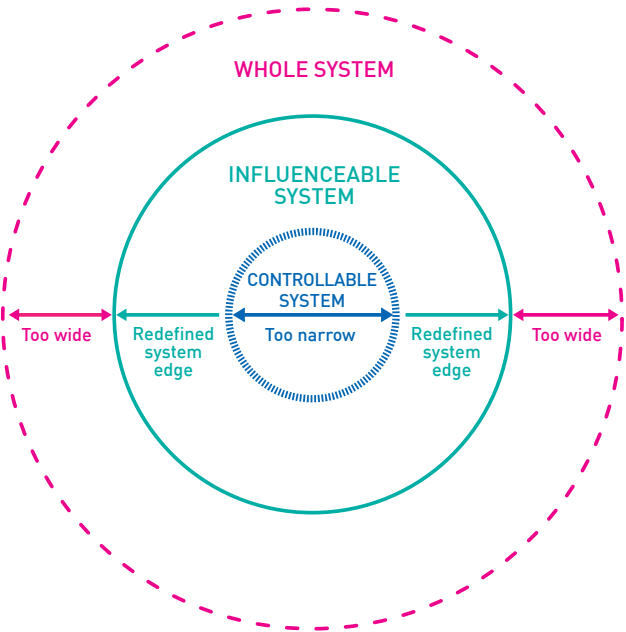
Change matters. Done well it can transform lives and the bottom line. **How** we do it is unique, and just as important as **what** we do. Our specialist and experienced **team** uses our theory of change, extensive technology, and analytics toolkit to co-produce change and deliver our client's ambition.

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.



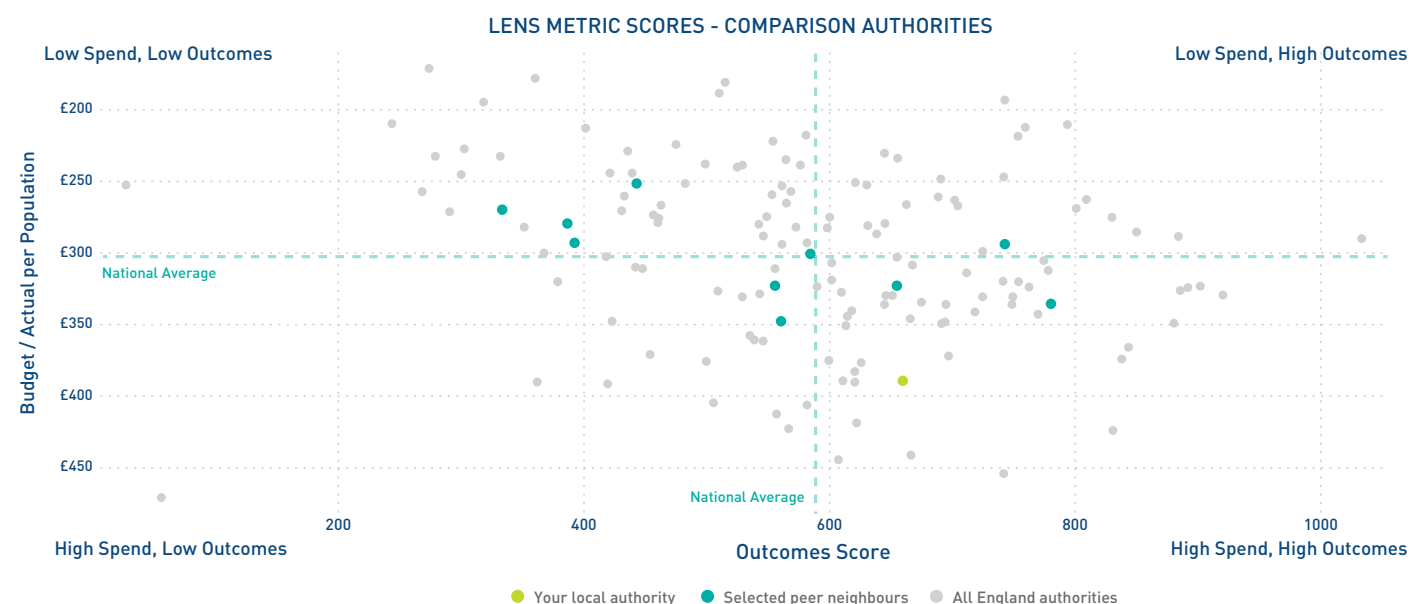
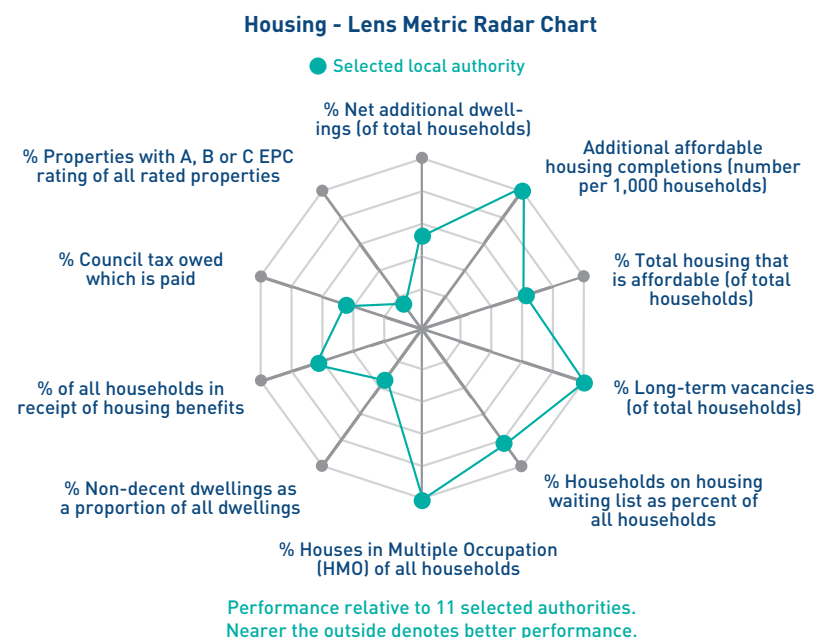
Technology, analytics and innovation

IMPOWER's Applied Analytics Team

We have a highly-skilled, cross-functional team of analysts, with significant experience of working across the public sector, who are deployed alongside both our client's workforce and their IMPOWER colleagues to deliver actionable insights and boost the quality of our delivery.

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.



VALUING LIVES PLATFORM

Designed in partnership with local authorities, schools and care providers this digital solution enhances the understanding of specific needs of children and adults in care and educational perspectives identifying areas for focus at both individual, local environment and strategic levels.

IMPOWER'S ANALYTICS TOOLS

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

The Listening Tool - Ingests text-based data (e.g. case notes) and uses Natural Language Processing, to identify prevalent themes and trends, providing insight into how services are operating and compelling evidence to drive change.

Journey Mining - provides holistic and individual views about how people move through a process (e.g. a homelessness assessment process). Using logic-based analysis and artificial intelligence to convert all pathways to an easy-to-interrogate dataset and process map, helping to understand lived experiences, the impact of this on outcomes and identify opportunities for improvements.

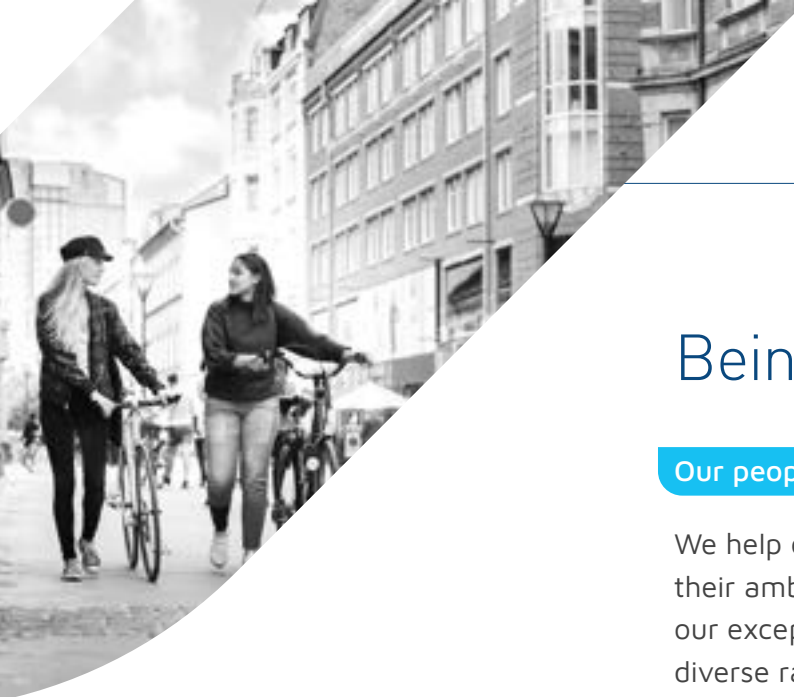
Trajectory management - sophisticated forecasting techniques, help clients scenario model the effect of interventions which our delivery teams have developed.

Repeatable Insights – enables tracking of the impact of our work via live dashboards, sustaining the change we have delivered, including after departure.

Enhanced online engagement - an easy-to-use platform to provide client-accessible dashboards containing rich insight into response data, for example to establish workforce 'change readiness' before and during planned transformation.

Custom GPTs – we regularly use AI as part of project delivery, speeding up analysis and helping with deep research, making use of our safe, walled-garden that is suitable for confidential project work.





Being IMPOWER

Our people

We help our clients to find new and better value and deliver their ambitions through our unique way of working and our exceptional people. Our consulting team come from a diverse range of backgrounds such as classically trained and chartered consultants to former special educational needs co-ordinators, doctors, teachers, social workers and local authority leaders as well as analysts and accountants.

Consulting excellence

As a proud MCA member and signatory to Consulting Excellence, IMPOWER adopt the fourteen principles of the Consulting Excellence scheme through our codes of practice, and day-to-day operations. Our commitments, grouped under the themes of ethical behaviours, client service and value, professional development and commitment to diversity and inclusion and sustainability. You can read more about these commitments here.

MCA Accredited Training IMPOWER Core Consulting Academy

In April 2024, IMPOWER achieved Chartered Management Consultant (ChMC) Programme Accreditation. As an accredited company, our in-house training programme has been recognised as delivering excellent standards in the management consulting profession, as well as our commitment to professional development for our staff guided by the ChMC competency framework.

We have already supported several of our team to achieve chartered status and continue to roll this out across the business, with tailored routes for staff at different stages of their consulting career. As at May 2025 approximately 30% of staff have achieved the accreditation, with a further 30% working towards it across the Experienced Professional, Chartered and Associate routes.

MCA Award winning

In 2024 we won MCA Industry awards for the Best Use of Thought Leadership for our work with Northamptonshire Children's Trust and Team Leader of the Year with Libby Caulfield. We were also highly Commended for Performance Improvement in the Public Sector for our work with Derby City Council. In 2025 we are shortlisted for 4 awards.

A great place to work

Delivering social value direct to our clients.

We consistently deliver local social value for our clients, ranging from work placements for care leavers to delivery of skills workshops with local Voluntary Sector Organisations, sponsoring staff awards to subsidising memorable experiences for children in care.

Disability Confident Scheme

We remain commitment to support disabled and neurodiverse candidates to apply and work with us and have welcomed neurodiverse or disabled short-term work placement students into our business as a key part of this scheme.

Race to Zero

Specifically on climate sustainability, we have committed to the Race to Zero, halving our carbon emissions by 2030 and reaching net zero by 2050.

Carbon Literacy Project

We have become a Gold Carbon Literate Organisation in 2024 through the Carbon Literacy Project, including creating and rolling out our own carbon literacy Training.

Early Careers Foundation

We are corporate partners with the Early Careers Foundation, with 19 members of staff currently participating as mentors.

Volunteering

We also provide staff with the equivalent of two days' corporate social responsibility time to enable them to volunteer but also including things like mentoring or acting as school governors or charity trustees.





Relationships start
with a conversation.

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Sources available on request.

