

Celebrating **Collaboration, Challenge** and **Co-creation**



Years of Impact

A Message From The CEO

Two years ago, we founded Impera Analytics with a simple belief — that data, when used intelligently and ethically, has the power to drive better decisions, fairer systems, and stronger communities.

As we celebrate our second anniversary, that belief has become our reality. I am delighted to present our Year 2 Impact Report, which showcases a *selection* of what we've been able to achieve this year.

What began as a small team with a bold idea has grown into a diverse, mission-driven organisation delivering measurable impact across sectors — from local government transformation and health equity projects to environmental sustainability, housing analytics, and workforce innovation. Each partnership we've built has reinforced the same truth: when insight meets purpose, real change happens.

Our work over the past two years has touched many different communities and challenges. We've helped councils build data strategies that rebuild public trust. We've supported health and care systems to predict need before crisis, and we've created digital tools that turn complex datasets into clear, actionable intelligence.

What I'm most proud of is how we've done it — collaboratively, inclusively, and with integrity. Our team now spans multiple disciplines and backgrounds, reflecting the diversity of the people and places we serve. We have fueled innovation and ensured the insights we create are relevant, fair, and grounded in real experience.

Becoming two years old isn't just a milestone — it's a moment of reflection and momentum. We've proven that analytics can be a force for public good. As we look ahead, Impera will continue to champion data that empowers people, not replaces them; insights that drive transformation, not just reports; and partnerships that turn information into impact.

Thank you to our clients, partners, and colleagues who have been part of this journey. The next chapter of Impera Analytics will build on what we've learned so far — using data not only to measure progress, but to create it.

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Lichfield Community Safety Strategy

At a time when trust in institutions is fragile, Lichfield District took a bold, human-centred step to redefine what community safety means. Supported by local councils, Bromford Housing, and the Police & Fire Commissioner, Impera led the co-creation of an evidence-based strategy — built from the ground up.

The result: a vision shaped by local voices, recognising that safety is as much about trust and belonging as enforcement. Lichfield sought to bridge the gap between how safe people feel and what's recorded on paper — asking, how do you design a strategy that responds to what feels safe, not just what looks safe? How do you do it without alienating residents or institutions?

Our Approach

We turned to our Citizen-Led Impact (CLI) model, putting community members at the very heart of research and planning:

Training citizens as researchers; we trained 16 citizens — people who already knew the streets, the people, the rhythms of neighbourhood life — to lead conversations, gather stories, and ask probing questions.

Deep engagement across the district; these community researchers reached over 100 neighbours across different backgrounds and perspectives. In parallel, a district-wide survey brought in another 161 voices — meaning more than 250 residents shaped what safety would mean in Lichfield.

Synthesis through the 4 Ps; from that rich mix of data and lived experience emerged the 4 Ps of Community Safety, a framework now guiding prevention and planning: People, Places, Programmes and Policies.



The Impact

The new, community-led Community Safety Strategy was unanimously approved by elected councillors. As the strategy was co-designed, Lichfield's leaders put real money behind the vision. Over the coming three years, £400,000+ is being allocated to bring the strategy to life, directly addressing the priorities residents raised.

Some Highlights

Funding Committed	Purpose
£225,000	Clean & Green upgrades — safer, brighter spaces
£150,000	Parks & open spaces — accessible, family-friendly
£20,000	Youth activities — positive alternatives
£5300	Peer mentoring — supporting reintegration
£3000	Dementia wristbands — keeping residents safe
£2500	Neighbourhood Watch — strengthening community ties
£2000	Doorstep safety tools — safer homes

“We’ve listened carefully to what residents told us matters most — safer streets, cleaner parks, and stronger communities.”
Councillor Richard Cox

This funding isn't symbolic — it's a bold, visible investment in action, directly tied to citizens' expressed needs.

We also launched a Community Safety Dashboard to ensure transparency and accountability, letting residents watch progress, spot areas needing attention, and see real change unfolding.

Key Lessons:

Co-create:

Safety grows when communities lead, not just receive.

Invest in Insight:

Fund what works — places, people, and relationships.

Build Visibility:

Clear data and feedback build trust.

Stay Consistent:

Culture changes through long-term local action.

In redefining safety, Lichfield has shown that we don't just build safer streets — we build safer communities.

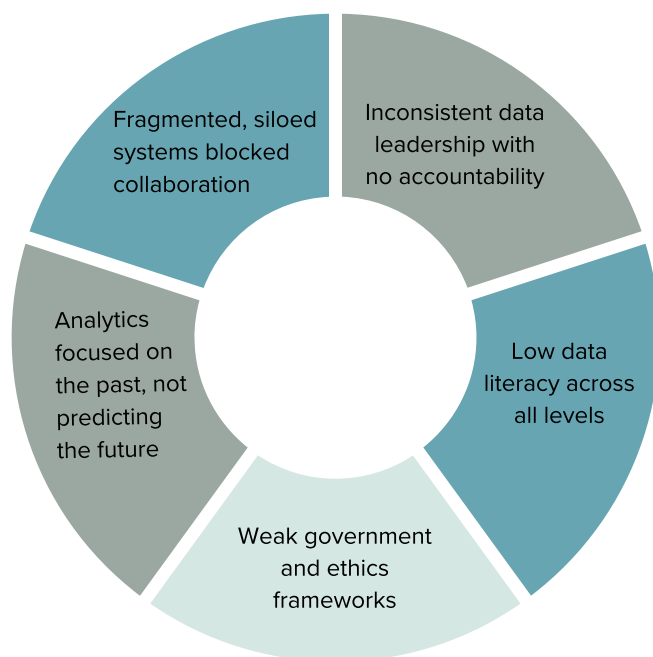
Croydon Council — Building a Data-Driven Future

Croydon Council has embarked on a major transformation journey through the **Future Croydon Transformation Plan (2024–2029)** — a commitment to deliver cost-effective services, strengthen trust, and empower communities. At the heart of this renewal sits an ambitious idea: turning data into a force for transformation.

The Croydon Data Strategy was created to make information a living asset — used intelligently, ethically, and transparently to improve lives. What began as a technical exercise has grown into a cultural movement to reshape how the Council makes decisions, designs services, and measures success. The Impera team worked hand in hand with our co-founding organisation, SOCITM to deliver this project.

The Challenge

Croydon knew that data was being collected but needed to ascertain how well it was being used. We conducted a Data Maturity Assessment across six directorates which confirmed the scale of the issue. Some key themes emerged:



Whilst the council's data use was excellent in pockets, in general the findings confirmed that data existed, but the council could extract more value from insight. Without shared standards, skills, or strategy, the Council couldn't fully understand residents' needs or make confident, evidence-based choices.

The Turning Point: A Strategy for Change

Determined to break this cycle, we worked with Croydon to develop a comprehensive Data Strategy aligned with the wider transformation agenda. Its message was simple but powerful — data is a strategic asset, not an administrative by-product.

The strategy set five pillars of change

- Leadership & Governance: Strong oversight through a Data Governance Board, clear accountability, and ethical standards.
- Data Literacy & Culture: A Data Academy to build confidence and make evidence central to decision-making.
- Technology & Integration: A unified Microsoft Azure architecture and a “Single View of the Citizen” for joined-up services.
- Ethics, Security & Transparency: Robust GDPR compliance, a Data Ethics framework, and open-data dashboards to strengthen trust.
- Insight & Innovation: Predictive analytics and cross-agency collaboration to anticipate needs and improve lives.

Early Impact

Croydon’s transformation is already taking shape. The Croydon Observatory is making local data public, fuelling evidence-based projects. The Data Academy is nurturing a confident, data-literate workforce, while stronger governance standards ensure clarity and consistency. Tools like Power BI are turning reports into real-time intelligence — signalling a cultural shift where data now sits at the heart of how Croydon delivers value.

What We Learned

Leadership matters Vision and visible accountability turn strategy into reality.	Culture takes time Skills, confidence, and curiosity must grow alongside technology.	Ethics build trust Residents are more willing to share data when they understand how it’s used.	Collaboration multiplies value Partnerships break silos and create collective insight.
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Looking Ahead

Croydon’s Data Strategy is more than a document; it’s the story of a council learning to see its community through an enhanced lens. As it continues to move towards a higher data maturity, the goal is clear: a borough where every policy, service, and partnership is shaped by insight rather than instinct.

“Our vision is to make Croydon a truly data-driven council — one that uses information ethically, effectively, and transparently to deliver better services and outcomes for every resident.” — Croydon Council Data Strategy, 2025

Wokingham — Prevention First: Turning Insight into Early Action

Understanding the Hidden Pressures Behind Success

Wokingham's prosperity is well recognised — with strong schools, low unemployment, and active communities. Yet, like many growing areas, it faces emerging pressures from population change, housing costs, and an ageing demographic. Beneath positive averages, subtle inequalities and shifting needs are beginning to surface. To sustain wellbeing and opportunity for all, early, preventative action is key.

Our Approach: Revealing the Story Behind the Data

Working closely with Wokingham Borough Council, Impera Analytics built a “Between the Averages” segmentation model — a data-driven tool designed to highlight where early, joined-up support could have the most impact.

The analysis revealed that more than 3,500 households across Wokingham would benefit from earlier, place-based help to stop issues escalating into crisis. From this, four key resident segments emerged:



Families in Need of Support — often in work but facing low pay, rising rents, and health challenges, particularly in two specific wards.



Struggling Young Adults — concentrated in South Lake and Norreys wards, experiencing insecure work, low income, and mounting mental health pressures.



Refugees and Vulnerable Migrants — individuals seeking stable housing, fair work access, and community connection through *English for Speakers of Other Languages (ESOL)* and qualification recognition.



Vulnerable 50+ Households — older residents facing isolation, digital exclusion, and financial strain.

Developing the '*Prevention First*' Model

The findings became the foundation for *Prevention First* — a borough-wide shift from reactive crisis response to proactive early intervention.

The model rests on three core pillars:

1. A Shared Foundation for Prevention

The development of Wokingham's Early Intervention and Prevention Policy to ensure residents get the right help at the right time — fairly, transparently, and with dignity.

2. A Multi-Agency Prevention Consortium

A proposal to bring together analysts, welfare teams, GPs, educators, and community partners through a shared data network to act before problems escalate.

3. Place Based Pilots with Visible Impact

Potential pilots in specific communities to use trusted assets to provide:

- Financial guidance and welfare support
- Job pathways and skills training
- Peer-led mental health support
- Housing stability and volunteering opportunities

These community touchpoints create early help without stigma — local, approachable, and human.

The Impact: From Insight to Action

Prevention First is helping residents access financial, wellbeing, and training support earlier — reducing hardship and strengthening community confidence. Over time, this approach will mean fewer crises, better skills and employment, stronger social connections, and a borough-wide model for ethical, data-driven prevention with measurable public value.



Looking Ahead: Prevention as the New Normal

Prevention First is about resilience and belonging — families feeling secure, young adults finding purpose, and older neighbours staying connected. With 15+ staff trained in citizen-led methods, Wokingham is showing that compassion and cost-effectiveness can go hand in hand. Data is no longer just numbers — it's the bridge between policy and people.

Active Lichfield — Empowering an Active, Connected Community

Understanding the Context

In the heart of Staffordshire, Lichfield District combines heritage, green spaces and a strong sense of place. Yet like many communities, the region faces hidden health and inactivity challenges: around **38% of adults** currently do not meet recommended levels of daily physical activity (Together We: Lichfield District 2050, Aug 2023). Against this backdrop, Active Lichfield became a key instrument in changing the narrative — shifting from under-accessed facilities to proactive, inclusive support for residents of all ages and backgrounds.

Our Approach: From Facilities to Participation

Working alongside Impera Analytics, the Active Lichfield team mapped their entire ecosystem of programmes, participation data and community outcomes. Impera helped design an impact and evaluation framework that connects activities to tangible social and health outcomes — from reduced isolation to improved mental wellbeing. This foundation now supports evidence-based decision-making, allowing the Council to track value for money, identify gaps, and demonstrate measurable impact to funders. The framework has already strengthened Lichfield’s position when applying for national sport, health, and levelling-up grants, ensuring local investment is guided by insight and grounded in evidence.

Key elements included:

Targeted programming — “walking football, walking netball, walking cricket, Tai Chi and yoga” sessions totaling ~2,800 attendances for groups less likely to engage in traditional gym settings.

Youth inclusion — the “Getin2it” programme engaged 539 young people (aged 7-25) in multi-sport and active sessions, tackling inactivity and anti-social behaviour.

Infrastructure investment — a new £11.3 m leisure centre at Stychbrook Park, with a 25m pool, 80-station gym, studios and outdoor 3G pitch, will open in 2025.

Broadening the mission — from older-adults clubs and disability multi-sports to free holiday sessions for children on Free School Meals and partnerships with social prescribers.

By shifting from **“go to the gym if you can”** to **“we’ll bring activity to you,”** Active Lichfield created multiple entry-points to a healthier life.

Implementation & Innovations in Action

- Community hubs and trusted spaces – sessions held in parks, schools and leisure centres helped remove barriers to participation.
- Inclusive pricing – a Leisure Activity Passport offered up to 30% savings for older residents, carers and people with disabilities.
- Partnership working – Active Lichfield liaised with healthcare, youth services and local clubs to target residents not yet engaged.
- Youth & inclusion pilots – free summer activities for ages 7-19 allowed “try before committing” engagement for those new to sport.

The Impact: Growing Active Lives & Stronger Communities

While long-term behavioural change takes time, Active Lichfield is already demonstrating measurable progress in the calendar year 2024:

- Over 340,000 visits to local leisure centres
- 2,800 attendances in walking-style activities for older adults
- 539 young people engaged in diversionary sport programmes
- Significant investment in new facilities and inclusive design aligned with the Lichfield District 2050 vision

Outcomes we’re aiming for:

- Increased participation among inactive adults and young people
- Reduced health and social-care costs through prevention
- Stronger community connection across generations
- A leisure offer that reflects the diversity of local need

Looking Ahead: Making Active the New Norm

Active Lichfield shows that high-quality facilities are only part of the answer. Real change happens when access, relevance, partnership and culture align. As the new centre opens in 2025 and programming scales up, the focus will be on making activity sustainable, equitable and embedded in everyday life.

With insight and strong community partnerships, Active Lichfield is setting the blueprint for how local authorities can move from build & offer to engage & empower — and in the process, change lives.

Thank you!

As we close our second year, we want to extend our heartfelt thanks to everyone who has taken the time to read this report and follow our journey. What began as a vision to make data more human and actionable has grown into a thriving practice grounded in trust, rigour, and collaboration. Over the past year, Impera Analytics has deepened its partnerships, expanded its analytical capabilities, and continued to turn complex data into clear insight that drives meaningful change.

Our growth has only been possible because of the belief and trust placed in us by our partners and clients. Your willingness to collaborate, challenge, and co-create has shaped our evolution and sharpened our purpose. Whether working alongside local authorities, housing providers, or health systems, your engagement has enabled us to connect data with impact and evidence with empathy. For that, we are sincerely grateful.

Looking ahead to 2026, we are excited to be extending our impact into new sectors where analytics can unlock even greater potential—financial services and property development. These industries, like the public and social sectors we continue to serve, are facing complex challenges that demand nuanced, data-led understanding. We are already seeing how our place-based and behavioural insights can inform equitable investment strategies, and more sustainable, community-focused developments. Watch this space.

Thank you for being part of Impera Analytics' story. Together, we are proving that when data is used with care and purpose, it can transform not only decisions, but lives.