



## CASE STUDY: AVON & SOMERSET CONSTABULARY

**The Client:** Avon and Somerset Constabulary is one of the country's larger police forces with a total staff of over 6000 and an annual spend of more than £280 million. It faces the same tough challenges as every other police force in the country: delivering a consistently better service without an infinitely increasing budget.

**The Challenge:** To build internal change capability that enables the delivery of significant organisational change over the next 2 – 3 years. The constabulary is working in partnership with local councils and IBM to transform the way it delivers improved services to the citizens of Avon & Somerset. Traditionally not an organisation that has “managed change” particularly well, ASC needs to deliver the transformation successfully and leverage the benefits. To do this well will require a more robust approach to managing change and change expertise in the heart of the organisation.

**The Work We Did:** We worked with the Organisational Development Team, whose responsibilities include providing support for efficient change management within the organisation. We helped build a single method for managing change and coached and supported the Change Managers throughout the organisation as they learned to work with it. We guided the delivery of a change management plan that supported the implementation of the first waves of organisational change. We also built sustainable capability in the organisation through effective knowledge transfer, which means that the change team is now successfully managing and evolving its approach to the new change challenges the organisation faces.

**The Outcomes:** ASC benefited from the successful management of key stakeholders and the delivery of appropriate training and communications in order to manage a very difficult initial deployment of SAP for c3000 users. They are now successfully delivering phase 2 of the organisational change and are in the process of rolling out the next SAP modules.