



Case Study

Supporting a Strategy Review Process

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In developing an effective organisational strategy it is important to understand the prevailing culture of the organisation and the inhibitors to progress. It is also vital to identify and nurture change champions within the organisation to support and lead the change process.



“The Consultancy Company’s input was welcomed by the project team and the senior officers of the force. It provided insights from other sectors and energy amongst a group of staff who are acting as change champions during an important period for policing in Warwickshire.”

Keith Bristow
Chief Constable
Warwickshire Police

Background

Warwickshire Police was carrying out a complete review of its purpose and direction following the collapse of the merger agenda.

The Challenge

Clearly articulated benefits owned by the business:

The new Chief Constable was determined to ensure that policing in the county of Warwickshire would be delivered against local needs in the most efficient and cost-effective way, based on sometimes difficult decisions about priorities.

The aim was a new mission statement to enable integrated business plans within a set of overarching objectives.

The force asked The Consultancy Company to support an internal team to develop and implement the review process.

Our Approach

We established our role not as developing the new mission statement but as a ‘critical friend’ to work in partnership with the force team.

Our support took the form of:

- Ideas and challenge, drawing on experience from a range of sectors and the police environment.
- Guidance and the provision of specific tools and techniques to enable the best use of limited force resources.

We provided:

- Facilitation for two search conferences of a cross-section of 100 force personnel.
- Facilitation for a workshop of the 30 senior commanders and managers in the force.
- Personal support for the project team leader.



Results

A clear direction for the force supported by:

- A clearer and evidenced understanding of the prevailing culture and mood of the staff within the force.
- An independent and objective view given by the consultants, including personal support to the project leader, at critical moments in the process.
- Energy given to the change process and the identification of individuals within the force as possible change champions and enablers.
- An independent view of progress being made on the project and examples of mission statements from other sectors as benchmarks.
- A new way of approaching issues, encouraging staff at the two search conferences to commit to the change process.

How we work

- Our approach combines our experience as senior managers in commercial, public and not-for-profit organisations and as management consultants working with a broad base of clients.
- Our consultants work in partnership with our clients to ensure that what we propose reflects your needs, resources and capabilities.
- We will make a difference through working with you and understanding your needs rather than delivering off the shelf solutions which do not necessarily fit comfortably with your operating environment, organisational culture or affordability criteria.
- This approach and our mix of expertise give us capabilities where the value of the whole is much greater than the sum of the parts.

Can we help *you* develop *your* strategy?

For an initial meeting call:

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