

# Introduction to C Squared



*C Squared is a change management consultancy that specialises in delivering solutions that actually work: no jargon or academic models – just practical expertise that delivers time after time, even when others fail! From working with organisations in the public and private sector, we have developed our own tried and tested approach that ensures whatever the size, scope or focus of your change project, we can help you deliver the results you need on time and in budget.*

Unlike many other change consultancies, C Squared understands that a successful change project needs to address changes in structure, people, process, technology, information and culture, so our service offer covers all of your “end to end” change needs.

Our strategic planning input will form the solid foundation of your change and help you ensure that your change will take you where you want to go.

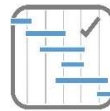
Our implementation service provides you with programme management expertise that can help you get there.

Our assurance service gives you an independent review of your ERP project. We sit on the client side and bridge the gap between your Systems Implementation Partner and yourselves, bringing expertise of working at the coal face of multiple ERP implementations to your aid. We will ask the right questions at the right time, working with you to evaluate and select an ERP that will unleash your organisation's potential. Supporting you from inception through to your new ERP operating as business as usual with benefits realised.

## What makes us different?

We believe that our clients ability to successfully deliver a change programme is just as much our responsibility as it is theirs, which is why we do things that many consultancies don't.

Rather than keeping all our knowledge to ourselves and creating an unhealthy reliance upon external help, we work alongside your internal people so that we can up-skill them to handle complex change in the future, without our help!



## Planning

People often think that change management is all about action, but if the planning stage isn't done strategically, the implementation stage can be doomed to fail! Our strategic input in the planning stages will help you evaluate what options are suitable, and then identify the optimum processes, structure and technology to create a robust business case and comprehensive change plan.



## Implementation

The implementation stage is the most time consuming, resource intensive and costly part of managing change, and it nearly always ends up taking longer and costing more than planned! Our project teams bring decades of skill & experience to your projects and give you access to the finest change specialists in the country, so peace of mind comes as part of the package!

## Assurance

Delivering change doesn't stop at the end of the project plan! In order to make real change happen organisations need to undergo a range of cultural change and benefits realisation activities to ensure that the original change objectives are actually delivered, so our organisational development specialists will work with you to help make sure your change sticks!

# Services Overview



We really do deliver where others fail....but don't just take our word for it! See what our clients say about us...

*"The creation of our joint venture was a complex and innovative programme that came to fruition after 2 years of intensive work. It was a complex project, involving 4 different public sector entities and all the associated differing priorities & perspectives. C Squared's Director took over the programme management when the project was flailing due to capability and capacity gaps: they made an immediate and continuing impact, and were instrumental in designing and implementing the critical infrastructure for ICT& HR etc. I do not believe the programme would have been delivered to timescale without them; I would thoroughly recommend them and would be delighted to work with them again."*

Tim Gregory, former Corporate Director, Nottinghamshire County Council.

## Our Services – please see our service sheets in each area for further details

**Mergers & Joint Ventures** – we can help you manage a merger with another organisation, or set up a new joint venture arrangement.

**Strategic Reviews** – we can review your organisational strategy and advise on how to improve your commercial performance.

**Shared Services** – we can help you implement a shared services model and deliver savings and efficiencies in your back-office functions.

**Procurement** – we can help you to clearly define your business requirements and then undertake procurements, compliant with regulations, to select the most appropriate solution.

**Implementation / Recovery Services** – we can programme manage your implementation, bringing in expertise to avoid costly pitfall or perform the recovery of implementations that are failing.

**Alternative Service Delivery** – we can help you evaluate alternative ways of delivering and structuring your services.

**Programme Management** – we can provide robust and reliable support to manage complex change projects and programmes.

**Technology** – we can help evaluate, source and implement new technologies that deliver operational efficiencies in your organisation.

**Systems & Smart Data** – we can analyse your systems requirements and identify ways of better using data for competitive advantage.

**Benefits Realisation** – we can help you implement a shared services model and deliver savings and efficiencies in your back-office functions.

**Continuous Improvement** – we can work with you to continuously develop your organisation and ensure you evolve as effectively as possible.

## How We Can Help

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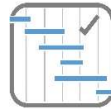
# Technology Implementation



*Technology is increasingly the focus of competitive advantage and futureproofing business sustainability, so changing anything to do with technology and systems is a business-critical operation. However, technology projects are often stark contributors to the reported statistic where 70% of change projects fail, yet approaches to managing them have remained relatively static. However, we at C Squared take a different approach, and offer you an alternative to managing a team of disparate internal, freelance and interim resources, which can often feel like herding cats!*

Through our experience of being brought in to recover failing change projects, we have identified what makes the difference between a successful and unsuccessful technology change project, and it all boils down to 3 key factors:

- 1) **The Right People** – using internal resources can be cost effective, but often limits the specialist skills available, and usually has limited capacity on top of BAU responsibilities, yet hiring in specialist freelancers and interims can feel like herding cats, where conflicting agendas and unchecked capabilities bring added complications. Our Tiger Teams are fully formed, rapidly deployable, and interdependently effective, meaning that we know exactly what we're dealing with, they know what they're doing, and you know you can trust us to get the job done.
- 2) **The Right Process** – overly optimistic planning, underestimating interdependencies, and inconsistent communications can all fundamentally derail a project, but when done systematically, following a tried and tested process, they can robustly deliver a project on time and to budget. Our specialist Tiger Teams are used to hitting the ground running and using our robust methodologies to deliver complex, challenging technology projects.
- 3) **The Right Parameters** – traditional project methodologies advocate partitioning off associated processes and practices, but our approach embraces Organisation Design principles to make sure that other areas of practice that might impact upon the project's success are not only considered, but addressed by the project activities. Our Strategic Organisation Design experts bring a uniquely holistic focus to our approach, so we can make sure that there are no nasty surprises during or after implementation, and that your post-project benefits realisation and ROI are maximised.



## **Planning**

People often think that change management is all about action, but if the planning stage isn't done strategically, the implementation stage can be doomed to fail! Our strategic input in the planning stages ensure you have the best chance of successful implementation.



## **Implementation**

The implementation stage is the most time consuming, resource intensive and costly part of managing change, so bring in one of our Tiger Teams to manage your implementation for you, providing expertise, capacity and peace of mind for a successful delivery.



## **Embedding Benefits Realisation**

Delivering change doesn't stop at the end of the implementation! To embed your change, a range of benefits realisation activities are needed to ensure the change objectives are delivered, so our Organisational Development specialists will help make sure your change sticks!

## **What makes us different?**

Rather than keeping all our knowledge to ourselves and creating an unhealthy reliance upon external help, we work alongside your internal people so that we can up-skill them to handle complex change in the future, without our help!

# Project Management



**The drive to deliver business change efficiently means that good project management is a must-have. Developing a good project management capability, however, is not an easy undertaking, with many professing to be capable, but failing to deliver when the going gets tough. Yet despite it appearing to be a costly option, using a specialist consultancy can work out to be the safest and most cost-effective option when the right one is selected!**

With many project management researchers stating that as few as 1/3<sup>rd</sup> of projects are completed successfully and on time, it's clear that the realities of delivering projects is a significant challenge for many organisations.

Yet with most big change projects being critical to the organisations success, can we really afford for this to become our reality? Budgets are always an issue, which is often a driver to use internal resources over external consultancies, but even when using internal resources, the inherent cost of delays can quickly mount up, with people trying to deliver project outputs on top of their day jobs, whilst navigating around existing relationships and politics that can often frustrate the process.

The best of both worlds would be to have a change management service that can provide the tried and tested methodologies to manage a project robustly, that can also work alongside internal resources to keep costs down whilst still actively involving key internal people in the project.

We have crafted our project management support services to work the way YOU need them to:

- Project [planning is staged](#), so you know exactly what to expect and when, and what it's going to cost you!
- Our teams have a [blend of specialisms](#), so we can deliver diverse projects without going elsewhere for additional skills.
- We always keep an eye on the [long-term viability](#), making sure that the change benefits being delivered are sustainable.
- Our consultants are experienced at [working with people at all levels](#), from Chief Executives to front line staff.
- Our [objectivity](#) enables us to see any gaps or weaknesses in your project and plan around them.
- Using us provides you with the [resource flexibility](#) to alter the size of the team as needed.
- And we have a [reputation](#) for delivering when others fail!



## [Why do projects go wrong?](#)

There are so many reasons why projects can go wrong, but according to several research organisations, these are the top 5 reasons why:

- 1) The wrong person / team was assigned to the project.
- 2) Not everyone has bought into the project (including senior leaders).
- 3) Planners try and deliver too much, too quickly.
- 4) Communications are weak and things get missed / overlooked.
- 5) Interdependencies / sensitivities are not considered or contingency planned for.

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# Case Study



## ERP Implementation at Bristol City Council

Bristol City Council had procured an Enterprise Resource Planning (ERP) system to replace their finance system. The programme was also to significantly reduce the number of finance staff and transfer financial responsibility to budget managers. The programme had already been setup but three prior programme managers had been in post and the programme was 4 months behind schedule with no tangible outputs produced and a scheduled go-live deadline due in 4 months.

C Squared took over the programme with the challenge of making the go-live happen on schedule, which was exactly what happened, with no major issues in financial processing during the transfer process. After go-live, the wider change project to reduce the finance team size and start developing the budget managers was undertaken, and the overall programme was delivered £0.5 million under budget, despite the earlier programme issues.

*"C Squared's energy, enthusiasm and positive attitude were essential in getting both the team and our change programme back on track. Their experience of recovering failing change programmes, as well as specifically implementing ERP, meant they could judge very quickly the gaps in the programme and what needed to be done. As well as highlighting key issues to resolve, they were always prepared to roll their sleeves up when necessary, especially around go live. Their general attitude and can do approach meant that the team were always willing to go the extra mile."*

Peter Robinson, Former Finance Director & 151 Officer, Bristol City Council

## Our Project Management Services

**Project Management** - we can provide you with full or part time project resources, from a single project manager through to a full implementation team, or just targeted assistance at particular points in the project life-cycle.

**Audit / Health Checks** - we can give confidence to key stakeholders by undertaking reviews of your change plan / programme, which can range from an informal check through to a full review.

**Procurement** - we can support any procurement activities required as part of the change programme.

**Project Recovery** - if a project has gone off course, we can help you bring it back. We will give you a frank assessment of the situation and a recommendation on the viability of the project as it stands, and can supply you with whatever project resources are needed to get things back on track., whilst working alongside your existing teams.

**Strategy** - we can provide you with strategic support and work with your senior management to give them the reassurance that your organisation's implementation of the business change programme stands the highest chance of successful delivery.

## How We Can Help

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# Shared Services



*Where the costs of delivering services are too high, yet service reviews and restructures can't bring the cost down enough, the option to provide core business functions as a shared service can create savings and increase service resilience, as well as having the potential to bring in additional income if they are competitive and marketed correctly. However, introducing a shared services model can be an exceptionally complex change project that requires a range of specialist expertise and support.*

Many consultancies talk of setting up "Shared Services" in the simplistic way of just moving services into one location, with a single team delivering them, in a harmonious and consistent way. But to provide a sustainable service that is an enabling function, rather than one which adds complexity and reduces flexibility, the challenge is far more complex.

Shared services can be as a result of a merger, joint venture, or outsourcing arrangement to name but a few, where complementary organisations see shared services as a way of reducing operating costs, or bringing in income if commercialised. But whatever the trigger, all aspects of the organisation should be considered when designing shared services.

Existing variations in working processes need to be analysed, operational needs and practicalities should be considered, and the people culture needs to be addressed to ensure that the behaviours required to embed the new ways of working are supported.

Which is why we look at the full scope of your service and operational objectives to decide how the design of your shared services could best meet your needs, for today AND tomorrow.



## Are Shared Services just for HR, ICT and Finance?

Shared services are typically thought of as the back-office services, but the strategy could be applied any type of common business function or service delivery. Shared services can deliver efficiencies and savings if the appropriate strategic decisions are made and appropriate infrastructure is implemented, so why not look at making partnerships that ignore the boundaries on maps AND provide valuable services to other organisations?

Our team have had years of specialist consultancy and practical experience in designing and setting up shared services, and can help you answer questions like:

- How do we work with shared services when we have wildly varying ways of working across our different areas?
- How should we best engage with staff who will be impacted by setting up a shared service?
- Is there a valid business case to invest in setting up a shared service against the associated investment cost? Could it bring in income?
- How will using a shared services model affect our structure, skills, resources & culture?
- What technologies will maximise efficiencies in our shared services model?

Whatever your reasons are for considering shared services, our specialists can help you create a strategic design, get approval of the business case, and lead your project implementation.

## What makes us different?

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# Case Study



## Cornwall Council merge 7 Council's into one Unitary Shared Services Model

Cornwall County Council gained approval for the six District Councils and the County Council to become a single Unitary Authority in order to rationalise on costs. A significant proportion of the proposed £15m savings forecast was as a result of bringing together the corporate services of ICT, HR, finance, legal and property services from the seven organisations into one shared services model.

C Squared's director was engaged to lead the design and implementation of the Corporate Services Shared Services redesign. The size of Cornwall was one factor to consider in where services were delivered from, as well as how the services should be delivered to the service users which were spread out over a very large geographical area. The existing internal service offerings varied significantly, and each separate organisation had very different processes, technologies and organisational structures delivering them. High level target operating models were being developed but there was no method in place to turn these from theory into practical working operational services. C Squared designed standardised services, selected new operational locations, harmonised processes, and sourced the technology required to deliver the new model, as well as led the significant organisational re-design programme to select and embed the service delivery teams and the new management structure.

*"The shared services design and implementation was essential to the business case for Cornwall Council's unitary savings of £15m and the seamless service delivery to front line council services, and C Squared played a key role in making this a reality."*

David Picknett, One Cornwall Programme Manager

## Our Shared Services Support

**Strategic Design and Options** – we can analyse your strategy and existing services to advise how you can design a suitable shared service.

**Business Case** – we can assist in creating a detailed business case to determine if there is justification in setting up a shared service.

**Processes, Information and Technology** – we can work with you to ensure your shared service processes are optimal, digital by default, and support new ways of working such as mobile and home working.

**OD Change & Implementation** – we can redesign and implement a new organisational structure and people management mechanisms to ensure your shared services model fits in with the rest of your organisation effectively.

**Change Management** – setting up a shared service is a major change project impacting people, process, technology, information AND organisational culture. Our change management activities ensure that what the shared services model will work for you and your service users, and deliver the benefits from the business case.

## How We Can Help

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# ERP Assurance Review



*The selection and implementation of an Enterprise Resource Planning system is a major undertaking for any organisation. The transition to a new ERP system will require a realistic business case to ensure that the perceived benefits are delivered. Regrettably, often the projects fail or are delayed with increased costs for a number of reasons. Incomplete requirements can result in the wrong solution being selected. The governance of the project could be ineffective. Unrealistic plans, inadequate resource availability, technical misunderstandings are all issues to address....*

Over the years, we have been asked to take on failing ERP implementation projects. In some cases, there have been multiple client-side project management teams in place before us and we have succeeded where others have failed.

These experiences have given us the expertise to efficiently review ERP projects, at any stage of the project and give clear recommendations to the project board and management teams.

The assurance audit work can be either across the full project scope or targeted deep dives to specific areas of the project.

The assurance review culminates in a prioritised list of recommendations for success which will maximise your return of investment and accelerate the benefits realisation.

We present the recommendations report to the project board / management team to ensure that the report findings and corrective actions are understood and can be followed.

C Squared offer follow up reviews to assess the implementation of the recommended corrective actions.

The reviews can be undertaken as an independent assurance input to project gateways.

## Our ERP Assurance Service

**ERP Selection** – we analyse your requirements and ERP selection process to identify requirement gaps or issues with the selection process.

**Governance** – we review the governance and reporting arrangements of the project to ensure that effective and informed decisions can be made. This includes a review of the plans and RAID logs.

**Business Case** – we review your current business case to evaluate if it is realistic and will deliver the expected costs / benefits.

**Data Migration** – we review the data migration and reconciliation strategy and approach to transition data into the new system.

**Integrations** – we review the integrations approach, development status and testing approach.

**Testing** – we review your test strategy for unit, UAT and systems integration testing along with your defect management process.

**Cutover Plans** – we undertake an objective review of the cutover and rollback plans intended to transition to the new ERP system.

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# Benefits Management



*An organisations ability to review its strategy, objectively identify how well it is performing, and rationally decide on how best to proceed can make or break an organisation. In theory, this should be a business as usual activity for managers and leaders, but the ability to step back from the day to day challenges and view the bigger picture with fresh eyes is often difficult, especially with organisational politics and competing opinions in play. Which is why external help is sometimes needed...*

Having worked with private, public and defence sector organisations, we have seen many different types of projects, but they have all had one common theme...to deliver a business outcome and associated benefits.

Without clearly defined benefits, the business case for the project cannot be justified.

In reality, the initial benefits change – some are lost, others are reduced but also additional benefits can be realised, if benefits management is performed.

Very few organisations take benefits management seriously, although they will claim that their projects are run against PRINCE methodology.

## Benefits Management Outcomes:

- On-time delivery of business benefits
- Benefits realised within defined budget
- Visibility on progress toward achieving benefits
- Rapidly identify areas where corrective action may be required
- Improved stakeholder identification and engagement
- Enterprise wide view to prioritise benefits at a portfolio level
- Identifies activities that are not driving toward creating value
- Promotes a collaborative approach to problem and solution definition
- Real time analysis and warning indicators reduce risk to delivery
- Cost reduction through identification of benefits duplication

## Our Benefits Management Services

**Plan and Identify** – we can identify, plan and track business benefits

**Measure** - Provides quantitative metrics for measuring benefit delivery

**Facilitate** -The validation or creation of business cases.

**Performance Measures** - Identify and track leading indicators of performance.

**Pro-actively Manage** - Actively manage benefits through the whole investment lifecycle.

**Update** - Revise benefits profile as business strategy changes and new information comes to light.

**Baseline** - Defines the benefits baseline, and performance against it.

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# Systems & Smart Data Services



*Processes, information flow and technologies are the basis of how your people deliver services to your customers. Together they are a “system”. But to ensure that your service will be efficient and effective today, as well as in the future, the “system” needs to be optimised; the processes and information flow need to be seamless, and the right technologies need to be in place to maximise their usage. Get the balance right, and your services could stand the test of time.*



## **A “System” is not just software!**

Software may be part of the equation, but there is so much more involved! The components of a “system” are:

**Processes** - A series of actions carried out by people to deliver the service.

**Information** - Data collected which is required to deliver and manage the service effectively.

**Technology** - Software to automate the processes and collect / validate the data.

**People** - Service users and those delivering the service.

Many consultancies see a software system or new piece of technology as the key to business needs, and focus all key change efforts around them. However, we believe that they are not the key to success, but simply key components of the overall “system”, because we look at the processes, information flow, and technologies, as well as the people who need to deliver the service and those who need to use the service. Without taking all these into account, software or technologies can fail to deliver the expected outcomes, the project could be seen as a failure, and the organisational benefits can be short lived.

Our specialists are independent, so not linked to a specific software or technology, allowing the right systems to be designed, selected, procured and implemented for you. Having had experience across many different sectors, we are also able to present constructive challenge around different ways of working and help you to think creatively about identifying alternative best practices and new ways of doing things.

With increasing pressure to deliver efficiencies in service delivery, can you really afford for your “systems” to not be optimised?

Our team have had years of specialist consultancy and real world experience in designing and implementing “systems”, and can help you answer questions like:

- How do we know if our service is efficient and effective? And how can we deliver further efficiencies in an already lean service / business model?
- How do our processes compare to best practice processes across different sectors? And are there different ways we should be working to keep up with our competitors?
- Are we using the right technology in the best way? Could we make improvements?
- How can we reduce the number of errors / mistakes in our operations?
- Is there a business case to change the way in which we deliver the service and will the investment be returned?

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# Case Study



## Enterprise Information Management (BT Cornwall)

BT took on the ICT services delivery to Cornwall Council, and as part of the service offer they were required to provide a replacement document management solution, because the previous system was an electronic document and records management system with very limited workflow capability.

C Squared was engaged to manage the project because of its experience in successfully implementing complex systems projects. Upon initial investigation by C Squared's project team, the organisation was looking at the project by trying to identify a software solution, but had not considered the "systems" approach, and thus had overlooked a lot of corresponding areas that would be affected. The scope of the project was then widened, looking at various areas of the Council and how information is processed across different services. The project scope was transformed into enterprise information management, looking at how data and information about customers could be brought together to deliver better services. The information held across different lines of business systems could be brought together to better serve customers and provide a "smarter" council.

Selected areas of the council were then used to create in depth "systems" designs, including "as is" costs for current practices, process redesigns, benefits identification and organisational redesigns. A procurement exercise was also held to identify the best technologies available to meet the immediate and future needs. These all fed into a detailed business case that ultimately transformed the way the Council operates its services.

## Our Systems & Smart Data Services

**Process Review & Design** – we can identify inefficiencies and develop best practice processes using experience from other sectors.

**Smart Data** – we can ensure that the right data is used as intelligently as possible to deliver the service effectively and ensure it is monitored / managed robustly.

**Technology and Software** – we can implement solutions to make the service available digitally, automate business rules, and enable new ways of working such as mobile and home working.

**Organisation Design & Implementation** – we can redesign and implement a new organisational structure and the skills / resources needed to deliver the service in the new way and optimise the new ways of working.

**Change Management** – implementing "systems" requires change management, as both service users and service delivery staff need to change the ways in which they work, so our breadth of change management support will ensure that the whole change agenda is addressed, rather than just the processes.

## How We Can Help

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