

## Glasgow Life

### **Workforce Planning Strategy and Financial Performance Improvement**



#### What our client wanted

Glasgow Life is an organisation of circa 2,800 staff operating museums, libraries, cultural venues community services, and major sports facilities in the city of Glasgow. They wanted to achieve £5.5 million savings by end financial year 2018 through a programme of Workforce Planning. They also recognised that delivering this, while maintaining the same standard of services, needed significant culture change in the organisation.

#### What Frontline did

Working closely with the leadership group, we reviewed and analysed the Glasgow Life workforce and work patterns identifying the savings required. We then designed organisation structures that would support the changes. After agreeing these with Glasgow Life we led the work on three major areas:

1. Developing a high performance philosophy in Glasgow Life.
2. Introducing the operational structures that would support this.
3. Empowering the leadership and management group to help them to deliver.

#### What difference we made

We delivered the evidence and tools for Glasgow Life to realise their savings and we exceeded the target by over £1m. We led on re-aligning the leadership group and introduced operational oversight processes. These have significantly enhanced the organisations agility in the face of an increasingly difficult financial environment, while maintaining their high standards of service delivery. Glasgow Life has continued to use the tools and found a further £1m of savings. This evidences the effective transfer of our skills and knowledge to Glasgow Life, ensuring sustainability and enabling them to continue to increase the benefits.

#### What our client said

***"Consultants are sometimes met with a degree of scepticism but having Frontline's consultants embedded within the company made a real difference in not only convincing senior managers, but staff across Glasgow Life of the need to do things differently. I'm delighted to say that will continue long into the future."***

Dr Bridget McConnell CBE, Chief Executive