Business and Workforce planning initiatives summary

Gloucester City Council
Transforming Your City

Appendix A1

	Business Canvas	Workforce Canvas	
Background & Purpose	As part of the peer challenge offer, the LGA offered us use of the Business Canvas model, which is a tool to help develop its business operating model. The tool uses nine building blocks to help organisations understand how they intend to operate and how they intend to generate revenues and income, enabling a focus on key priority areas. The Business Canvas prompted discussion, understanding and analysis of the type of model that the City Council needs to adopt to ensure we are fit for purpose and delivering the right things to the right people at the right cost. Our use of the model was started at a session facilitated by the LGA and skills for justice, Local Government. The outcome of the session is the raw data attached.	The peer challenge offer also included the workforce canvas, used to identify workforce planning challenges through the evaluation of nine components covering all aspects required in a HR strategy. This offer was of value to help develop a strategic framework for shaping the organisation for the future, providing a pathway for achieving a workforce skilled to meet the challenge of the future, clearly linked to Business Canvas priorities. This session was facilitated by Skills for Justice/Local Government and by the Workforce Intelligence and Planning Unit from Birmingham City Council on behalf of the LGA. Again the raw data attached is the result of the session.	

Outcome	We considered and evaluated each of the nine components of the canvas and prioritised three areas for us to take forward and become part of the Gloucester, **'Fit for the Future'** action plan.
	    1. **Key Activities** (the most important things we must do to make our business model work e.g effective procurement, contracts management)
	    2. **Value Propositions (**good understanding of customer base and how to satisfy their needs while ensuring that the expected benefits are clearly communicated)
	      e.g Branding, recognised standards, customer segmentation, satisfaction
	    3. **Cost Structure (**all costs incurred to operate our business model) e.g Subsidies, contracts, staffing, assets and associated drivers, cost / value and political
		We populated the canvas with detail against each of the nine components from the view of the organisation as it needs to be, reflecting on the outcomes from the Business canvas session held previously. All components of this model will be used in contribution to the Peer Review action plan as some elements cross over with key aspects of the Business Canvas. This will enable us to introduce a more contemporary approach to develop the workforce and the organisation.	

Workforce Planning Diagnostic Survey	A small number of employees were given access to the online Workforce Diagnostic Tool and 10 questionnaires were submitted. This tool was used as it helps organisations assess their current progress against the main success factors for workforce planning. This enabled an analysis of the current levels of workforce planning activity, highlighting areas where work needed to be completed in order to meet future aspirational levels. Gloucester City scored well in areas of; **Stakeholder Engagement & Integration Planning** and lower in areas of; **Organisational Capability, WFP Activity, External Scanning & Knowledge Management.** Overall results indicate that the council has had a medium to low capability in this area. The exercise recognises our limitations in this area and the need to improve our workforce planning and therefore helps us to focus on the important areas to take both the organisation and its workforce forwards.		

Action Planning	As a result of all the information gathered from the initiatives completed above, the financial health check (separate document) and the awaited recommendations from the peer challenge visit in December. We will produce an action plan bringing together strategic planning and cross departmental working. • **Progress the financial services improvement plan** • **Deliver financial savings** • **Transforming the organisation through service reviews and redesign** • **New focus and approach to Contracts Management and development** • **Enhancing the appraisal system and linking to corporate objectives** • **Introduction of Gov-Metric to capture customer satisfaction and undertake effective consultation** • **Refurbishment of the Council reception area, providing a modern and welcoming environment** • **Continue with the delivery of the Channel Strategy** This action plan will support and integrate with existing work already devoted to taking the organisation forward.