



## PEOPLE PLANNING TOOLKIT

# Introduction to People Planning





## Introduction

This toolkit is designed to help you as Managers consider how you will continue to deliver quality services to our communities given the changing environment in which the Council operates and the constantly changing demands of service users.

Effective planning is an important tool that supports the Council in maximising its resources and building future capacity in a structured and planned way. Our people are the key to successful improvement. By planning well now the Council will equip itself to manage both day to day business needs in an increasingly difficult economic climate and also prepare itself to address changing priorities as and when they arise.

The People Planning toolkit is only one aspect of Workforce Planning and specifically sets out an integrated approach to identifying:

- Which of your posts are critical to ongoing Service delivery and therefore need to be considered in terms of ensuring the right people with the right skills and behaviours can fulfil these roles
- Who your critical people are, that is, what knowledge, skills and behaviours do these people exhibit that make them key to your Service area and in delivering quality services
- Potential risks to your Service area of critical individuals and/or individuals in critical posts leaving your Service or even the Council
- High performing, high potential individuals who could be developed to take on bigger roles/broader roles in the future and how to develop such individuals

To support you in developing your People Plans, the following guides are available as part of this toolkit to take you through each stage of the process:

- » **Stage 1:**  
**Identifying your Critical Posts**
- » **Stage 2:**  
**Identifying your Critical People**
- » **Stage 3:**  
**Identifying your key risks to Service delivery**
- » **Stage 4:**  
**Managing your talent**
- » **Stage 5:**  
**Managing succession within your Service area**
- » **Stage 6:**  
**Evaluating the outcomes of your People Plan**

Whilst each guide may be used in isolation to address a specific issue within your Service area, the full benefit of People Planning is derived when you complete each stage of the approach in turn.

**For further information or practical support in using this toolkit, or to discuss any other aspect of workforce planning in your Service area, please contact the *People Development Team* on **01443 424159** or **01443 424082**.**



## People Planning in Context

### What do we mean by People Planning?

As a provider of key services within our communities, the Council relies on its employees – its people – to deliver these services. People Planning is therefore all about ensuring the Council has the right people, with the right skills in the right jobs at the right time to continue to deliver high quality services.

Effective People Planning helps the Council identify and plan how to tackle its current and future people-oriented challenges and priorities, and provides a sound basis for developing an effective people strategy.

### Why is People Planning so important within the Council?

Effective People Planning provides the Council with a strategic basis for making human resource decisions. It allows you as managers to anticipate change rather than being surprised by and reacting to challenging events.

### How will the People Planning process help you as a Manager?

People Planning has never been more important given the economic and demographic challenges facing the public sector as a whole, and in particular local authorities. In the past, much of this planning has been left to chance, with local authorities accruing a workforce over time that may or may not have met the overall needs of the authority.

As the demographics of RCT change, budgets are squeezed and the expectation within communities to deliver quality services continues to grow, it is essential that you understand and plan how you will deploy your people to best effect.

A good people plan is also a contingency plan. The benefits of proper people planning are numerous and varied, but among the top benefits, a good people plan:

- Provides a structured and transparent means to deal with any new internal and external workplace adjustments or developments that can affect the workforce. Change is constant, but no matter what influences the Council and your Service area face, a good people plan will be flexible enough to accommodate and deal with them properly.
- Helps you prepare for the re-design of the workforce. Be it reducing, increasing, or redeploying your workforce, an effective people plan takes into consideration not only the current workforce structure, but what the structure needs to look like in the future.
- Helps you identify future skills needed in the developing workforce and any gaps between current job skills and any future job skills that may be required. In doing so, proper measures for training current employees, hiring employees with such skills or even “growing your own” employees with the required skills can be put into place if the need arises.
- Helps you prepare for retirements. In Service areas with high attrition rates, a people plan also helps you prepare for resignations, manage temporary staff shortages, and enables you to examine the underlying factors which may be causing this high turnover.
- Helps promote a diversified workforce that brings added value to the life of the Council and helps us grow, develop and provide better services.

