National strategic workforce planning

Insights from the NPCC | Skills for Justice pilot

The National Strategic Workforce Planning Pilot has developed and tested a nationally aligned approach to workforce planning across policing.

Working alongside four trailblazer forces, the programme has identified four consistent national themes that will help forces strengthen workforce planning capability, improve evidence-based decision making and better align workforce investment to meet operational demand.

The four national insights

Leadership
Strong leadership and clear, accountable lines of governance are critical to embedding workforce planning as a strategic decision-making capability.

Understanding Demand
An evidenced understanding of current and future demand is essential to align workforce capacity, capability and operational priorities.

Workforce Data & Insight
High-quality workforce data, analysis of information and insights provide the foundation for confident, evidence-based workforce decisions.

National Consistency
Common approaches, language, KPIs and benchmarking enable meaningful comparison, shared learning and stronger local and national insight.

From pilot to national offer

4 trailblazer forces → **National methodology tested** → **National solutions developed** → **Ongoing support available**

01 Leadership

National insight

The pilot demonstrated that forces with visible leadership, ownership and clear governance were better able to make confident workforce decisions and align resources to strategic priorities.

Strategic priority

Embed workforce planning within strategic leadership and governance to strengthen organisational decision making.

02 Understanding demand

National insight

Many forces found it difficult to translate operational demand into workforce requirements, limiting confidence in planning and investment decisions.

Strategic priority

Use demand as the foundation for workforce planning, enabling confident decisions about capacity, capability and future investment.

03 Workforce Data & Insight

National insight

The pilot demonstrated that variation in workforce data quality and analytical capability limited the ability to generate meaningful insight and support evidence-based workforce decisions.

Strategic priority

Develop the workforce intelligence needed to forecast demand, test future scenarios and inform investment decisions.

04 National Consistency

National insight

The pilot demonstrated that a consistent workforce planning approach strengthened opportunities to benchmark performance, share good practice, apply common measures, and generate comparable insight across forces.

Strategic priority

Endorse and support the adoption of the nationally aligned workforce planning approach, enabling forces to benefit from common methodologies, shared measures and practical support.

The national templates will help policing take a more consistent, evidence-based approach to workforce planning, giving forces greater confidence to make informed decisions about future capability and capacity needs."

- Janette McCormick QPM, Strategic Workforce Lead, NPCC

Why this matters for policing

Better decisions
Evidence-based workforce planning improves confidence in investment, resourcing and organisational change.

Better use of resources
Understanding workforce demand and capability helps forces target resources where they have the greatest operational impact.

Better outcomes
A consistent approach strengthens organisational resilience, supports HMICFRS expectations around "Building, supporting and protecting the workforce" and "Leadership and force management",

National implementation support

The pilot has established a nationally aligned approach to strategic workforce planning. The next phase is to support forces in embedding this approach, strengthening evidence-based decision making and building a more consistent workforce planning capability across policing.

Forces can access a range of nationally developed support, tailored to their workforce planning maturity, capacity and implementation needs.

Roadmap
Assess your workforce planning maturity and identify clear priorities for development using a structured, nationally aligned approach and templates.

Enablement
Build workforce planning capability through practical guidance, facilitated workshops, coaching and access to national expertise.

Managed Service
Receive end-to-end support to accelerate workforce planning, from diagnostics and analysis through to implementation and delivery.

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