



Welcome to our webinar

Workforce Planning in the Justice Sector

This event will be starting shortly at 09.30

Webinar Starting In...



Agenda



9:30

Welcome and Introductions

9:35

How can workforce planning help justice sector employers?

Theresa Gatfield, Senior Consultant, Skills for Justice

09:55

The wider determinants of sustainable workforce planning

Andrew Lovegrove, Senior Consultant & Sharon Nash, LMOD Consultant, Skills for Justice

10:15

Understanding the justice sector's current relationship with workforce planning

Jon Freegard, Principal Consultant, Niall Allen-Curry, Researcher & Dom Louks, Product Marketing Manager, Skills for Justice

10:35

View from the inspectorate

Anne Mackintosh, Client Director, Skills for Justice & Nikki Faulconbridge, Assistant HMI, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

10:50

Q&A

How can workforce planning help justice sector employers?

Speakers: Theresa Gatfield, Senior Consultant

Workforce Planning in the Justice Sector



Across the public sector there are many workforce issues including pay disputes, unfilled vacancies and staff shortages.

The justice sector is acutely effected by theses issues and they are added to by the need to increase staff numbers to meet demand and population projections.

Increasing staff numbers is hampered by difficulties in recruitment, retainment, skill gaps, leadership and cultural issues.

Developing a robust workforce plan will help inform strategies to overcome these obstacles within the workforce.



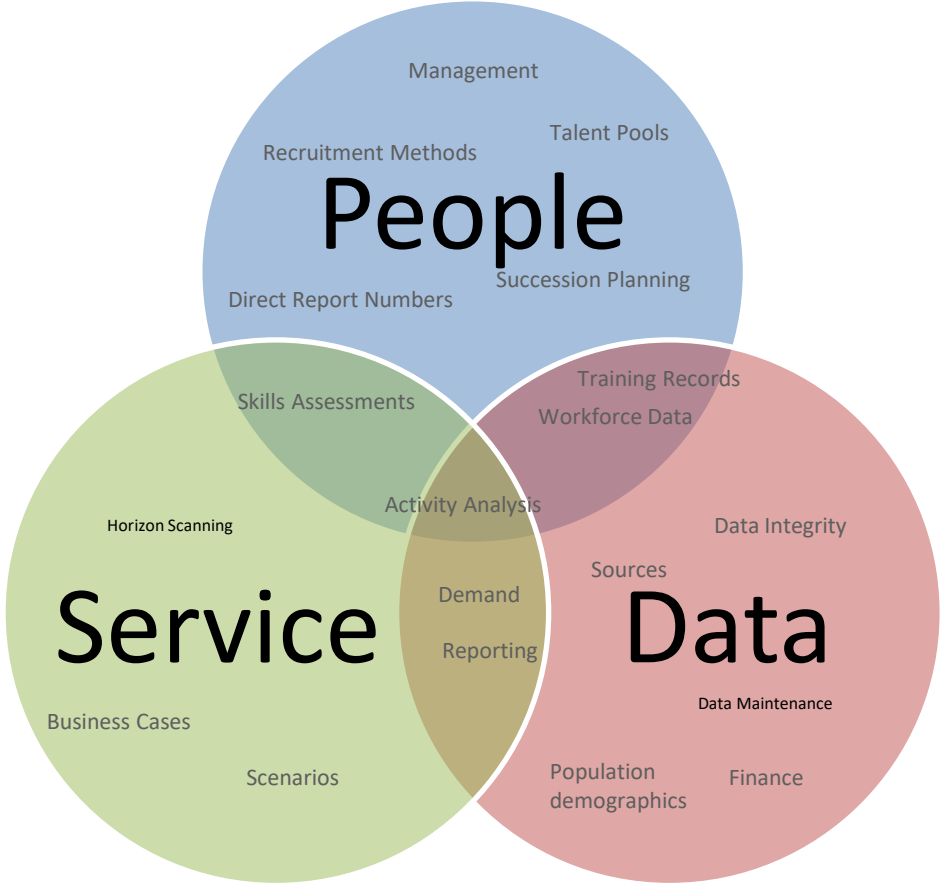
How Can Workforce Planning Help?



Successful workforce planning provides evidence based decision making. The aim is to have an iterative and adaptive workforce plan that is capable of changing to meet different scenarios.

Workforce planning covers all of the organisation and although some parts can be categorised into departments a lot overlap more than one area or function.

Workforce Planning Across an Organisation



How To Create a Workforce Plan?



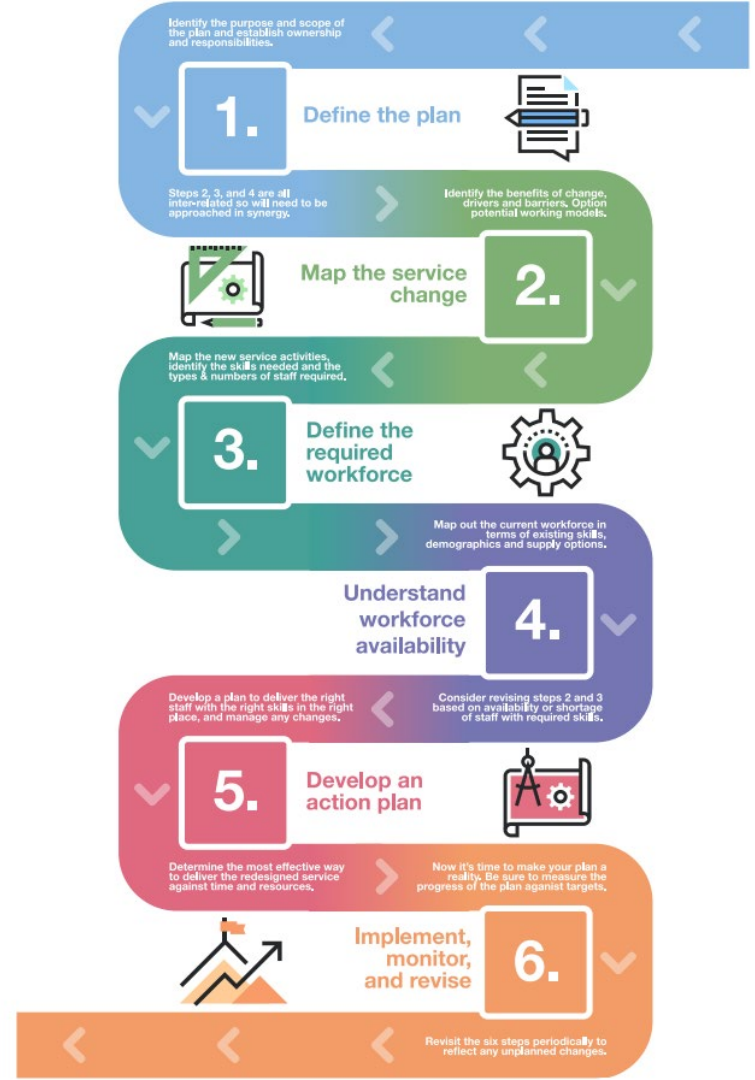
There are several methods and methodologies designed specifically to create a workforce plan and all have similar parts. The basis of a workforce plan is to baseline the conditions and workforce as it is and compare this to where it will be or needs to be.

Skills for Justice have created a six step method to deliver a purposeful and well rounded workforce plan alongside certificated training on the methodology.



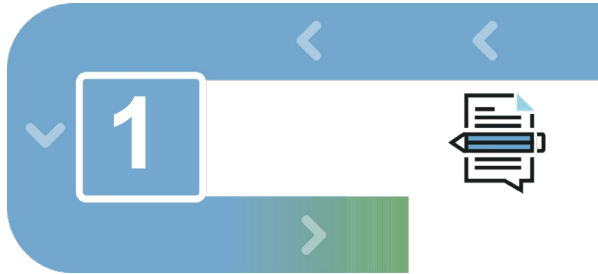
Workforce Planning in Practice

The Six Steps Methodology to Integrated Workplace Planning



Prison Officer Example

Step 1: Define the Plan



Purpose

- Sustainable Prison Officer numbers to ensure staff and prisoner safety
- Improve recruitment and retention

Ownership (stakeholders)

- Operational Support Grades
- Prison Officers
- Governors
- Unions

Scope

- Operational Support Grades and Prison Officers within HMP
- Interdependencies within national policies

Prison Officer Example

Step 2: Map the Service Change



Baseline

- 25% turnover for Prison Officers with less than 2 years service
- All Supervising Officers in the last 3 years have been externally recruited from other prisons
- Staff sickness rate increasing

Goals and benefits of change

- Manage increasing demand with affordable capacity
- Increased retention
- Successful recruitment
- Increase in staff diversity to more closely reflect the community that is served

Proposed working model

- Increase retention within Prison Officer roles
- Increase internal recruitment and promotions
- Have clear competency frameworks and career pathways
- Explore talent pools for recruitment
- Increase coaching and mentoring for new starters

Prison Officer Example

Step 3 Defining the Required Workforce



Productivity and New ways of Working

- Review skill mix options
- Competency frameworks
- Clear career pathways including specialisms
- Working patterns and shifts

Activity Analysis

- Supervising prisoners
- Escorting prisoners on external visits
- Security checks and searches
- Record keeping and paperwork

Prison Officer Example

Step 4 Understanding Workforce Availability



Types of staff required

- Operational Support Grades
- Prison Officers (including specialists)
- Supervising Officers

Numbers

- Increase prison officer numbers by 10% within 6 years to meet current prison population statistics

Current Workforce

- 24% of the workforce are aged 50-59
- 10% are aged 69+
- Increase in sickness levels

Prison Officer Example

Step 4 Understanding Workforce Availability



Options for Changing Supply

- New talent pools for potential recruits
- Succession plan and talent management programme with other prisons
- Evaluate employee benefits to increase retention
- Improve professional development

Prison Officer Example

Step 5 Action Planning

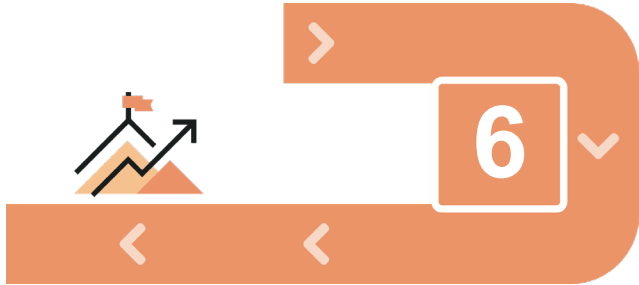


- Undertake Gap analysis of current workforce
- What skills do we have versus need and where are the gaps?
- 3-5 year plan for workforce
- Skills development plan all for staff
- Succession plan for all roles – aligned to future workforce vision
- Evaluate employee benefits with a view to improving retention
- Investigate new talent pools and build initiatives to attract new talent

Create an action plan with specific milestones to meet the goals of the workforce plan

Prison Officer Example

Step 6 Implementation



Implement

Replacement/expansion plan as per identified milestones

New ways of working implemented as per plan

Monitor

Monthly monitoring meeting

Evaluation programme in place to evaluate success of changes being implemented

Review

Refresh plan annually or more frequently when required

Finally

- Always articulate all assumptions the plan is based on
- It should be an integrated plan – workforce, finance & service
- Maintain stakeholder communication throughout the process
- Explore interdependencies
- Use the evidence, information and data available
- Evaluate impact – capture baseline
- Quality assurance / Check and challenge
- Governance –organisational and national





The wider determinants of sustainable workforce planning

Speakers: Andrew Lovegrove, Senior Consultant & Sharon Nash, LMOD Consultant

Understanding the justice sector's current relationship with workforce planning

Speakers: Jon Freegard, Principal Consultant, Niall
Allen-Curry, Researcher & Dom Louks, Product
Marketing Manager

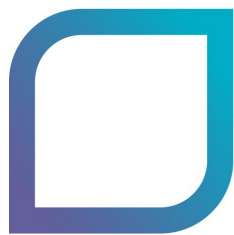


View from the inspectorate

Speakers: Anne Mackintosh, Client Director & Nikki Faulconbridge, Assistant HMI

Any Questions





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Thank you for attending



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