

Skills for Justice Workforce Planning



Context and Background

Workforce Planning is a key priority for every justice sector and fire and rescue organisation. At the very heart of this is the need to have a strong understanding of workforce planning principles, underpinned by an accessible and proven methodology.

The Six Steps Methodology® is the perfect foundation for any Workforce Development Programme. Skills for Justice applies this tried and tested methodology in a strong partnership and empowerment consultancy approach with the organisations we work with. Our support is focused on the development of your colleagues, delivering skills, knowledge and confidence that will last.

This paper provides an overview of our solutions.

Workforce Planning Learning and Development Programme

We deliver workforce planning training informed by our [Six Steps Methodology to Integrated Workforce Planning®](#). We provide a range of resources, templates, and tools and deliver based on your needs and requirements.

Sessions are led by our senior consultants who specialise in workforce planning. Typically, each cohort is formed by up to 16 participants. This number of delegates is informed by our extensive experience and allows for each attendee to be given adequate time for support and opportunity to contribute.

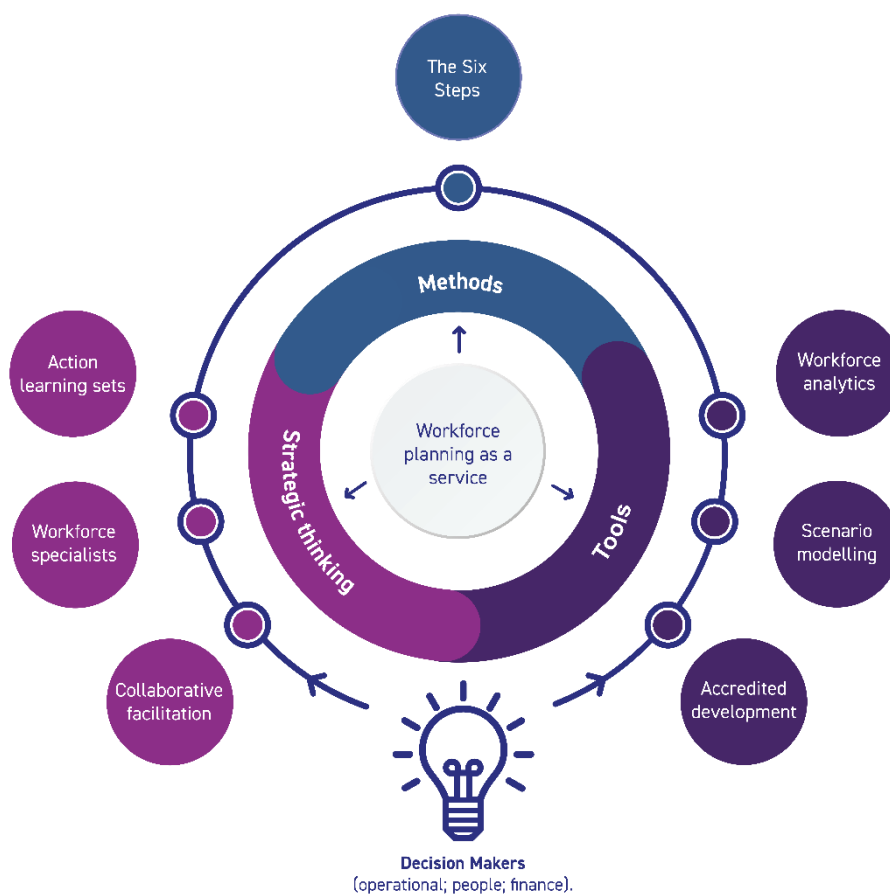
A typical programme comprises of five workshops between 2.5-3 hours in length. However, we tailor precise timings to align to our clients' aims and objectives. We usually look to deliver workshops at 2-3 weekly intervals, allowing sufficient time for both reflection and the completion of required activities.

Programme aims and outcomes:

- To equip participants to develop a first iteration of a quality assured workforce plan.
- To build the necessary capacity and capability in workforce planning.
- To contextualise workforce planning into the overall dynamics of the organisation, workplace, and operating environment. Particularly increasing participants' awareness and consideration of their role in leading change.
- To raise awareness of the importance of meaningful communication and stakeholder engagement.
- To facilitate the development of decision-making.

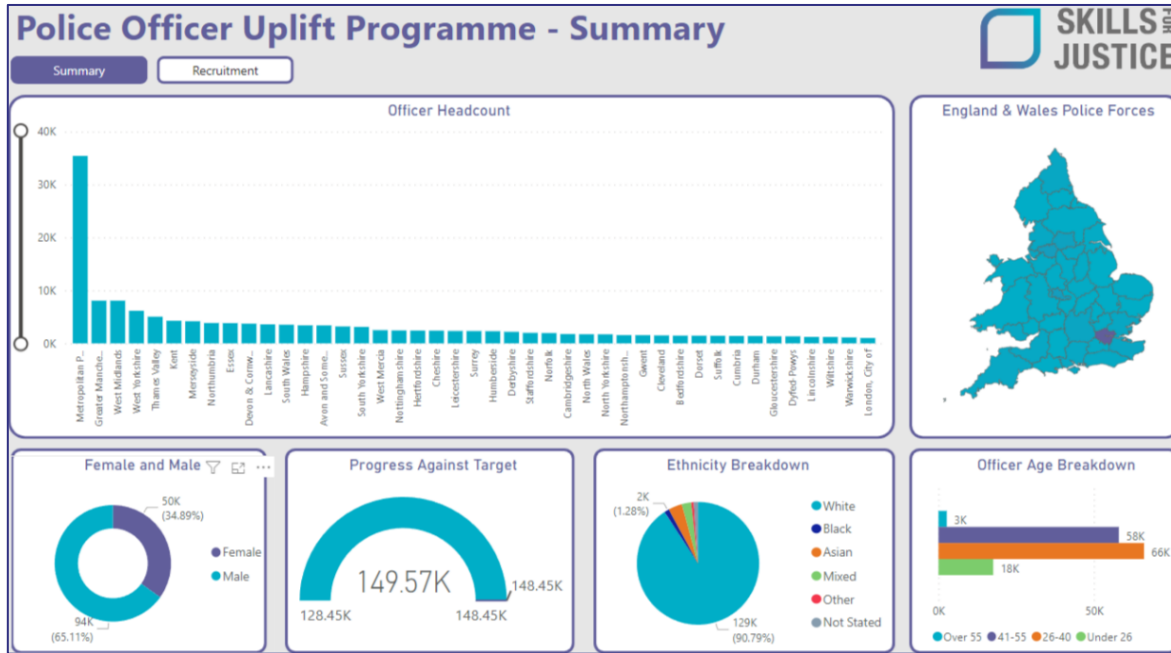
Programme outputs:

- **Pre-programme evaluation survey:** To baseline existing capability levels.
- **Discovery:** Initial workforce planning workshop.
- **Three follow up workshops:** Grounded in the principles of Action Learning with enhancements to provide sufficient time for delegates to discuss their experiences.
- **Creation:** Production of the first iteration of workforce plans by participants.
- **Final workshop:** For participants to present their plans while providing a demonstration and description of the method in practice; discussing any issues encountered in developing the workforce plan; and identifying the main actions and shared learning.
- **Certificate of Attendance:** awarded to delegates (subject to their consistent attendance).
- **Post-programme evaluation survey:** Capturing the improvements in individual capabilities.



Components of Workforce Planning, Skills for Justice 2023

Data, Diagnostics and Dashboards



Example of a Workforce Dashboard in PowerBI, Skills for Justice 2023

Before delivery of the training programme, we offer a high level of diagnostic to identify workforce planning challenges, key issues, and themes across the system. This will inform our approach to subsequent workforce learning and development programmes.

This diagnostic is supported with a bespoke, dynamic dashboard that is used as both a pre-requisite analytical tool and an implementation tool post Development Programme. This dashboard is delivered across both/either Power BI or using an Excel base, depending on the preference of colleagues and is fully tailorable, to focus on the whole organisation or regions, sites, departments etc.

Expertise for ongoing workforce development

Once delegates have completed their training, we will continue to offer our expertise and mentorship support to them as they implement their iterative workforce plans. We will work with the participants within the system to ensure knowledge and skills are applied effectively.

This can include working with participants on a particular workforce challenge, or by providing ongoing group or 1:1 coaching, Action Learning Sets (ALS) and mentoring. We recognise that planning and implementation are two very different things.

Throughout the programme we will explore opportunities for enhanced workforce development in the system. This could include (but is not limited to) how workforce planning interacts with talent and succession planning, how insights can influence recruitment and retention, and how associated People/HR strategies and policies act as sustainable enablers.



Workforce Planning as a service

Skills for Justice are uniquely positioned to offer a managed service model to support organisation wide workforce planning. This service is contextualised to the level of support required by and offers a flexible and scalable provision of resource expertise to deliver against workforce priorities and plans.

As part of our managed service, we will:

- Provide you a highly resilient, cost predictive service, in anticipation of what will be a long-term need for workforce planning support.
- Provide a dedicated team of workforce planning and data analytics experts to support your plans.
- Act as the lead on workforce planning, and a guiding partner through the disruption and unknowns of this significant change.
- Give confidence of continuity and availability of the required skill set in the event of staff turnover.
- Work alongside your staff, co-delivering solutions and providing them with continuous professional development over a sustained period.

To illustrate our capabilities the following are indicative outputs you could expect from a managed service:

- Labour market intelligence.
- Identification of **system-wide workforce hotspots** and fragile service priorities.
- Embedding a **sustainable model** and approach to workforce planning.
- A **workforce plan** (covering 12-month, 3-year and 5-year planning horizons), including annual reviews.
- Creation of an **organisational level workforce planning dashboard**, with leading and lagging indicators of future performance, enabling dynamic action-oriented planning.



Why us?

Skills for Justice is a not-for-profit organisation, registered as a charity in the UK. Established in 2002 as the Sector Skills Council for the UK Justice, Fire & Rescue, Local Government and Armed Services sectors, we cover public, private and voluntary organisations.

Our Six Steps Methodology to Integrated Workforce Planning® is widely recognised and referenced nationally. We can demonstrate successful, impactful delivery of our Workforce Development services and can complement your journey with passion, knowledge, and expertise.

Our team of workforce planning specialists have firsthand knowledge of the sectors they serve. Led by Jon Freegard, our Principal Consultant for Workforce Planning. For over 15-years Jon has worked across policing, rail and health sectors. At Skills for Justice, Jon and his team are actively engaged with justice sector organisations to explore the support we can provide.

“The Skills for Justice team were invaluable to us to deliver this result. This required exceptional support and project management from the team to bring several organisations together working to the strictest of deadlines”

- Talent & Capability (Apprenticeships), Ministry of Justice (MOJ).

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