

# SW REGION SECTOR SUMMARY

## SKILLS FOR JUSTICE

### SECTOR FOOTPRINT

Skills for Justice is the Sector Skills Council for the justice sector, encompassing a wide range of public services, delivered by the public, private and voluntary sector: community justice; court services; custodial care; policing and law enforcement and prosecution services ([www.skillsforjustice.com](http://www.skillsforjustice.com)).

### SKILLS FOR JUSTICE LABOUR MARKET

*Source: Skills for Justice Skills Foresight Regional Factsheet: SW Region September 05; Skills for Justice Labour Market Study 2004; LFS Trend Data 2001-2005; SLIM SW Skills Balance Sheet June 2008, NESS 2007 data derived from LSC SW research team.*

#### Sector size

- There are around 28,100 employees in the SW.
- SW organisations/workplaces:
  - 99 Courts
  - 15 Drug Action Teams
  - 13 HM prisons
  - 1 Private prisons
  - 7 Police
  - 5 Probation
  - 6 Prosecution
  - 14 Youth Offending Teams
- SW workforce breakdown:
  - 14.3% is in Custodial Care
  - 10.1% is in Community Justice
  - 3.4% is in Magistrates' Courts Committee
  - 1.7% is in Crown Prosecution Service
  - 1% is in HM Revenue & Customs Law Enforcement
  - 69.5% is in the Police Service (including NPJA)
- There was a 6% decrease in the workforce between 1998 and 2003 in this sector in the SW.
- Forecasts of employment growth 2004-2014 suggest a loss of 2,000 jobs. However, 11,000 jobs will need to be filled due to replacement demand (people leaving the sector or retiring).
- With 69.5% of the workforce, the police service (including National Police Improvement Agency employees) has the largest proportion of employees in the SW justice sector, with custodial care the next largest employer for justice at 14.3%.

#### Profile of the workforce

- Males account for 60% and females 40% of the SW justice sector.
- 27% are aged 50 and over just below the regional average of 30%.
- 87% of people in the sector work full-time.

All information and data contained in this sector summary is accurate up to 31May 2008

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- Just under 50% of those in the sector work within associate professional occupations and 23% within administrative and clerical occupations.

### **Vacancies & recruitment**

- 6% of vacancies were hard-to-fill, significantly lower than the overall average for the SW of 35% (based on small sample sizes – treat with caution).
- Skills shortage vacancies also account for 40% of all hard-to-fill vacancies, lower than the SW average of 62% (based on small sample sizes – treat with caution).

### **Qualifications in the workforce**

- 17% of the overall workforce is qualified below Level 2.
- However, in custodial care the proportion exceeds 20%.
- 27% are qualified to Level 4+ just marginally lower than the regional average of 30%.
- All Skills for Justice establishments in the SW provided on or off the job training in the 12 months prior to the NESS07 survey, considerably more than the average for all industries as a whole in the SW (68%). Based on small sample sizes – treat with caution.

### **Minority Ethnic Background**

- The Crown Prosecution Service has the largest proportion of people from a minority ethnic background (5.6%); Custodial Care has 2.1%; Police Service has 1.1%; HM Revenues & Customs Law Enforcement has 0.7%.
- 96% of the workforce in the SW region of the justice sector is white. People from minority ethnic backgrounds account for 1%, with 3% not stated.

### **Community Justice**

- The region accounts for 8.3% of the Community Justice workforce across England and Wales
- The proportion of females to males working in SW community justice strand is 68% and 32% respectively
- In the National Probation Service, the average length of service in the SW is 6.7 years for operational staff and 5.8 years for support staff. This is roughly equal to England and Wales with 7.0 and 7.2 years respectively
- 1.3% of the National Probation Service in the SW has a disability
- 9.6% of Victim Support England and Wales' volunteers work in the SW.

### **Custodial Care**

This section uses data from HM Prison Service and The Custodial Care Occupational Committee.

- The SW employs 8.3% of the custodial care sector.
- 69.8% of the SW custodial care employees are male (the highest percentage in English regions is 71.4%).
- 2.1% of the workforce is from a minority ethnic background.

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- The South West has a lower proportion of employees at operational level (64.3%) compared with England and Wales (66%).
- The region also has a lower proportion of management employees than England and Wales, 7.6% and 8.9% respectively.

#### HM Revenue and Customs Law Enforcement

- The SW employs 4.0% of the HM Revenue and Customs Law Enforcement workforce
- The SW has the lowest proportion of females in the workforce (20.8%). For England and Wales this is 28.7%.
- 54.3% of the workforce in the SW is white and 0.7% is from a minority ethnic background. However, the ethnic background is unknown for 45% of the workforce.
- Senior management positions account for 0.7% of the workforce across the SW; this compares with 1.5% across England and Wales
- 4.5% of SW employees work part-time; this is the lowest of any region in England.

#### Police

- 8.4% of the police workforce is employed in the South West
- 1.1% of the SW police workforce is from a minority ethnic background, 98.6% is white with 0.3% not stated
- 48.2% of the SW police workforce is aged 26-40.

### KEY DRIVERS AND ISSUES

*Source: Skills for Justice Skills Foresight Regional Factsheet: SW Region September 05*

The main issues around skills gaps and shortages identified as having an impact in the short to medium future.

#### Reduced funding

- The police and prison strands felt this issue greatly affected training and skills within their workforces
- Within the prison service, as pressure to reduce costs is applied, more training is being outsourced. This has reduced the ability to train the workforce 'in house', resulting in a less skilled workforce
- Police service was concerned that a focus on reduced funding will mean that training and skills will be an early casualty, resulting in staff having to learn on the job from colleagues, potentially resulting in bad practice.

#### Problems in recruiting and retaining staff

- Possible problems now and in the future in recruiting staff with the correct skills and attitudes especially in an increasingly finite labour pool. This problem is particularly felt in the probation service, where a large number of staff are being inducted and

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trained, but are leaving in unacceptable numbers, partly due to limited progression opportunities within the organisation

- The police service sees a high turnover of staff (civilian staff). Those they recruit and train are leaving in unacceptable numbers leading to a high 'churn rate'
- It was felt that Skills for Justice could help in this area by advising and building career pathways to aid lateral development and thereby aid retention.

### **The drive for more partnership working**

- It has been recognised that there is a real need and desire for partnership working across the justice sector but partnership working skills are in short supply
- The staff groups seen as most in need of these skills were the middle and senior managers.

### **The need for multi-level entry into the sector**

- It was recognised that in the future there will be multi level entry into the main parts of the sector even if they do not exist now. With the advent of nationally recognised qualifications and Professional Registers, staff will move from one part of the sector to another. This brings its own challenges with respect to skills
- Whilst someone may have the qualification there may well be a lack of experience in a particular role or function and would require up-skilling very quickly. If little or no training needs analysis is done on entry, this could result in poorly performing staff with ill defined development needs. It is possible that this could affect future staff, in particular, management staff.

### **The development of specialist staff**

- Within the police service, prison service and youth offender institutions, the development of specialist staff is giving cause for concern. In particular, investigation was singled out by the police service as a problem
- The police service views the ever changing agenda and priorities in police work as creating pressure on front line staff, and placing lesser emphasis on investigation skills, despite being required to deliver an effective service to the public
- Within the probation service, unqualified probation support officers are performing the work of probation officers in order to free up probation officers' time to concentrate on specialist work.

### **The availability of qualified assessors**

- The most effective strands are the police service and the probation service
- There are issues around the skills shortage, due to the cost and time required to build an effective assessment process within organisations
- The probation service reports difficulties with freeing up sufficient numbers of assessors due to the changes in service and workloads
- It is recognised that this has an important impact on the implementation of National Occupational Standards and the assessment training.

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## **Organisational Change**

- It is felt that this issue is a skills gap within change management and that staff had insufficient skills to deliver within the new services and adapt to new ways of working. This issue was highlighted in particular by HM Customs, the probation service and the prison service
- The groups affected seem to be those in lower management. Skills for Justice could assist with this issue by further promoting the use of National Occupational Standards and facilitating ways of working and embedding best practice.

## **A lack of management skills within the sector**

- It is felt that this issue affects all strands equally within the justice sector
- An inability to effectively manage, within various organisations, was seen as a definite skills gap amongst the management grades, rather than an unwillingness to meet the required levels of management standards, or lack of motivation
- All levels of organisations are in need of better management skills, including front line staff with responsibilities for managing their part of the service, for example Community Beat Police Officers
- It is felt that this issue has not been seen as a priority and that managers are put in post because of technical skills, rather than management skills
- Skills for Justice has a role in working with employers and learning providers to improve the availability of management and leadership training – a brokerage role.

## **A lack of basic skills in new recruits**

- The issue of basic literacy, numeracy and IT skills is one that affects all strands within the sector
- Too many staff are below the standard required for them to carry out their role effectively
- An opinion has been expressed that the forthcoming integrated IT systems would fail because of this problem of lack of skill
- Skills for Justice was asked to address this problem and identify solutions and providers of all basic skills training
- A stronger focus is needed on improving basic skills within the sector and on helping organisations to prevent this issue being seen as taboo.

## **NSAS/COVES (NATIONAL SKILLS ACADEMIES AND CENTRES OF VOCATIONAL EXCELLENCE)**

None

## **KEY EMPLOYERS**

Police Forces, HM Prisons, Crown Prosecution Service and HM Revenues & Customs Law Enforcement, Probation, Courts Service. A significant number of individuals are employed in the voluntary and community sector.

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### LOCAL AND REGIONAL PROJECTS/NETWORKS

SW Employer Forum.

### SUMMARY OF SUPPLY

Source: LSC IPOL data (ILR extract)

\*Analysis of further education and work based data by Sector Skills Council footprint is not yet available for 2006/07. The data presented below relates to Train to Gain funded activity. The qualifications listed are generic, and therefore cannot be reliably attributed to a specific sector. However, it is likely that some of this activity will relate to this sector.

Not aligned to a particular SSC Starts 06/07		
Starts	Certificate in Adult Literacy*	124
	Certificate in Adult Numeracy*	89
	NVQ in Business and Administration*	391
	NVQ in Customer Service*	834
	NVQ in Management*	88
	NVQ in Team Leading*	361
Total Starts		1,888

### SUMMARY OF DEMAND

Source: Skills Balance Sheet 2006/07

Many of the roles with the sector require qualifications at Level 3 and above, but a large number of employees enter without a Level 2 qualification.

The sector has a significant demand for Development Awards to reflect volunteer roles and to reflect specialism within an occupation. These tend to be smaller awards (e.g. units), which presently fall outside LSC funding priorities. However, these awards are a clear priority for the sector.

There is also a requirement for a new qualifications - NVQ Level 2 for Police Community Support Officers and NVQ Level 2 in Custodial Healthcare. Both qualifications are expected to be in place for 2008/09.

The sector is trying to build capacity for assessing and verifying in order to introduce new, and support the take up of existing, NVQs. The sector requires support for A1 and V1 awards.

Pending completion of the Sector Skills Agreement (SSA) and related Sector Qualification Strategy, current qualifications for which funding support is sought are:

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Qualification Number	Title	Level
10017057 10017896	NVQ in Public Services	2
10024839	Certificate of Knowledge for Professional Security Officer	2
10030153	Certificate for Entry to the Uniformed Services	2
10035461	NVQ in Providing Security Services	2
10035473	NVQ for Community Wardens	2
10035485 10042490	NVQ in Controlling Parking Areas	2
10047621 10051570 1004758X	NVQ in Contact Centre Operations	2
1003545X	NVQ in Contact Sector Operations	2
Q1050761	NVQ in Fire, Security and Emergency Alarm Services	2
Q1053806 Q1053890	NVQ in Custodial Care	2

Skills for Justice is currently developing a sector qualifications strategy (SQS) for the justice sector. The findings and recommendations of the SQS will inform the SQS action plan which will run from March 2008.