

# SUPPORTING A SKILLED WORKFORCE



# About us

Skills for Justice is a not-for-profit organisation, registered as a charity in the UK.

Skills for Justice is the Sector Skills Council for the UK Justice sector, providing consultancy and research to meet operational requirements.

Skills for Justice is staffed with passionate individuals and teams who deliver against our charitable aims, to meet the varied needs of the sectors we support.

Our products and services are tailored and relevant to the challenges faced by clients who are seeking skills and workforce development in their specific industries.

We support justice, fire and rescue, defence, and local authority sector employers and are the trusted partners of hundreds of organisations, delivering training, quality assurance, audits, strategy development, leadership and organisational programmes, coaching, research and evaluation.

## Our vision

Improving lives through better skills and better jobs, delivering better services

## Our ambition

We build genuine partnerships, helping people and organisations find the balance between ideas and solutions, whilst navigating the complexities of our public service environment.



**Get in touch with us today to see how we can help you build a workforce fit for today, and for tomorrow.**

We have developed

## 13 apprenticeships standards

such as the Domestic Abuse Support Worker Apprenticeship, the Custody and Detention Professional Apprenticeship, and the Policing Modern Apprenticeship



We have worked with all governmental organisations and agencies covering the whole of the justice system, in partnership with Ministry of Justice, National Crime Agency, HM Prison and Probation Service and more



We supported the delivery of the **Police Uplift Programme**, and were able to highlight the positive roles of black police officers to **inform forces how to adopt better recruitment and retention procedures**

Through the Inspire Justice Awards, we have recognised and celebrated over

**100 individuals**



We have trained over **250 probation staff** to give them the skills to be trainee practice tutor assessors, who have in turn supported over **900 newly recruited probation officers**



We have worked with a **network of thousands of subject matter experts** to inform industry standards and guidelines



Co-founders of the nationally renowned **Better Policing collaborative**, working in partnership with Universities of Birmingham, Nottingham, Aston, Warwick, Liverpool and five police forces to drive innovation in policing

We have **helped over 300 organisations understand more about their workforce** through employee engagement surveys, such as HM Inspectorate of Probation, Ministry of Justice, and G4S



We are custodians for over

## 1150 National Occupational Standards

used in developing job roles, qualifications and learning and development professionals across all four nations.



Our research insights and evaluations have been used to **inform and influence decision making** across Violence Reduction Units, police forces, local authorities, Home Office, courts and tribunals, fire and rescue services and more

**How can we help you with your challenges?  
Reach out to a member of the team today**

[skillsforjustice.org.uk/contact](https://skillsforjustice.org.uk/contact)

Skills for Justice

# Workforce Development

## Improving services through skills and workforce planning and analysis

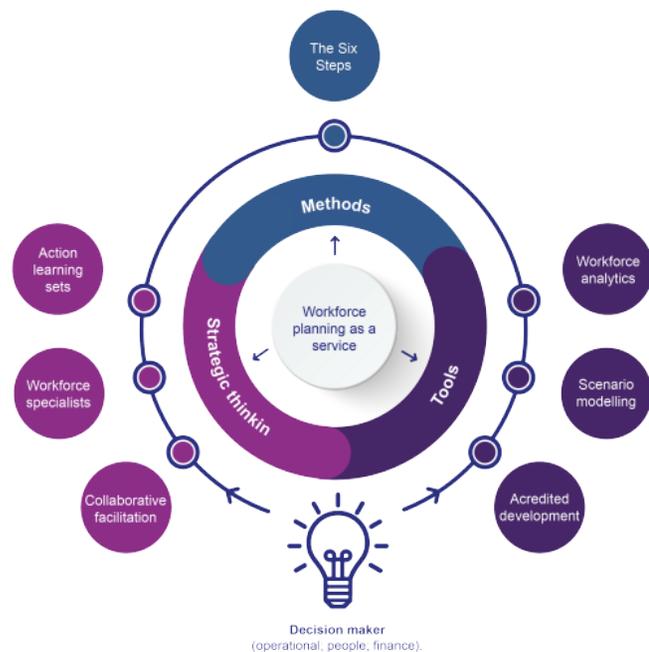
Skills for Justice has a proven track record of helping organisations to implement cost-effective workforce models to ensure they can deliver the highest quality service in the most efficient way.

We believe that demand and capacity insights are a key priority for policing, to understand what emerging and existing trends are and what workforce they need to provide effective community safety support. 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.

Skills for Justice are uniquely positioned to embed sustainable workforce and demand planning skills within policing, as part of our charitable mission to champion skills development within the justice sector. We also offer a managed service model to support organisation wide workforce planning, contextualised to the level of support required.

### Our expertise can help you with

- Data, diagnostics and dashboards
- Workforce modelling
- Demand and capacity modelling
- Scenario planning
- Job role evaluations
- Organisational, localised or multi-agency service workforce plans



### Key contact:

**Jon Freegard**  
Principal Consultant  
Jon.Freegard@wdtrust.org.uk



# Our approach to workforce planning for policing

- **Vision, scope, review, baseline** - during this phase we establish key stakeholders and develop a vision and scope, through completing review and baselining activities.
- **Current and future demand profile** - in this demand discovery phase we establish current and future demand profiles, utilising existing data and dashboards to inform our thinking, whilst considering what data and insight may be required in the future to support strategic workforce development.
- **Qualitative exploration** - we engage the workforce in a tailored and targeted way, working with identified stakeholders to capture qualitative data, using local context and existing workforce voice.
- **Structure and build** - during this phase, we bring together themed structures, looking at outcomes and outputs across 1 - 5 years, and create a roadmap of how to achieve these.
- **Finalise and reporting** - we deliver a full strategic workforce plan that can be shared with key leads, with supporting presentations and summary reports, to help understanding and informed decision making.
- **Embed and train** - we will support with embedded workforce development skills, including training key identified personnel who will ensure skills development and service provision is sustained and consistently managed.



## Who we have worked with

College of Policing, Avon and Somerset Constabulary, Gloucestershire Constabulary

# Research and evaluation

## Experts in designing research

Our academically-trained research professionals are skilled in gathering vital insight that informs the future work programmes needed for our sectors, as well as government policy.

We offer a unique blend of research, consultation and engagement expertise, with a proven record of delivering world-class high-quality research services. Our work centres on helping organisations improve both their workforce and their services to deliver better outcomes.

## Our expertise can help you with

- Identifying and managing the impact of your products or services
- Maximising the social value of your products or services
- Reducing skills gaps and shortages
- Planning for the future
- Improving intelligence gathering and resources



**Our team use leading research techniques developed to provide accurate and useful insights that help policing in the UK make evidence-based decisions, such as:**

- Research project design
- Quantitative and qualitative survey and analysis
- Process and summative evaluations
- Gap analysis
- Data mining and statistical analysis
- Desk research and systematic reviews
- Spatial and geographic modelling
- Organisational diagnostic tools
- Skills audits
- Workforce modelling
- Population profiling
- Learning needs analysis
- Scenario planning
- Focus groups and world cafes
- Action research
- Social return on investment evaluations
- Quasi-experimental analysis
- Cost-consequence analysis

# Examining the use of Out of Court Disposals for adults with health vulnerabilities

**Need:** A comprehensive picture of the current use of different disposals was needed to assess what changes are required to ensure that forces are ready to comply with a new legislative framework introduced in 2021/2022.

**Solution:** Skills for Justice worked with partners at RAND Europe and Get the Data to conduct a study of how police in England and Wales use Out of Court Disposals (OOCs) to support adults with health-related vulnerabilities, such as challenges with their mental health, substance misuse, or neurodiversity. Following the study, we then worked with police forces to develop a basis for practice change and improved data collection.

**Outcome:** The final report was published in September 2024, alongside a range of materials in English and Welsh to help support police forces and multi-agency partners in implementing OOC processes, including:

- Police Use of OOCs to Support Adults with Health Vulnerabilities report
- Out Of Court Disposal Training Guide
- Health Vulnerability Assessment Guide
- Missed Opportunities for OOC Analysis Guide
- Data Collection and Reporting Tool Guidance and Manual

## Who we have worked with

College of Policing, Avon & Somerset Constabulary, West Yorkshire Police, Nottingham University, Norfolk and Suffolk Constabularies, Home Office, JESIP, Police Scotland

## Key contact:

**Jon Parry**  
Research and Data Practice Principal  
[Jon.Parry@wdtrust.org.uk](mailto:Jon.Parry@wdtrust.org.uk)



# Standards and Frameworks

## Leading standard setting organisation for the justice sector

Established as a Sector Skills Council in 2004, our heritage is in skills development and standards for the justice sector. For over 20 years we have supported organisations across the UK and been a leading partner in the development of:



- **National Occupational Standards:** Standards of performance that describe the competencies which individuals must achieve for effective performance in the workplace. We are the custodians of over 1,100 standards in use across the justice sector, including suites such as Youth Justice and Civil Contingencies
- **Competency Frameworks:** Providing guidance and best practice through setting out capabilities that can be used across organisations, or across the justice sector – describing the knowledge, skills and behaviours for competency.
- **Career Frameworks:** Producing clear and standardised job roles and career pathways for critical functions and justice services, we help organisations design their workforce capabilities and progression opportunities based on demand and capacity needs.
- **Apprenticeship and Scottish Qualifications:** We work with employers and trailblazer groups to prepare draft apprenticeship standards, and are experts in the approval process for seeing a standard from concept through to funding and publishing.

# Skills development in domestic abuse support services

**Need:** Recognising the need to provide more training and opportunities for those working with individuals experiencing, at risk of, or recovering from domestic and sexual abuse, Women's Aid wanted to develop an apprenticeship standard that would help embed and progress skills in third and public sectors.

**Solution:** Working with domestic abuse and sexual violence specialists from organisations such as Women's Aid, Crisis, Respect and more, expert working groups managed by Skills for Justice collaborated to develop the standard specifications. It was developed to be able to support jobs across the multi-agency working environment, such as domestic abuse helpline workers, children and family support workers, community outreach support workers, prevention advocates, independent domestic and sexual violence advisers (IDVAs/ISVAs), and refugee support workers.

**Outcome:** The new apprenticeship standard was approved for delivery in 2024 in England, with a companion standard in Wales also approved.

The standard sets out the skills, knowledge, and behaviours of those working in support provision, and is available for use by employers. The first intake of apprentices followed soon after, being utilised in healthcare settings.

## Who we have worked with

Women's Aid, Crisis, Respect, HMPPS, NHS England, Youth Justice Board, Home Office, Ministry of Justice, Police Scotland, College of Policing, HM Courts and Tribunal Services

## Key contact:

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# Learning Solutions

## Supporting sustainable training and quality of learning opportunities

Our training centre delivers training and qualifications to the justice sector to ensure they have the skills and capabilities to manage the learning and development of public sector staff. Each of our training staff are teachers and qualified assessment professionals, committed to embedding good practices within client organisations.

## Regulated qualifications we offer

- Award in Understanding the Principles and Practices of Assessment (Level 3)
- Award in Assessing Competence in the Work Environment (Level 3)
- Award in Assessing vocationally Related Achievement (Level 3)
- Certificate in Assessing Vocational Achievement (Level 3)
- Award in Understanding the Internal Quality Assurance of Assessment Processes and Practice (Level 4)
- Award in the Internal Quality Assurance of Assessment Processes and Practice (Level 4)
- Certificate in Leading the Internal Quality Assurance of Assessment Process and Practice (level 4)
- Diploma in Learning and Development (Level 4)
- Assessor Awareness – One day short course.

Our team also complete professional audits of training and development processes and training content, identifying areas for improvement and supplying best practice guidance to ensure internal learning and development teams are working to the highest standards.

In addition we can offer a range of learning solutions, such as development courses for leadership and management, or eLearning for mandatory training, bespoke to organisational requirements.



# Auditing training provision to support effective border force operations

**Need:** Turks and Caicos Border Force were undergoing a significant period of change as they integrate with the Customs department. To ensure that all staff across the departments work with alignment and to shared standards, they identified that a quality assurance audit of their training processes would be helpful to assess whether any changes need to be made.

**Solution:** Using our quality assurance framework, we assessed four focus areas:

- Quality of training: the efficacy of quality systems and processes
- Behaviours and attitudes: what behaviours are there that inform and drive delivery
- Personal development: learner and trainer opportunities for development
- Leadership and management: effective stakeholder partnerships

**Outcome:** A full audit report was produced for the border force, with a detailed action plan. Skills for Justice ran a session with the organisation to discuss the findings and recommendations made, to ensure there was a chance for them to clarify and understand the details contained within the report. The findings of the audit will now be used to help ensure industry best practice and development of training provision that will support the delivery of service provision for the Turks and Caicos Border Force.

## Who we have worked with

National Crime Agency, HM Prison and Probation Service, T&C Border Force, HM Inspectorate of Probation

### Key contact:

Cathy Gallagher  
Senior Consultant  
[Catherine.gallagher@wdtrust.org.uk](mailto:Catherine.gallagher@wdtrust.org.uk)



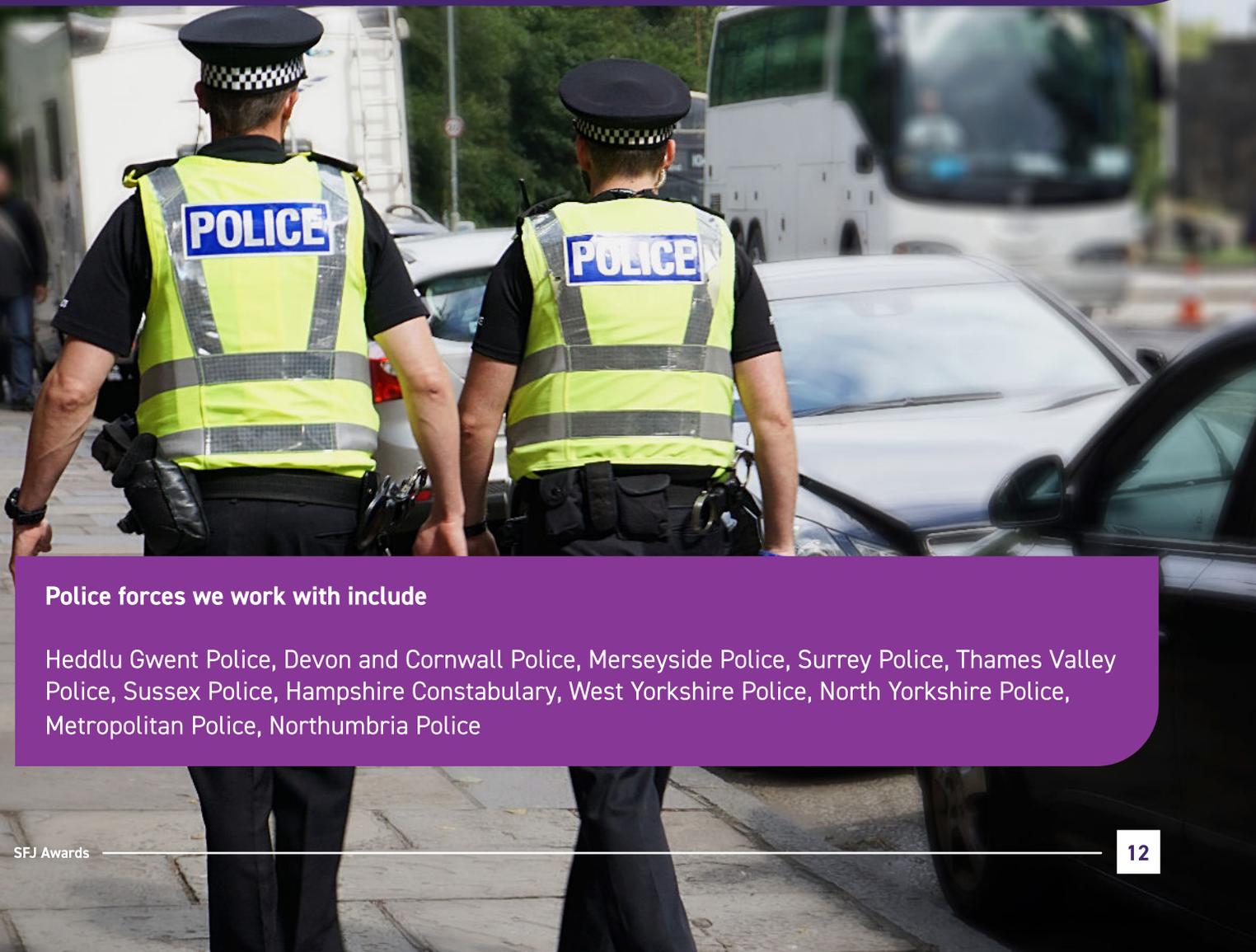
# SFJ Awards

**SFJ Awards are the leading specialists in providing nationally recognised awarding and End-Point Assessment (EPA) services that enhance the effectiveness of the protective services workforce.**

We are a nationally recognised and regulated awarding organisation, custom certification services provider, and an approved apprenticeship End-Point Assessment Organisation (EPAO). We support employers and training providers to deliver world-class learning and development solutions predominantly across the policing, fire and rescue services, justice, security, local authority and healthcare sectors.

SFJ Awards was born out of Skills for Justice, the UK Sector Skills Council for Justice, as an independent entity. Supporting skills development is in our DNA.

Skills for Justice remains our sister organisation as part of The Workforce Development Trust group, a collective of skills focussed brands championing sustainable, empowered workforces.



## Police forces we work with include

Heddlu Gwent Police, Devon and Cornwall Police, Merseyside Police, Surrey Police, Thames Valley Police, Sussex Police, Hampshire Constabulary, West Yorkshire Police, North Yorkshire Police, Metropolitan Police, Northumbria Police

# End-Point Assessments for Policing

We are a trusted and independent End-Point Assessment Organisation of choice for policing, law enforcement and community safety apprenticeship standards.

## Standards we assess

- Intelligence Analyst
  - Non-Home Office Police Officer
  - Police Community Support Officer
  - Youth justice practitioner
  - Call Handler
- Anti-Social Behaviour
  - Custody and Detention
  - Community Safety Advisor
  - Domestic and Sexual Abuse Support Worker



A dedicated EPA contact who will support the end-to-end process from registration through to certification.



Ongoing guidance pre-EPA which includes unlimited support sessions and guidance materials for relevant staff delivered by SFJ Awards' assessment and subject matter experts and including an onsite visit.



Assessment grading decision carried out by independent assessors who are occupationally competent and experienced in EPA.



Guidance materials including mock tests, practice tests and document templates as well as access to an e-portal which enables you to track your apprentice's progress throughout the process.

[sfjawards.com](https://sfjawards.com)

# Policing Qualifications

SFJ Awards are specialists in developing and providing registered qualifications to the protective services sector. Our development team work with a wide range of stakeholders and technical experts to ensure that each qualification is current, relevant, valid, and reliable in order to support effective workforce and career management.

Some of the regulated qualifications we offer

- Certificate in Emergency Services Contact Handling (Level 3)
- Certificate in Knowledge of Policing (Level 3)
- Award in Understanding Neighbourhood Policing (Level 2)
- Award in CCTV Investigation and Evidence Retrieval (Level 2)
- Award in Supporting and Assisting Police Federation Members (Level 3)
- Award in Emergency Response Driving High-Speed (Level 3. Also Level 3 Reassessment)
- Award in Neighbourhood Management and Planning (Level 5)
- Diploma in Community Policing Practice (Level 4)
- Diploma for Communications Data Investigations – Single Point of Contact (Level 4)
- Certificate in Police First Line Management (Level 4)
- Representing and Advising Police Federation Members (Level 4)
  - o Representing and Advising Police Federation Members (Level 4 Award)
  - o Representing and advising Police Federation Members on Performance, Attendance and Conduct (Level 4 Award)
- o Representing and advising Police Federation Members on Equality and Diversity (Level 4 Award)
- o Representing and advising Police Federation Members on Health and Safety Matters (Level 4 Award)
- Certificate in Understanding Police Custody (Level 4)
- Certificate in Police Management (Level 5)
- Diploma in Professional Policing Practice (Level 5 – Police Constable Entry Programme [PCEP] route)
- Advanced Representation of Police Federation Members (Level 6)
  - o Advocacy in Post Incident Procedures and Representing Police Federation Members in Death or Serious Injury Matters (Level 6 Award)
  - o Advanced Representing of Police Federation Members in Serious Equality and Diversity Matters (Level 6 Award)
  - o Advanced Representing of Police Federation Members in Serious Health and Safety Matters (Level 6 Award)
- Diploma in Conducting Serious and Complex Investigations (Level 6)

See all specifications for policing qualifications, and the full range of our regulated qualifications, at [sfjaward.com/find-qualifications](https://sfjaward.com/find-qualifications)

# Ready to talk?

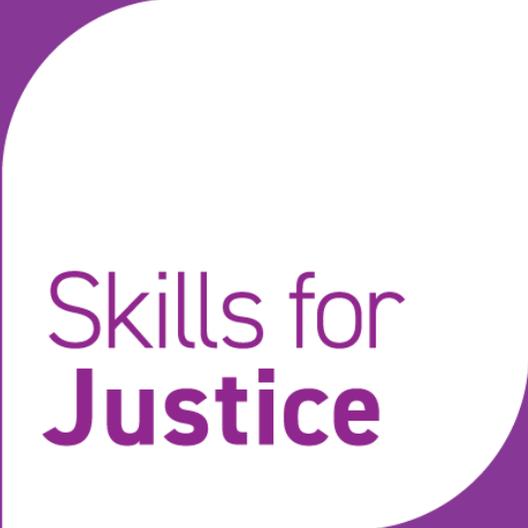
Each of our client management team come from a background in justice and public services. They are experts at understanding your challenges and building solutions. Get in touch today to see how we can help.



**Matt Girdlestone**  
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The logo for Skills for Justice, featuring the text "Skills for Justice" in a white sans-serif font on a white rounded square background.

Skills for  
**Justice**

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A small white rounded square icon containing the text "Skills for Justice" in a white sans-serif font.

Skills for  
**Justice**

A small white rounded square icon containing the text "Skills for Health" in a white sans-serif font.

Skills for  
**Health**

A small white rounded square icon containing a crown symbol above the text "SFJ Awards" in a white sans-serif font.

**SFJ**  
Awards

A small white rounded square icon containing the text "People 1st International" in a white sans-serif font, with "1st" in a small circle.

People **1st**  
International