



**SKILLS FOR
JUSTICE**

Justice

Fire &
Rescue

Local
Government

Armed
Forces



RESEARCH AND EVALUATION SERVICES



Skills and experience

Skills for Justice provides a unique blend of research, consultation and engagement expertise, with a proven record of delivering world-class high-quality research services since 2004. Our work centres on helping organisations improve both their workforce and their services to deliver better outcomes.

Experts in designing research

We know what works in research design, enabling you to get everything you want out of the research within the resources available. We construct methodologies that secure high participation rates, using our understanding of equality and diversity issues to ensure demographically representative samples.

Making a difference

Our research is respected, listened to and influences decision making at national, country and local levels. We take pride in our flexible, positive approach, producing research that is engaging, accessible, honest and stands up to industry scrutiny.

Producing robust evaluations

We have significant knowledge and experience in conducting process and impact evaluations at both project and programme level. In applying rigorous evaluation frameworks, we design proportionate, scalable and adaptable evaluation plans using logic models that explore impact. In addition, members of our team are professionally trained in Social Return on Investment methods and have a wealth of experience in applying these as part of cost-benefit analyses.

Understanding data

We are skilled in the investigation of large-scale complex data, applying sophisticated analytical and interpretive knowledge to ensure findings are communicated in a way that is relevant and understood. We integrate primary and secondary information, drawing real meaning from data to produce compelling insights and effective recommendations.

Communication and dissemination

We synthesise and present our findings in ways that deliver incisive and relevant information. We want policymakers, stakeholders, partners and employers to be able to use our research to influence behaviour and decisions. In accomplishing this we place particular emphasis on clear communication and dissemination and, by exploring innovative ways of communicating beyond conventional published reports, we ensure research outputs are accessible and attractive to a range of users.

Our research team

Skills for Justice has an experienced professional and dynamic team with considerable experience of conducting research and evaluation in the public, private, voluntary and community sectors.



We pride ourselves in understanding our clients' needs and translating these into effective research. Our research is recognised as being of high quality, specialising in providing evidence-based solutions through innovative methods. We can effectively deliver results that inform policy, practice and, most importantly, makes a difference to organisational performance and outcomes.

Our expertise

Our team consists of academically trained researchers with specialisms in policing, offender management, policy, social value, workforce planning, widening participation and social inclusion. Team members have previously been employed in Higher Education Institutions, the European Parliament, local and central government, research agencies, charities and the private sector. We have published books, papers and reports on a range of topics and our research into the emergency services, which has been pivotal in shaping future 'blue-light' collaboration, is cited in the Policing and Crime Act (2017).

Putting the client at the centre

We work closely with our clients to understand their needs and to design the best possible research and evaluation approach - one that will deliver effective outputs, outcomes and impacts. As a not-for-profit organisation, we deliver services that are high quality, fit for purpose at an affordable price. Research services proven to deliver maximum benefit-added value, employing best practice principles in all methodologies. We do not compromise on research ethics and pride ourselves in providing outstanding customer service.

Labour market information

We are experts at interrogating complex data to interpret and critically analyse trends and patterns, and to draw out relevant and incisive intelligence. This includes conducting primary research (e.g. workforce surveys) and secondary analysis of national data sets (e.g. The Labour Force Survey) to support stakeholders within our sector.

Our regular labour market information briefings capture current and future demand - supply of labour and jobs, workforce demographics, skills gaps and skills shortages (vacancies, recruitment, qualifications and training). We conduct a biennial employers' survey and have produced national sector skills assessments across the justice and wider public sector. By providing clear, accessible and meaningful up-to-date statistics, labour market information and research we are able to help organisations plan for the future in terms of development needs and workforce strategies.

Armed Forces

Evaluation of the Engineering Challenge course (funded by Army Reform/Ministry of Defence)

As Army Reform was keen to assess the success of a new Army Reserves recruitment project, Skills for Justice was commissioned to evaluate the Engineering Challenge, a five day residential course designed to introduce younger people, who are interested in engineering, to the kind of practical engineering skills which the armed forces require to operate in a demanding environment.

Our in-house evaluation expert designed and distributed a two-stage evaluative survey for course participants and conducted a number of case studies

“Through the evaluation conducted by Skills for Justice and the evidence presented to Bicton College, we are now able to develop a business model that we can present to the Ministry of Defence, Association of Colleges, and the Armed Forces Minister.”

Jane Townsend, Vice Principal, Academies, Bicton College

to provide more in-depth experiences of the course. The final report was able to establish the success of the course and its contribution to skills and behaviour development in young people, enabling evidence based decisions to be taken as to future roll-out.

Evaluation of the Military and Public Services course (funded by Bicton College)

Skills for Justice was commissioned by Bicton College to carry out an outcomes evaluation of a new Military and Public Services course (MaPS). This included measuring the social value created through the students' participation in a new style of residential learning. Our in-house experts in evaluative practices and Social Return on Investment used a mix of qualitative and quantitative evaluation methods and techniques (focus groups, case studies, personal diaries and surveys) to produce a robust evaluation and Social Return on Investment account. We produced data that measured inputs, intended/unintended changes, outputs, outcomes and the value of outcomes.

Our evaluation enabled the college to justify their decision to pilot a new military style academy using their current public services curriculum and enabled the college to develop a licensing programme to roll out MaPS to other further education colleges and training providers.



Policing

Evidence-based policing in Norfolk and Suffolk Constabularies (funded by Norfolk and Suffolk Constabularies)

Skills for Justice in partnership with a team of world leading academics and specialist practitioners has delivered an overall programme of evidence-based research and evaluation. The work undertaken includes conducting cross-cutting, complex and multi-disciplinary research involving literature reviews, quantitative and qualitative research, evidence-based assessments, experimentation, data monitoring and analysis, impact evaluations and social value assessments.

As part of that process, Skills for Justice has evaluated the Evidence-Based Policing course and trained officers and staff in research methods such as evaluation techniques and the world café method (a form of focus group). This learning will enable staff and officers to better understand and communicate the impact of their work as well as how to evidence outcomes.

Better Policing Collaborative, Police Knowledge Fund

(funded by the Home Office, College of Policing and the Higher Education Funding Council for England)

Skills for Justice has played an active role within a multi-university and multi-police force project to understand best practice in policing methods and develop an evidence base of what works in reducing crime. The work provided opportunities for officers and staff to get involved in innovative approaches to policing and crime reduction, building sustained capability amongst police personnel, embedding understanding of crime and policing issues.

Key components included building a research evidence base and applying it through knowledge exchange and translation across all levels of policing. As part of this programme, Skills for Justice has delivered seminars and workshops on evaluation and Social Return on Investment so that staff and officers are able to better understand and communicate the impact of their work as well as how to evidence outcomes. Skills for Justice also delivered a Train the Trainer workshop, enabling staff and officers to cascade evidence-based learning to colleagues.



Fire & Rescue

Evaluation of emergency service collaboration

(funded by the Home Office/the Emergency Services Collaboration Working Group)

Skills for Justice led a consortium (with the Universities of Nottingham, Birmingham and West Scotland) to evaluate existing and emerging emergency services collaboration. The evaluation identified best practice and established a knowledge base for greater cooperation across the emergency services. The research consisted of return on investment assessments, literature review, elite interviews (PCCs, Chief Constables), focus groups with front-line staff and surveys of the general public and emergency services across England and Wales. The final report was published by the Home Office and our research informed government ministers during the important Police and Fire shared service debate at the House of Commons which subsequently led to the Home Office recommending emergency services to share control rooms.

Longitudinal study of the Joint Emergency Service Interoperability Programme (JESIP)

(funded by Home Office/JESIP)

Skills for Justice carried out a two-year national evaluation of Police, Fire and Rescue and Ambulance services, to assess the collaborative roll out of joint emergency learning pilots.

Through a longitudinal survey, focus groups and interviews with staff of all ranks across the services, the evaluation supported JESIP to develop comprehensive and consistent joint training plans and interventions. The final evaluation report was submitted to Home Office ministers to inform decision-making at national level.

Social value assessment of the Joint Ambulance Conveyance Project

(funded by Lincolnshire Fire and Rescue Service)

To assess the social value of the Joint Ambulance Conveyance Project at Lincolnshire Fire and Rescue, Skills for Justice conducted surveys, focus groups and interviews with fire service personnel, ambulance staff and service users. The analysis evaluated the social, economic and environmental impact that the respective interventions have on service users.

The outputs resulted in an evaluation report and an impact map which provided an indicator of the social value created by the intervention and supported the drive to strengthen and improve service delivery.

“This work (the Fire and Rescue Learning and Development Report) by Skills for Justice is the best piece of research I have seen in my 30 years in the service”.

Richard Hannigan, Chief Fire Officer, Humberside FRS, ‘Mind the Gap’ skills event, Bramall Lane.

Offender Management

National Offender Management Service (NOMS) HMPS Custodial Care NVQ Evaluation

(funded by NOMS)

NOMS HMPS Custodial Care NVQ (CCNVQ) was developed by Skills for Justice in partnership with custodial care practitioners across England and Wales. The CCNVQ was designed to help Prison Officers understand how to deal with individuals in custody while promoting and protecting their rights and to enhance their career prospects in this line of work.

Our project used case studies of five prisons to bring together evidence from all stakeholders linked to the qualification or consequences of the qualification. The project was able to draw out learning, good practice and opportunities to increase the value of the CCNVQ. It also informed the identification of quantifiable business measures of value to NOMS HMPS.

Evaluation of the Probation Qualifying Framework

(funded by NOMS)

NOMS commissioned Skills for Justice to evaluate the impact of the Probation Qualifying Framework on Probation Officers' practice to determine its outcome and impact. The evaluation combined desk research of internal Probation Trusts' documents and other publications with a thorough consultation with key staff.



Her Majesty's Court and Tribunals Service (HMCTS)

Evaluation of HMCTS Apprenticeship Framework

(funded by Welsh Government)

For this large-scale project we evaluated level 2 and level 3 Apprenticeship Frameworks on behalf of HMCTS. HMCTS wanted to provide an alternative progression route to replace those who leave or retire from the sector. Our evaluation, through focus groups, case studies and social outcomes, determined that the Apprenticeship Frameworks improved learning and progression outcomes for learner and employer.

Literature review: What is good customer service in HMCTS

(Ministry of Justice and Skills for Justice Partnership Agreement)

Skills for Justice was asked to carry out research and produce a report showing evidence and recommendations around what good customer service is, how this is measured and what the pitfalls are. The report focused particularly on digital customer service. It provided a comparison of non-digital and digital customer service to present an ideal customer service format, so that HMCTS was enabled to improve their customer service experience.

Our range of bespoke services include:

- ✓ Research design
- ✓ Quantitative and qualitative methods
- ✓ Process and summative evaluations
- ✓ Data mining and statistical analysis
- ✓ Desk research/systematic reviews
- ✓ Spatial and geographic modelling
- ✓ Gap analysis
- ✓ Skills audits
- ✓ Workforce modelling
- ✓ Population profiling
- ✓ Surveys (paper, electronic, online)
- ✓ Bid writing
- ✓ World café workshops
- ✓ Action research
- ✓ Depth interviews
- ✓ Focus groups
- ✓ Social Return on Investment evaluations
- ✓ We can also train your staff on how to conduct Social Return on Investment assessments and research methods, and techniques such as evaluations, data analysis and world café workshops



Further information

Our research team provide a wealth of valuable insight and knowledge, which can help organisations dramatically enhance the work they do. From identifying the developmental needs of your workforce to supporting your ambitions as an employer, we have the resources to make a real positive difference to your organisation.

Contact us for a chat with your local representative or to discuss your research and evaluation requirements.

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Skills for Justice is the Government licensed Sector Skills Council for the UK Justice and Local Government sectors.

Skills for Justice is part of The Workforce Development Trust that helps organisations improve the planning and design, utilisation and deployment, development and sustainability of their workforce.



Justice | Fire & Rescue | Local Government | Armed Forces

CONTACT

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