

SKILLS for JUSTICE

Developing skills for a safer and fairer society



Skills for Justice 2013 Employer Skills Survey: Courts, Tribunals, Prosecutions and Related Witness Care Sector Headlines Report

Headlines Report

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Abstract

The Skills for Justice Employer Skills Survey (ESS) is a biennial consultation that seeks to provide insight and knowledge on trends of skills issues across the United Kingdom (UK) Justice and Community Safety sector (JCS sector).

The purpose of this headlines report is to summarise the Courts, Tribunals, Prosecution and Related Witness Care sector findings for the 2013 ESS. The document does not provide detailed narratives on operational, strategic or other contextual factors associated with the variables analysed and reported in it. Detailed analysis will be available in a full report which will be published as soon as possible.

Early findings presented in this headlines report signify that the skills agenda must continue to sit at the heart of a vibrant and efficient Courts, Tribunals, Prosecution and Related Witness Care sector and will continue to play a pivotal role in rebalancing the UK economy.

1. Targeted Employers, Respondents and Response Rates

The ESS was sent to nearly 1000 different employers within the JCS sector.

Organisations that participated were from the following sectors:

- Courts, Tribunals, Prosecution and Related Witness Care
- Fire and Rescue Sector
- Forensic Science
- Legal Services
- Local and Central Government
- Offender Management, Youth Justice, Custodial Care and Children's Workforce

- Policing and Law Enforcement
- Voluntary Community Services, Victims, Survivors & Witness and Restorative Justice

Nearly one-quarter of all targeted employers responded to the consultation resulting in an overall response rate of 23.1%. Employers within the Courts, Tribunals, Prosecutions and Related Witness Care sector had a higher than average response rate of 14% when compared to those employers targeted within the JCS sector.

2. Respondents' Demographics

The gender profile of participants from the Courts, Tribunals, Prosecution and Related Witness Care sector shows that women employed within the sector were more likely to take part in the ESS.

- 100% of respondents are White British
- 77.8% of respondents report not being disabled while 22.2% prefer not to disclose this information

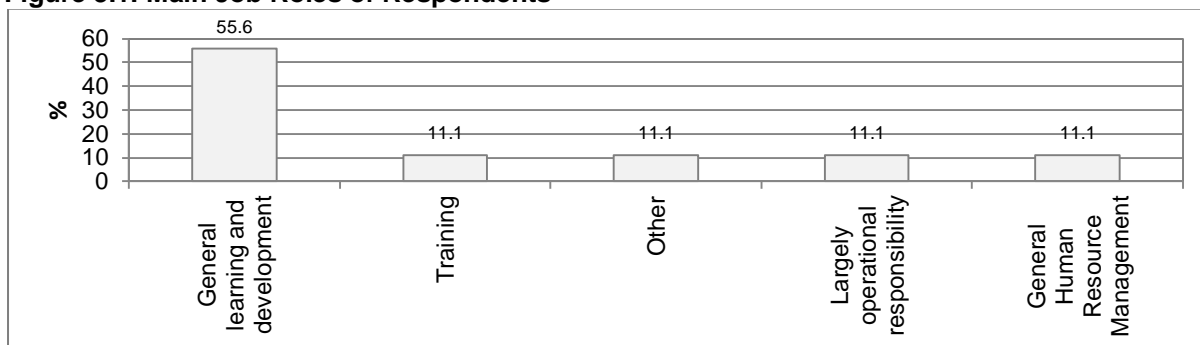
Additional analysis of demographic information showed that:

3. Survey Population and Organisational Characteristics

The ESS was largely targeted at people who have responsibility for issues around training, qualifications, Human Resource

Management (HRM) and those with a wider strategic remit.

Figure 3.1: Main Job Roles of Respondents



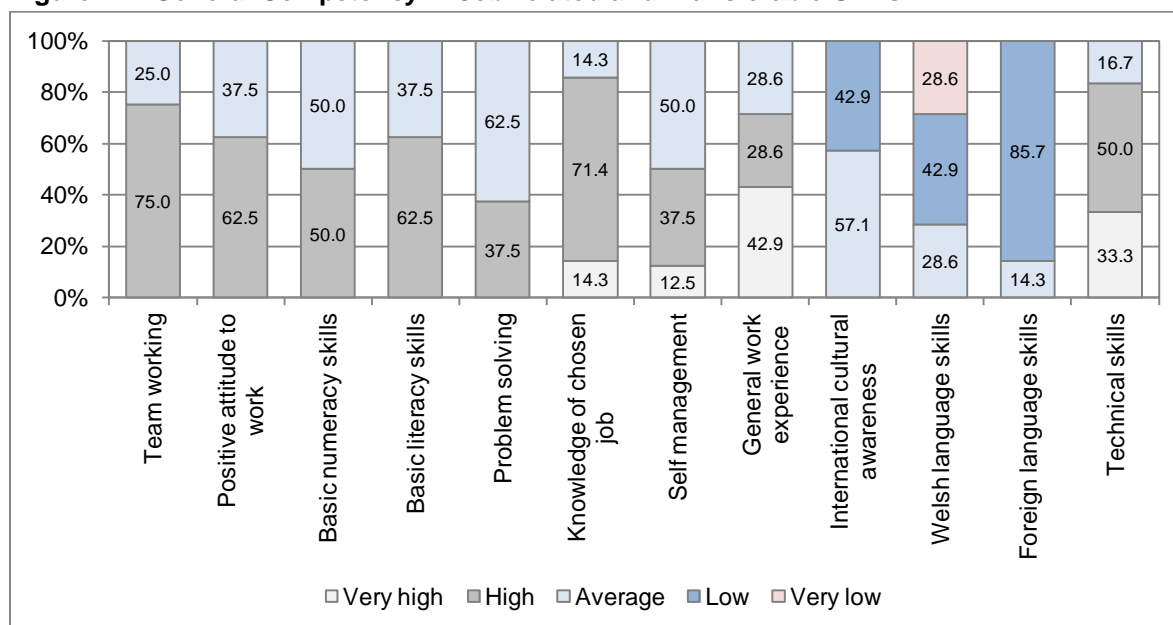
4. Skills Gaps: Their Causes and Implications

Respondents to the survey rated their general competency for a range of job-related and transferable skills. Results for the Courts, Tribunals, Prosecution and Related Witness Care sector are summarised in Figure 4.1. Skills for which

40% or more employees indicated a less than high rating include:

- Foreign language skills (85.7%)
- Welsh language skills (71.5%)
- International cultural awareness (42.9%)

Figure 4.1: General Competency in Job-related and Transferable Skills



5. Steps Taken to Mitigate Impact of Skills Gaps

100% of Courts, Tribunals, Prosecution and Related Witness Care sector employers are taking steps to reduce the impact of skills gaps. Amongst those employers tackling

skills gaps, the specific steps being taking and the proportion of employers adopting these strategies are summarised in Table 5.1.

Table 5.1: Strategies Being Used to Address Skills Gaps

How Skills Gaps are Being Addressed	Proportion of Employers (%)
Changing work practices	62.5
Implementation of coaching and mentoring schemes	62.5
More staff appraisal	50.0
Building team spirit and motivation	37.5
Increased training spend and activity	37.5
Staff redundancies and replacement	25.0
Greater staff supervision	25.0
Disciplinary action	12.5

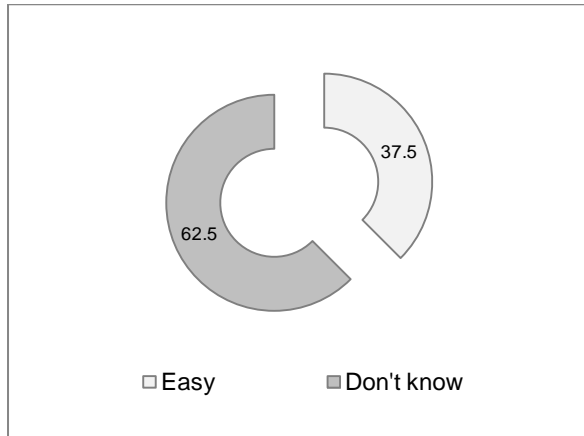
6. Skills Shortages and Hard to Fill Job Roles

Just over a third of employers within the Courts, Tribunals, Prosecution and Related

Witness Care sector found it relatively easy to fill vacancies over the last year. However

the majority of respondents did not know if their organisation was having difficulties in filling vacancies.

Figure 6.1: Ease or Difficulty with Which Vacancies Have Been Filled in Last Twelve Months (%)



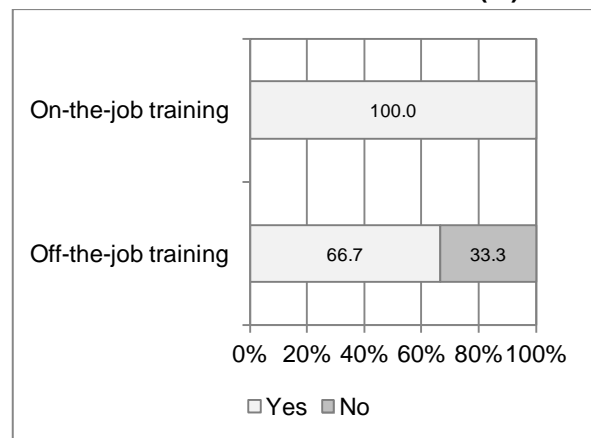
Even though the Courts, Tribunals, Prosecution and Related Witness Care sector reported having few problems in filling vacancies there are some job roles within this sector which employers consider hard to fill:

- 4 in 10 employers find it difficult to fill roles within professional occupations.
- 4 in 10 employers struggle to fill roles within administrative and secretarial occupations.
- Fewer than 1 in 10 employers have difficulties in filling elementary occupational roles as well as process, plant and machine operative roles.
- No employers report having problems in filling managerial or senior official roles.

7. Employer Investment in Training and Skills

The survey sought to quantify the proportion of employees that had received training away from their immediate workplaces and those that had received training whilst working on their jobs. Results on training provision in the last twelve months are summarised in Figure 7.1.

Figure 7.1: On and Off-the-Job Training Provision in the Last Twelve Months (%)



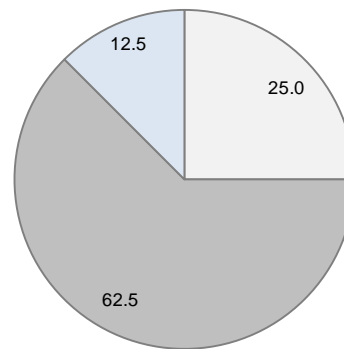
8. Apprenticeships

In relation to Apprenticeships, early results reveal that:

- 50% of employers have little or no understanding of funding issues surrounding Apprenticeships.
- 25% of employers have little or no understanding of different levels of Apprenticeships.
- 50% of employers have little or no understanding of eligibility for Apprenticeships.
- 50% of employers have little or no understanding of Apprenticeships costs.

- 37.5% of employers have little or no understanding of the structure/framework for Apprenticeships.
- 25% of employers have little or no understanding of where Apprenticeships can add value.

Figure 8.1: Rates at Which Organisations Currently Employ Apprentices (%)



- An Apprentice/modern Apprentice is currently employed
- An Apprentice/modern Apprentice is not currently employed
- Don't know

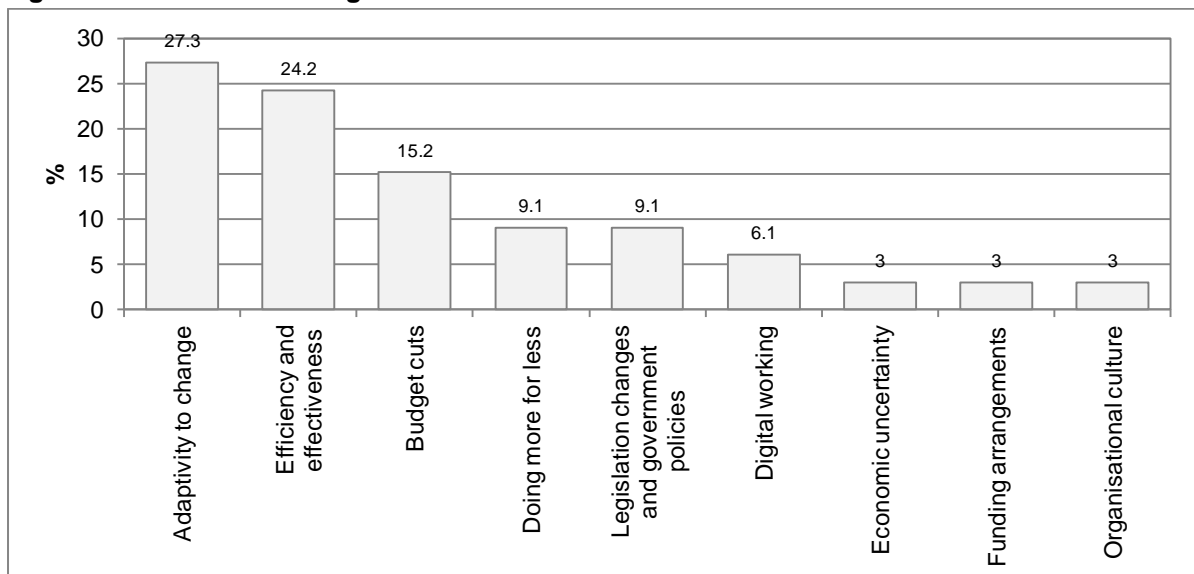
These statistics probably explain in part some of the reasons for the low rate of employing Apprentices.

9. Drivers of Change and Strategic Priorities

The level of incidence with which diverse drivers of change are influencing the decisions and actions of organisations within the Courts, Tribunals, Prosecution and

Related Witness Care sector is summarised in Figure 9.1.

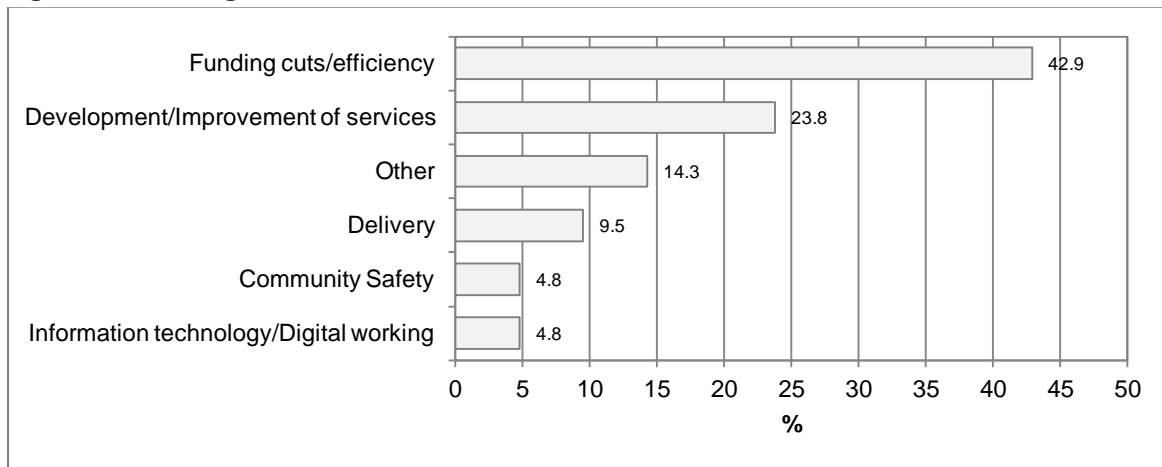
Figure 9.1: Drivers of Change



These drivers of change influence the strategic priorities of different organisations as shown in Figure 9.2. The main strategic

priority of organisations within the Courts, Tribunals, Prosecution and Related Witness Care sector is funding cuts and efficiency.

Figure 9.2: Strategic Priorities



10. Collaborative Working

77.8% of Courts, Tribunals, Prosecution and Related Witness Care sector respondents to the survey indicated that they work in collaboration with other organisations.

The top factors that encourage collaborative working between organisations include:

- Shared vision based on jointly held values (87.5% of employers)

- Awareness of what other agencies can contribute (75% of employers)
- Willingness to work together (50% of employers)
- Partnership culture (37.5% of employers)
- Clear role boundaries (25% of employers)
- Mutual trust (25% of employers)

11. Use of Business Improvement Tools

Employers were asked questions a range of questions about six business improvement tools. These include:

- ISO Standards
- LEAN/Six Sigma
- Investors in People (IiP)
- Appreciative Inquiry
- Coaching
- National Occupational Standards (NOS)

None of the respondents indicated that ISO standards had been put in place whilst all stated that Coaching had been implemented.

Figure 11.1: Implementation of LEAN/Six Sigma

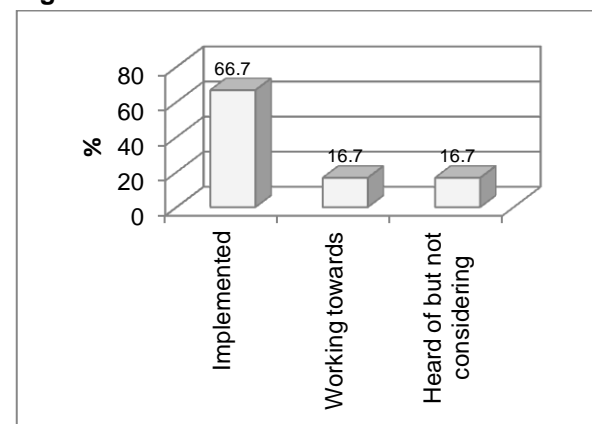


Figure 11.2: Implementation of Investors in People (IiP)

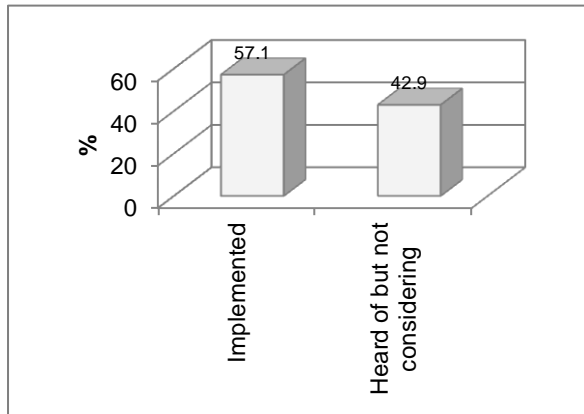


Figure 11.4: Implementation of National Occupational Standards (NOS)

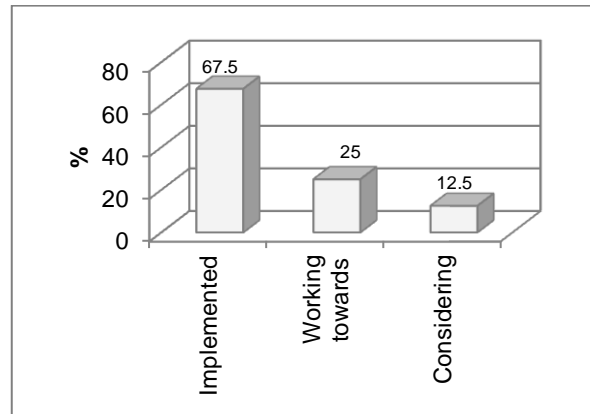
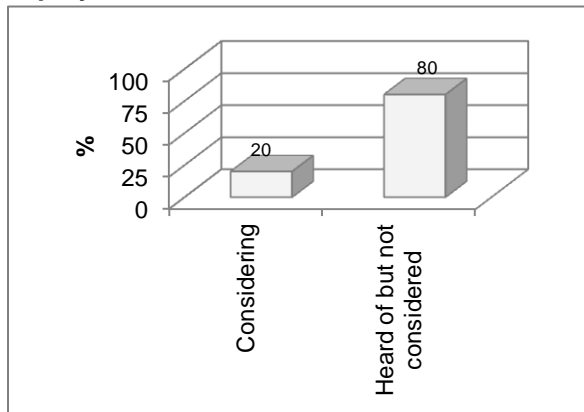


Figure 11.3: Implementation of Appreciative Inquiry



12. Recruitment and Careers Information

Some of the challenges presented by the global economic crises means that labour markets are becoming more fluid and more challenging to understand or predict. Some jobs are disappearing whilst others are being created. This in part underscores the significance of Careers, Information Advice and Guidance (IAG). Courts, Tribunals, Prosecution and Related Witness Care sector employers provided an indication of how they provide careers information for job applicants.

- None of the employers have a dedicated phone line/number for providing Careers IAG
- None of the employers indicated that they have dedicated Careers Advisors
- 1 in 3 employers make use of publicity materials
- 2 in 5 employers make use of media adverts and related publicity
- 2 in 5 employers regularly attend career fairs where they disseminate information

13. Equality and Diversity

Equality is about creating a fairer society, where everyone can participate and has the opportunity to fulfill their potential. Employers and employees within the JCS sector recognise that by eliminating prejudice and discrimination, the sector can deliver services that are fair and diverse and a society that is safer and indeed stronger.

Employers provided an indication of the significance, nature and strategies being used to address the lack of focus on Equality and Diversity issues within their organisations. Results are presented in Figures 13.1 and 13.2.

Figure 13.1: Level of Significance of Equality and Diversity Problems (%)

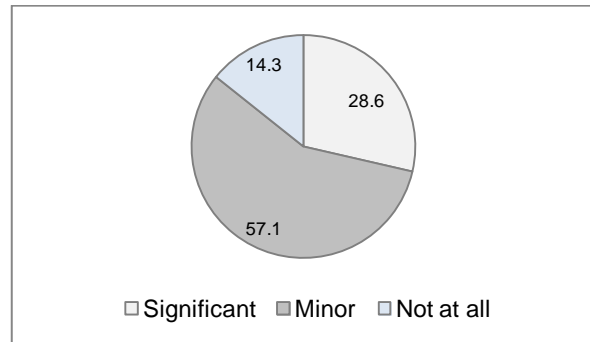
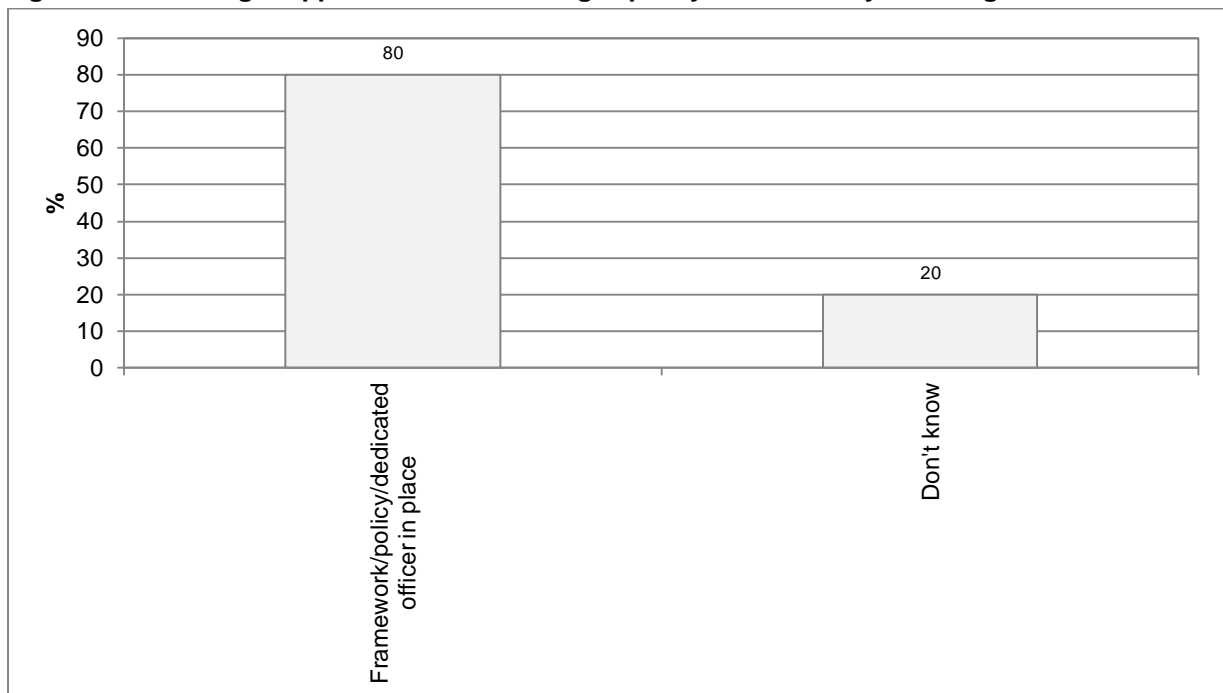


Figure 13.2: Strategic Approach to Addressing Equality and Diversity Challenges



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