Key facts about the Justice sector strands in England
Introduction
It is estimated that there are between 447,000 and 560,000 people employed in the
Justice sector with half employed in policing and law enforcement. 84% of the total
Justice sector workforce is employed in England. The regional breakdown is as follows:

- East Midlands 7%
- East of England 8%
- London 16%
- North East 6%
- North West 13%
- South East 12%
- South West 7%
- West Midlands 9%
- Yorkshire and Humber 9%

It is also estimated that there are about 4,000 employing establishments in the sector.
There are 10,400 further establishments which operate in the Community Justice strand
but which are ‘non-core’. Establishments in the Justice sector are, on average, larger in
terms of number of employees than those across the whole UK economy: about one in
ten (9%) have more than 200 employees compared to only 1% across all sectors. Just
over half (52%) have 1 – 10 employees, compared to 83% across all sectors.

Demographic data
The SSA research identified some key statistics relating to the Justice sector workforce
in England that will help to set the sector Compact in context:

- 61% are male and 39% female in the sector compared with 54% and 46%
  respectively across the whole economy
- 54% are aged between 25 and 44 compared to 48% across the whole economy and
  only 7% are aged 16-24 compared to 14% of the whole economy
- 95% are from white ethnic groups compared to 93% across the whole economy
- 53% work in associate professional and technical roles
- 21% work in administrative and secretarial occupations
- 12% have Level 1 or no qualifications compared to 27 per cent across the overall UK
  workforce
- 59% have Level 2 or 3 qualifications compared to 46% across the whole UK
- 31% are qualified to Level 4 and above compared to 27% across the whole UK
- 88% work full-time in the Justice sector and 12% part-time compared to 75% and
  25% respectively across the whole economy

Political and legislative context
More than perhaps any other Government sector, the Justice System is undergoing a
period of substantial change and reform. Since 1997 an average of 44 Parliamentary
Acts per year have been passed. These vary in size and scope and in their impact on
the work of the Justice sector. Many have had a direct impact on the way in which the
various strands of the Justice sector carry out their work. This is set against the general
background of tighter public sector budgets.
1. Policing and Law Enforcement

The Policing and Law Enforcement strand of the Justice sector is responsible for managing crime at a local, regional, national and international level. The traditional image of the Police officer on the beat is only one aspect of Policing operations. The regional forces deal with crimes ranging from public order and burglary to murder investigations. There are specialist agencies and forces that are responsible for major organised crime, financial crime, tax evasion, immigration related crime and other criminal activity. There are the Home Office and non Home Office Police forces and a number of specialist law enforcement agencies. In England these are:

39 Home Office Police Forces in England

The 39 police forces across England operate independently of each other in terms of internal process and protocol. Approaches to workforce development vary across the forces. The Police forces also vary considerably in size. The Metropolitan Police Service covering Greater London has approximately 44,000 employees and is the largest individual Home Office force. In contrast, Warwickshire has approximately 1,500 employees and is the smallest individual Home Office force.

Her Majesty’s Inspectorate of Constabulary (HMIC) monitors all regional forces. The National Police Improvement Agency (NPIA) is a national, central resource to help police forces improve the way they work. It drives continuous improvement across policing to deliver better services to the public.

The Serious Organised Crime Agency (SOCA)

SOCA is a national UK agency and its aim is to reduce the harm caused by serious organised crime. This includes:

- Drug Trafficking
- Organised Immigration Crime
- Individual and private sector fraud
- Money Laundering
- The reporting of suspicious chemical activity – this could for example be terrorist related activity

Her Majesty’s Revenue and Customs (HMRC)

HMRC is responsible for collecting the bulk of tax revenue, paying Tax Credits and Child Benefits and strengthening the UK’s fiscal controls at the frontier.

The UK Border Agency

The UKBA brings together the work of the Border and Immigration Agency, UK Visas and parts of HM Revenue and Customs at the border. It works closely with the police and other law enforcement agencies to improve border controls and security.

The Civil Nuclear Constabulary (CNC)

The CNC is a national specialised armed police service whose role is the protection of civil nuclear sites and nuclear materials.
The Ministry of Defence Police and Guarding Agency
This agency provides a major armed guarding role at defence sites requiring a high level of security. This includes safeguarding the perimeters of military bases and protecting against the sabotage of assets and the threat of terrorist activity.

The Royal Military Police (RMP)
The RMP provide a custodial and guarding service to the Army in order to ensure military effectiveness.

British Transport Police (BTP)
BTP is the national police force for the railways providing a policing service to rail operators, their staff and passengers.

Statistics
The number of employees working in Policing and Law Enforcement are:

- 224,597 employees in the 39 Police forces in England. Includes both Police officers and Police staff
- 4,400 employees in the Serious and Organised Crime Agency (SOCA)
- 25,000 employees in UK Border Agency (UKBA)
- Approx 1000 employees in Her Majesty’s Revenue and Customs (HMRC)
- 800 employees in the Civil Nuclear Constabulary (CNC)
- 3,780 employees in the Ministry of Defence Police and Guarding Agency
- 265 employees in the Royal Military Police (RMP)
- 4,191 employees in the British Transport Police (BTP)
- The total numbers of employees working in Policing and Law Enforcement are just over 50% of the total number of employees working in all strands of the Justice sector
- Policing has only 4% of all establishments but accounts for half of all employment
- Policing and law enforcement has a higher proportion of associate professionals (60 per cent compared to 53 per cent overall), reflecting the bulk of the workforce being police officers

Workforce priorities identified in the SSA
- Leadership and management
- Race and diversity
- Assessment
- ICT
- Multi-agency working

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Useful References
- The National Police Improvement Agency www.npia.police.uk
2. Custodial Care

The Custodial Care strand covers employees working in prison establishments, immigration detention, secure escort service and electronic monitoring. Around 73% of the 71,000 Custodial Care employees in the United Kingdom are based in England and Wales.

The Public Sector accounts for nearly 80% of the Custodial Care workforce and the Private Sector represents the remainder. HM Prison Service (HMPS) in England and Wales has 130 prison establishments and the majority each employ over 200 staff.

Custodial Care settings

- Custodial establishments for young offenders and juveniles, including Young Offenders Institutions (YOI) and Secure Training Centres (STC) run by public and private sector contractors respectively
- Privately managed prisons were introduced to the UK in the 1990s. private providers include GSL Global, Serco, Kalyx, and Reliance
- Private sector contractors involved with the provision of electronic monitoring
- Immigration services, including detention centres and escort and removal services run by public and private sector contractors
- Military corrections
- Court and secure escort services for adults and young people, provided by public and private sector organisations
- A range of related services in fields such as health, addictions, therapy and counselling delivered by public, private and voluntary organisations to those in custody

Her Majesty’s Prison Service

As part of its Workforce Modernisation Programme, the Prison Service is rolling out a programme of structured skills development for operational staff at all levels called the Skills Elevator. This is designed to increase the recognition and accreditation of skills through NOS-based learning and leading NVQs. It aims to encourage CPD at all levels throughout the service by embedding a culture of development, allowing individuals to develop themselves professionally throughout their careers. The pilot is aimed at all new Trainee Prison Officers as part of their POELT (Prison Officer Entry Level Training). Each POELT must achieve NVQ L3 Custodial Care with 12 months or they could lose their job.

Statistics

- There are 135 prison establishments across the English regions
- These are a mix of male, female, Young Offender Institutions, Juvenile, and Immigration Removal Centres
- Within this figure, there are also ten ‘contracted out’ or private prisons across England
- There are also eight High Security establishments
- The workforce is around 67% male and 91% white
Workforce priorities identified in the SSA

- Leadership and management
- ICT
- Assessment in a custodial environment
- Information sharing and handling

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Useful References

- Her Majesty's Prison Service http://www.hmprisonservice.gov.uk
3. Community Justice
Community Justice covers five sub-strands of activity. These are

- Community Safety
- Substance Misuse
- Working with Offending Behaviour
- Victims Survivors and Witnesses
- Youth Justice

A distinction should be made between statutory and third sector organisations working within the strand, as the regulation and funding of these two types of organisations are very different. There are a number of large national charities and nationally run organisations which are the most visible parts of this strand. Some of the most significant employers in this part of the Skills for Justice footprint are:

**National Probation Service**
The National Probation Service (NPS) is one of the main employers in the Community Justice Strand in England and Wales. The NPS consists of the National Probation Directorate (NPD) and 42 local Probation Boards.

**NACRO**
NACRO is one of the largest charities in the UK. They are the largest voluntary organisation in the crime reduction field, employing 1,400.

**SOVA**
SOVA is a charity whose mission is to increase the effective involvement of local communities in crime reduction, rehabilitation of offenders and community safety. SOVA employs 250 staff and over 2,000 active Volunteer Mentors.

**Victim Support**
Victim Support has a network of local branches across England run by trained staff and volunteers. It also has a national helpline and runs a Witness Service in every criminal Court in England and Wales.

**Youth Offending Teams**
There is a YOT in every Local Authority in England and Wales. They are made up of representatives from the Police, Probation Service, Social Services, Health, Education, Drugs and Alcohol Misuse, and Housing Officers. There are over 10,000 YOT employees across England and Wales who are supported by a volunteer workforce that may equal that number.

Local authorities also play a role in hosting or directly employing people in Crime and Disorder Reduction Partnerships (CDRPs), Youth Offending Teams (YOTS) and Drug Action Teams (DATs).
There is also a less visible side to the Community Justice workforce in the large number of small charities and voluntary organisations that provide services to the Justice sector. These small agencies remain hard to access and the impact on the Skills for Justice footprint is hard to quantify.

Statistics
• Community Justice accounts for 69% of all establishments despite accounting for only one quarter of employment

Workforce priorities identified in the SSA
• Multi-agency working
• ICT
• Assessment capacity
• Leadership and management
• Information sharing in the context of risk assessment and high risk offenders
• Professionalisation of the sector through CPD

Volunteers also provide invaluable support and services within Community Justice and their opportunities for development and inclusion within the workforce should be considered.

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Useful References
• National Probation Service www.probation.homeoffice.gov.uk
• SOVA involve volunteers in promoting social inclusion and reducing crime www.sova.org.uk
• Victim Support www.victimsupport.org.uk
• Nacro crime reduction and campaigning charity www.nacro.org.uk
4. Prosecution Services
Currently around 10,000 employees work in the public prosecution agencies in the UK. Employees are usually broken down into legally trained staff, case workers and administration staff. The key prosecution service agencies in England are:

**Crown Prosecution Service (CPS)**
The CPS is the key agency in this strand, currently employing approximately 8,500 staff in England. Around 3,000 of these are Prosecutors. The CPS has 42 Areas across England and Wales, divided into 15 regional groups.

**Revenue and Custom Prosecutions Office**
The RCPO forms an integral part of the UK's Criminal Justice System employing around 300 staff. The RCPO is responsible for prosecuting some of the UK's largest criminal cases involving drug smuggling, money laundering and tax fraud. They are independent from, but work closely with, Her Majesty's Revenue and Customs.

**Statistics**
- Prosecution has a high proportion of staff in administrative and secretarial occupations at 42%

**Workforce priorities identified in the SSA**
- Professional Skills for Government (PSG) is a key part of the Government's Delivery and Reform agenda and is a major, long-term change programme designed to ensure that civil servants, wherever they work, have the right mix of skills and expertise to enable their Departments or agencies to deliver effective services
- Expanding role of the prosecutor
- A growing network of Child Abuse coordinators
- The increasing impact of anti social behaviour on the Criminal Justice System

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**Useful references**
5. Courts and Tribunals

There are currently around 29,600 employees working in the support and administration of the Courts and Tribunals across the UK.

**HM Courts Service (HMCS)**

The primary agency in the courts strand is HMCS which brings together the Magistrates’ Courts Service and Court Service into one single organisation. HMCS is an executive agency of the Ministry of Justice (MoJ) and is responsible for the administration of the civil, family and criminal Courts in England and Wales. In total across all courts, there are approximately 27,189 employees in HMCS. HMCS is structured into 25 areas within seven regions.

**Tribunal Service**

The Tribunals Service is a Government Agency of the Ministry of Justice (MoJ) that provides common administrative support to the main central government tribunals. Tribunals are an important part of the justice system, handling more cases each year than the ordinary civil courts, many involving the most vulnerable people in our society. The Tribunals Service has 2,527 staff, 527 salaried judicial staff and 6,239 fee-paid judicial staff.

**Statistics**

- Courts have a high proportion of staff in administrative and secretarial occupations at 33%

**Key priorities identified in the SSA**

- ITQ
- Management and leadership
- Administration qualifications
- Performance management
- Action learning
- Ongoing CPD

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**Useful references**

6. Forensic Science

Employment in the Forensic Science Sector has grown at an unprecedented rate over the last ten years and around 5,000 employees now work in the UK Forensic Science industry.

The majority of Forensic Practitioners in England work within Police forces. The Forensic Science industry in England and Wales has a commercial element with three large service providers and several smaller organisations offering services to Police forces. The three main providers are:

- The Forensic Science Service
- LGC Forensic
- Orchid Cellmark.

**Workforce priorities**

The Forensic Science Sector is relatively new to the Skills for Justice footprint and was therefore not included in the main SSA research. However, through the Skills for Justice Occupational Committee, Forensic Science employers have identified a number of priorities:

- Delivery and implementation of the Forensic Science NOS
- Implement the use of NOS within service providers’ quality assurance systems including universities delivering Foundation Degrees
- Updating the Integrated Competency Framework with the Forensic Science NOS

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**Useful references**

7. Leadership, management and diversity

The majority of employers in the Justice sector have in place leadership strategies and structured development programmes. Training and development is largely delivered internally. Often the people who are skilled operationally are promoted to management positions with little management experience and skills are learnt on the job.

**Action Learning**

Skills for Justice has worked with the sector to promote action learning to address key leadership and management skills gaps. We have supported the sector to embed action learning by training in house action learning facilitators rather than relying on expensive external consultants.

**Leadership and Management National Occupational Standards**

Skills for Justice has also developed Leadership and Management NOS for the Justice sector and a supporting qualifications framework.

**Equality and diversity cross-sector project**

Skills for Justice, in partnership SkillsActive, undertook a project on behalf of the Skills for Business Network to address the issue of equality and diversity. The main aim of this project was to provide information, guidance and solutions to equality and diversity issues raised in sector skills agreements (SSAs).

The outcome of the project is a website featuring an online toolkit which includes key information, case studies, good practice models and practical ‘how to’ tools.

**Key priorities identified in the SSA**

- managing across organisational boundaries
- performing to targets
- sharing and securing information
- ensuring equality
- best value and the public purse
- change management
- people management
- financial and resource management
- performance and quality management
- commercial skills in contracting and procuring
- risk management

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**Useful references**

- Skills for Justice and SkillsActive equality and diversity toolkit [www.sfbn-equality-diversity.org.uk](http://www.sfbn-equality-diversity.org.uk)
• Information on action learning in the Justice sector