

# Wales

## Business Plan 2004/05

*We help people get quality legal services that tackle real needs.  
This is our contribution to making the justice system fair, accessible  
and affordable for all, and to combating social exclusion*

### Introduction

The Wales Office of the Legal Services Commission is responsible for delivery of the Community Legal Service and Criminal Defence Service throughout Wales, a country with a total population of 2.9 million people. The main centres of population are the three cities of Cardiff, Swansea and Newport, the north Wales town of Wrexham, and the south Wales valley communities. Surrounding these urban centres there are large rural areas in north, mid and west Wales dotted with smaller towns and villages. The Welsh language has equal status with English in public life in Wales

The Welsh Assembly Government has devolved powers from Westminster over education, health and social services, transport, economic development, local government, social justice and regeneration, agriculture and rural affairs, and the environment. The Department of Work and Pensions, and the justice system, police, probation and prison services are not currently devolved functions. The Richard Commission is due to report in March 2004 and make recommendations on the powers of the National Assembly for Wales and the Welsh Assembly Government.

The Legal Services Commission office for Wales is based in both Cardiff and Chester and employs 75 staff, split into Planning and Partnership, Contracting and Customer Service Teams. The office is managed by the Senior Management Team (the Wales Director and the three Team Managers). The Continuous Improvement Team, drawn from all sections of the office, is responsible for coordinating all improvement activity in the office.

We have a supplier base of over 400 solicitors and not for profit agencies, with annual combined criminal and civil legal aid fund spend in excess of £60 million. We work across four criminal justice areas and support partnership working across 22 unitary local government areas.

Our Business Plan for 2004-5 derives from both the Department for Constitutional Affairs Manifesto and the Legal Services Commission's Corporate Priorities - it sets out how we will deliver those priorities in Wales.

# A Fair and efficient Immigration system

*Priority 1: to improve the value for money of asylum cases*

## What we mean by success

Immigration contract changes are understood by suppliers, staff and CLS partners. This results in targeting of resources on cases which are likely to achieve successful outcomes for clients.

## How we will measure success

- Expansion contract to be managed to 90%
- Non-expansion contracts to be managed to 97.5%
- **Awaiting Further Guidance**

## What we will do to achieve success

- Closely manage the expansion and non-expansion contracts and ensure that work claimed matches payments.

## Risks

Loss of suppliers could lead to shortage of supplier base.

# Justice For All

**Making rights a reality to help prevent or reduce social exclusion**

*Priority 2: to direct more resources into CLS work tackling social exclusion*

## **What we mean by success**

**We will see a growth in partnership working in Wales with a wide range of partners. There will be a small increase in partnership funding in the CLS, an increase in Quality Mark CLS access points with referral to a strong base of specialist suppliers. Contracted suppliers will focus on priority areas of law that tackle clients' social exclusion.**

## **How we will measure success**

An increase of £575,000 in the amount of additional CLS funding through partnership initiatives.

- 48 Joint Funding Initiatives.
- 22 dispute reduction / prevention / community education / awareness raising projects.
- Increase by 3% (23) the number of key organisations accredited at the appropriate Quality Mark Level at General Help Level and above.

Increase by 3% the percentage of the population of Wales living in an area rated A or B, where priority legal service needs are met.

Restrict average case cost growth for legal help to 5 percent.

CC audit all Category 3 suppliers and all suppliers every three years.

- At least 85% of civil expenditure to be held by category 1 and 2 suppliers.
- At least 60% of authorised civil NMS are with Category 1 suppliers
- No more than 10% of authorised civil NMS are with Category 3 suppliers

Maintain Legal Help non-Immigration cash and RAB Regional Budgets at between 98% and 100% of allocation.

- Total cumulative civil contract claims for the region reconcile at 100% of total contract payments
- Less than 5% of the regions contracts reconcile below 90% (exclude contracts where cash value of overpayment is less than £5,000)
- Less than 5% of the regions contracts reconcile above 110% (exclude contracts where cash value of underpayment is less than £5,000)

Actual number of matters started to be at least 98% of agreed regional targets, including NfP.

- At least 90% and no more than 100% of authorised NMS in schedules are commenced.
- NfP performance is 90% of contracted hours

### **What we will do to achieve success**

- Publish an updated Wales Report and linked Contracting Strategy
- Determine A-D Ratings quarterly
- Work with partners, including CLSPs, to identify emergent needs and gaps in provision.
- Promote Wales Specialist Support Service and Employment Support Service
- Implement Wales Telephone Advice Service - to improve take-up of service
- Conduct family analysis as required by national guidance by 30/6/04 to inform Wales Report
- Work with domestic violence fora and community safety partnerships to encourage advice supplier awareness raising / training
- Develop Advice Strategy for Wales for information and general help services to complement the LSCfW's Wales Report for specialist services.
- Produce and implement an Inward Investment Plan to sustain or increase the total resources being invested in the CLS
- Work with partners, including CLSPs, to identify and prioritise unmet needs and gaps in provision.
- Identify key organisations to target for Quality Mark accreditation & link to IQP.
- Community Planning: Ensure "Advice" included in local authority Community Plans
- Promote General Help Support Service
- Conduct an annual survey to establish the total funding going into the CLS
- CLSP strategic plans to be completed for all areas not yet covered, reviewed annually or included in local Community Plans,
- Wales Wide Interest Groups (Education, Mental Health and Community care, Immigration, Employment) contribute to needs analysis
- Continue with our mystery shopping programme of information points.
- Audit 50% of General Help points (CABs to be excluded).
- PIB Projects: Implement CLS Development Fund Proposals for 2004/5 and manage existing 12 projects
- Risk Based Contract management & cost compliance: Audit 302 civil suppliers of which 47 Cat 3. CC audits = 101
- Reconciliation of solicitor contracts and NFP contracts at 6 months, and 10 months.
- Monthly monitoring and in year management of average costs
- CC training audits and ongoing management of contracts for all NfP agencies

### **Risks**

- Maintaining supply in rural areas.
- Withdrawal of funding from CLS by local authorities and lottery fund.
- Unanticipated changes in key partner's agendas and priorities.
- Recommendations of DCA/Matrix Independent Review of CLS may shift priorities.
- Loss of suppliers could lead to shortage of supplier base
- CCA timetable impact on ability to undertake liaison audits, control audits, negotiation meetings and visits.
- Potential impact of Head Office projects
- Lack of Audit resource

# Making the Criminal Justice System properly a system

*Priority 3: to improve the value for money of CDS expenditure*

## **What we mean by success**

**CDS scope cuts, contract changes and Complex Crime Unit referral criteria are understood by suppliers, staff, and criminal justice partners. This results in lower value claims against the CDS fund.**

## **How we will measure success**

To reduce expenditure on police station advice, assistance and court duty solicitor provision through successful implementation of CDS scope and contract changes by £5m.

- 2.5% reduction in police station advice and assistance expenditure
- 7.5% reduction in court duty solicitor provision expenditure
- Total annual CDS claims reconcile to 95% of total contract payments
- Less than 5% of contracts reconcile below 85%
- Less than 5% of contracts reconcile above 105%

CC Audit all Category 3 suppliers, and all firms every 3 years

- At least 75% of expenditure on CDS contracted work to be with Category 1 suppliers.
- No more than 5% of expenditure on CDS contracted work to be with Category 3 suppliers

## **What we will do to achieve success**

- Risk based contract management and cost compliance audit
- Conduct cost compliance audits of all Category 3 suppliers and suppliers in the top third of the SOOPER report that have not had an audit in year 03-04.
- Conduct liaison/full audits on suppliers having received a cost compliance audit.
- Manage firms with a second Category 3 result on cost compliance audits to contract termination (so long as an appropriate contract rectification notice has been served)
- Extrapolate Category 3 results, recover money in negotiation meetings.
- Submit Appeals against CC decisions to the Funding Review Committee
- Maintain and develop effective relationships with category 1 suppliers through liaison visits and telephone contact.

### **Peer Review**

- Use Peer Review for any suppliers causing concern about quality of advice
- Extrapolation and recoupment of all Category 2 and 3 crime audits
- Ongoing reconciliation of CDS contracts
- Undertake control audit programme of CDS suppliers which focus suppliers attention on referral of cases to Complex Crime Unit and monitoring of average case cost

## **Risks**

- Maintenance of CCA timetable – including appeals etc has significant impact on ability to undertake liaison audits, control audits, negotiation meetings and visits.
- Potential impact of Head Office projects
- Audit resource availability

# The right to live in a safe and secure society

*Priority 4: to ensure the delivery of the CDS as our contribution to an effective criminal justice system*

## What we mean by success

Suspects held in custody at police stations in Wales receive prompt, free of charge legal advice from an accredited duty solicitor. All unrepresented defendants in the magistrates' courts, (who are at risk of imprisonment) receive free of charge legal representation from an accredited duty solicitor.

## How we will measure success

Maintain 100% duty solicitor coverage

- In 90% of cases the call centre assigns a duty solicitor within a 30 minute period

## What we will do to achieve success

- Timely publication of Duty Rotas
- Work with Regional Duty Solicitor Committees to review performance of Court Duty Schemes
- Engage in Liaison activity with magistrates courts where duty schemes are most inefficient.
- Undertake programme of Court monitoring visits.

## Risks

- Problems with issue of rota
- Dependent on external agencies co-operation
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# Working in Partnership with Others

*Priority 5: to understand the effect of our activities and those of our partners in contributing to the PSA and to facilitate joint responses*

## **What we mean by success**

**We will engage with our key partners, and, through joint working, will assist in meeting our common strategic objectives.**

## **How we will measure success**

85% of the objectives in our Key Partner Engagement Plan are met.

## **What we will do to achieve success**

- Publish and implement a plan for engagement with key local, national and UK partners, to include all Planning and Partnership Activities, and including
  - Dispute Reduction / Prevention / Community Education / Awareness Raising - Identify a target for the number of Projects that will be undertaken at local CLSP or regional level
  - Liaison with the Department of Work and Pensions
  - Developing links with appropriate Criminal Justice System agencies.
  - Equalities Impact Assessments for local Strategic Plans and Wales Report.

## **Risks**

- Withdrawal of funding from CLS by local authorities and lottery fund.
- Unanticipated changes in key partner's agendas and priorities
- Success often dependant on personal contacts – particular risk of staff changes in partner organisations – e.g. proposed staff reductions at DWP

# Customer orientation

Service which gives our customers confidence and us pride

*Priority 6: to improve customer service for our clients, suppliers and partners*

## **What we mean by success**

Correspondence and complaints are dealt with quickly and effectively. Phone callers are promptly directed to someone who effectively deals with their query. Funding decisions are consistent and justified.

## **How we will measure success**

Increase customer service score to 85%

- 100% of measures meeting agreed minimum standards.

## **What we will do to achieve success**

- Time Taken – Ensure that all Customer Service processing targets are met.
- Complaints – A reduction in the number of justified and escalated complaints and responses are processed within target
- Correspondence - Responses are processed within target and within quality expectation.
- Telephone activity – Telephone responses are processed within target and external mystery shopper scores are improved.
- Quality Control – Improve quality control across key processes.
- Supplier Survey – Improve supplier survey scores through improved supplier customer service and awareness.
- Consistency – Improve decision making for key customer services processes.
- Rejects – Improve regional office rejects rate

## **Risks**

- Not enough staff available due to, for example, staff turnover or strike action
- Impact of third party actions
- Impact of Supplier Management process
- Changes in corporate policies or priorities

# Running the Organisation

*Priority 7: to ensure we have the right organisation to deliver our strategic objectives*

## What we mean by success

**Our Senior Management Team, Team Leaders and Supervisors demonstrate exceptional leadership. Our staff demonstrate their understanding and effectiveness against the new LSC competencies.**

**Our regional budget is well managed and controlled.**

## How we will measure success

- 90% of substantive Account Managers and Lead Assessors rated effective by year end 2004/05 (Supplier Management Assessments).
- Wales Admin Budget to be between 98% and 102% of allocation.
- Ensure that 50% of all managers at Level 2/Band C and above have attended a leadership development centre and successfully completed their development plan.

## What we will do to achieve success

- Provide appropriate and relevant training, coaching and feedback for all staff, including Account Managers and Lead Assessors, in line with business objectives
- Proactively manage the budget through monthly reviews
- Induction programme for newly recruited staff.
- All staff to have regular reviews with their line manager of their objectives which feed into the A&F's twice a year
- PDPs to be re-assessed against new competencies
- Full implementation of roles and responsibilities programme
- Develop and implement leadership competencies programme - All staff with line management responsibilities to attend a leadership course
- Improve our performance monitoring systems
- Further develop the Training Co-ordinator role
- Process improvements via local lean management reviews and national Kaizen events
- Continuous Improvement Team to oversee improve activities across the office
- Transfer Data to "new" H Drive and Implement New File Structure
- Disaster Recovery - Review and Exercises
- Planning for potential office relocation

## Risks

- Staff turnover and loss of knowledge
- **Business Plan prepared before admin budget agreed – this may have to come out**

# Communication

*Priority 8: to build understanding of the Commission's goals and achievements through effective communication with employees, partners and other stakeholders*

## **What we mean by success**

Staff in the Wales Office office are aware of our business plan and how it relates to wider LSC priorities, PSA targets and DCA Manifesto. Our CLS and CJS partners in Wales are aware of the role and contribution of the LSC.

## **How we will measure success**

- 2004/5 Staff Survey results demonstrate employee understanding of key messages and improvement in internal communications.
- Local Media coverage shows key LSC messages coming through by end 2004

## **What we will do to achieve success**

- Implement National Communications Strategy locally
- Publish 3 CLS Wales Newsletters by March 2005.
- Actively Participate in our key partners' Wales Conferences
- Publish 4 Wales Office internal Newsletters – "Office Leeks"
- Hold at least 3 Flugs meetings a year in each region/zone
- Publish an annual Wales Report from the LSCfW
- All teams will hold regular Team Meetings
- Communicate CDS scope cuts to suppliers
- Develop the Media / Communications Role within the Wales office
- Communicate the office Business Plan to all staff together with regular updates on progress to meet the plan through team meetings, 60 Minute Seminars and the Office Leeks newsletter.
- Complete and Implement Welsh Language Scheme

## **Risks**

No significant risks identified

# Appendix 1 - Self Assessment Summary

Our Key Objectives for 2003/04	Results / Comment at 31/12/03
<b>Contracting</b>	
1. Risk-based contract management and audit	Audit Target not met – supplier management training started in September 2003. CC audit process must be closed out before audit can be scheduled
2. Management of category 3 suppliers	On track to meet target
3. Crime and asylum changes	On track to meet target
4. New general civil contract for 2004	On track to meet target
5. Take over the management of Methods of Delivery contracts	On track to meet target
6. Manage the money	<ul style="list-style-type: none"> <li>• CLS expenditure with category 1 and 2 suppliers at only 80% against target of 85%</li> <li>• 5 NfP agencies still not meeting target of 80% of contracted hours.</li> </ul>
7. Maintain and develop effective relationships with category 1 and key category 2 suppliers	On track to meet target
8. Pilots	Management of the Wales Specialist Support Service, General Help Support Service, Employment Support Service, Wales Telephone Advice Service, Peer Review and Family Advice and Information Service all on target
9. CJS liaison	On track to meet target
<b>Customer Service</b>	
10. Case-work Processing	<ul style="list-style-type: none"> <li>• Only Assessed Bills with Charge outside 4 week target</li> <li>• More consideration must be given to future consistency exercise events to improve scoring</li> </ul>
11. Correspondence and Telephone Handling	<ul style="list-style-type: none"> <li>• December Blue Sky telephone Mystery Shopping Results show significant improvement</li> <li>• Plans are in place to improve overall correspondence performance by March 04</li> </ul>
12. Continuous Improvement	<ul style="list-style-type: none"> <li>• EFQM assessment Silver Award achieved</li> <li>• Internal audit schedule on track</li> </ul>
13. County Court Bills	On track to meet target
14. Take over North Wales Casework processing	Time-scale for objective being reviewed
15. Headcount to be within 10% of resource model.	On track to meet target

Our Key Objectives for 2003/04	Results / Comment at 31/12/03
<b>Planning and Partnership</b>	
16. Action Plans to bring about tangible improvements to the provision of legal advice to those most in need	Targets all met except: <ul style="list-style-type: none"> <li>• 5 CLSP areas without strategic plans</li> <li>• Only 1 dispute reduction project started</li> <li>• 11 agencies still to achieve QM accreditation</li> </ul>
17. Family needs analysis	Completed and included in Wales Report 2004
18. PIB projects	All 7 new projects started.
19. Visibility and profile of CLS	4 new projects started on target.
20. Commissioning Plan	Wales Report published
<b>Office Wide</b>	
21. Admin budget	On track to meet target
22. Welsh Language Scheme	Scheduled to start in final quarter
23. Staff training and development	We need to develop consistent method of reviewing progress

## Appendix 2 - Success Criteria for 2004/05

Corporate Priority	Success Criteria	
1. Improve the value for money of asylum cases	<ul style="list-style-type: none"> <li>Expansion contract to be managed to 90%</li> <li>Non-expansion contracts to be managed to 97.5%</li> </ul> <p><i>Guidance awaited</i></p>	
2. Direct more resources into CLS work tackling social exclusion	Sustain / increase funding by £575,000 through partnership initiatives <sup>1</sup>	<ul style="list-style-type: none"> <li>48 joint funding initiatives, which either increase or sustain CLS services targeted on social exclusion.</li> <li>22 dispute reduction projects started.</li> <li>Increase by 3% the percentage of key organisations that have been accredited at the appropriate level of the Quality Mark at General Help level and above.</li> </ul>
	Increase by 3% the number of people living in A/B rated areas	
	Restrict average case cost increase to 5%	
	CC Audit all Category 3 suppliers and all firms every 3 years	<ul style="list-style-type: none"> <li>At least 85% of civil expenditure to be held by Category 1 and 2 suppliers</li> <li>At least 60% of authorised civil NMS are with Category 1 suppliers</li> <li>No more than 10% of authorised civil NMS are with Category 3 suppliers</li> </ul>
	Maintain Legal Help non-Immigration cash and RAB Regional Budgets between 98% and 100% of allocation	<ul style="list-style-type: none"> <li>Total cumulative civil contract claims for the region reconcile at 100% of total contract payments</li> <li>Less than 5% of the regions contracts reconcile below 90% (exclude contracts where cash value of overpayment is less than £5,000)</li> <li>Less than 5% of the regions contracts reconcile above 110% (exclude contracts where cash value of underpayment is less than £5,000)</li> </ul>
	Actual number of matters started to be at least 98% of agreed regional targets, including NfP.	<ul style="list-style-type: none"> <li>At least 90% and no more than 100% of authorised NMS in schedules are commenced.</li> <li>NfP performance is 90% of contracted hours</li> </ul>

Corporate Priority	Success Criteria	
3. Improve the value for money of CDS expenditure	To reduce expenditure on police station advice, assistance and court duty solicitor provision through successful implementation of CDS scope and contract changes by £5m	<ul style="list-style-type: none"> <li>• 2.5% reduction in police station advice and assistance expenditure</li> <li>• 7.5% reduction in court duty solicitor provision expenditure</li> <li>• Total annual CDS claims for the region reconcile to 95% of total contract payments</li> <li>• Less than 5% of the regions contracts reconcile below 85%</li> <li>• Less than 5% of the regions contracts reconcile above 105%</li> </ul>
	CC Audit all Category 3 suppliers and all firms every 3 years	<ul style="list-style-type: none"> <li>• At least 75% of expenditure on CDS contracted work to be with Category 1 suppliers.</li> <li>• No more than 5% of expenditure on CDS contracted work to be with Category 3 suppliers</li> </ul>
4. Ensure the delivery of the CDS as our contribution to an effective CJS	Maintain 100% duty solicitor cover	<ul style="list-style-type: none"> <li>• In 90% of cases the call centre assigns a duty solicitor within a 30 minute period</li> </ul>
5. Understand the effect of our activities and those of our partners in contributing to the PSA and to facilitate joint responses	85% of the objectives in our Key Partner Engagement Plan are met.	
6. Improve Customer Service for our clients, suppliers and partners	Increase in Customer Service Score to 85%.	<ul style="list-style-type: none"> <li>• 100% of measures meeting agreed minimum standards.</li> </ul>
7. Ensure that we have the right organisation to deliver our Strategic Objectives	<ul style="list-style-type: none"> <li>• 90% of substantive account managers and lead assessors rated effective by year end 2004/05 (Supplier Management Assessments)</li> <li>• Admin budgets to be between 98% and 102% of allocation</li> <li>• Ensure that 50% of all managers at Level 2 / Band C and above have attended a leadership development centre and successfully completed their development plan.</li> </ul>	

Corporate Priority	Success Criteria
<p>8. Build understanding of the Commission's goals and achievements through effective communication with employees, partners and other stakeholders</p>	<ul style="list-style-type: none"> <li>• 2004/5 Staff Survey results demonstrate employee understanding of key messages and improvement in internal communications.</li> <li>• Local Media coverage shows key LSC messages coming through by end 2004</li> </ul>

## Appendix 3 - Risk Table

Plan Ref	Risk Description	Risk Level	Risk Status	How Risk will be managed	Risk Owners
1 & 2	Loss of suppliers could lead to shortage of supplier base.	L	A/G	Quarterly review of supply against needs – flexible use of contracts	HW
2	Maintaining supply in rural areas.	S	G		
	Withdrawal of funding from CLS by local authorities and lottery fund.	L	G	Maintain joint working with Key Partners and Inward Investment Plans	SP
	Recommendations of DCA/Matrix Independent Review of CLS may shift priorities.	S	A	Review work priorities as required	BC
2 & 3	Potential impact of Head Office projects	O	A/G	Review work priorities as required	HW
	Lack of Audit resource	L	A/G	Review work priorities as required	HW
	CCA timetable – including appeals etc has significant impact on ability to undertake liaison audits, control audits, negotiation meetings and visits.	L	G	Review work priorities as required	JPJ
4	Problems with issue of rota	L	G	?	LC
	Dependent on external agencies co-operation	L	G	Maintain good relationships with key providers	HW
5	Unanticipated changes in key partner's agendas and priorities	L	G	Maintain joint working with Key Partners	BC
	Success often dependant on personal contacts – particular risk of staff changes in partner organisations – e.g. proposed staff reductions at DWP	L	G		
6	Loss of knowledge through not enough staff available due to staff turnover or strike action	L	A/G	Monitor staff skills, implement training plan, monitor and act on staff feedback	DC
	Impact of third party actions	S	G	Maintain joint working with Key Partners	DC
	Impact of Supplier Management process	L	G	Implement whole office approach to meeting national targets	DC
	Changes in corporate policies or priorities	O	G	Review local priorities and targets	DC
7	Business Plan prepared before admin budget agreed	O	A	Plan to be kept under review	LS

**Risk Level: Strategic, Operational, Local**

**Risk Status: Red (impact now)**

**Amber (impact within 3 months) – Amber/Green (impact 3-6 months)**

**Green (impact after 6 months)**

## Appendix 4 -Training Plan Summary

Business Plan Ref	Training Need	Training Priority	Central / Regional	Number of Staff	Quarter
2/6	Project Management Training for RPP, Contracting and Customer Service Staff	H	C	22	1 <sup>st</sup> – 2 <sup>nd</sup>
2/5	Training in Influencing skills for RPP staff	H	C	9	1 <sup>st</sup> – 2 <sup>nd</sup>
2	Training for Contracting Staff on new Immigration Contract	H	C	2	1 <sup>st</sup>
2	Induction Training for new RPP Consultant & Account Manager, Media Person and HR Person	H	R	4	1 <sup>st</sup>
2	Training for Account Managers and Lead Assessors on Supplier Management	H	C	5	2 <sup>nd</sup> – 3 <sup>rd</sup>
2	Domestic Violence Awareness Raising for RPP staff	H	R	11	1st
2	Diversity Awareness Training for RPP staff	H	R	11	1st
2	Leadership and Coaching training for all line managers	H	C	12	Any
2	Training for Contracting staff and Caseworkers on Crime contract	H	C	23	1 <sup>st</sup>
2	Training for Account Managers on management information / business objects	H	R	15	1st
6	Complaint handling for customer service staff as appropriate	H	C	6	1 <sup>st</sup>
7	File Management	H	R	75	1 <sup>st</sup>
7	Best Practice Electronic Records	H	R	75	1 <sup>st</sup>
8	Video Conference Equipment	H	C	18	1 <sup>st</sup>
2	NfP Management	M	R	1	1 <sup>st</sup>
2	NfP Action Plans	M	R	15	1 <sup>st</sup>
2	Information Point Auditing	M	R	1	1 <sup>st</sup>
6	Application/bill training for caseworkers	M	R	25	Any
6	Lean Management training as appropriate	M	R	16	1 <sup>st</sup> & 3 <sup>rd</sup>
6	QC training for customer service staff as appropriate	M	R	6	1 <sup>st</sup> & 2 <sup>nd</sup>
6	Dealing with difficult customers for relevant caseworkers	M	C	25	Any
7	Groupwise and Briefcase	M	C	25	Any
8	Welsh Language Policy Awareness	M	R	75	3 <sup>rd</sup> – 4 <sup>th</sup>
8	Welsh Language Greeting Training	M	R	75	3 <sup>rd</sup> – 4 <sup>th</sup>
2/5	Presentation skills	L	R	20	1st
2	Quality Mark Awareness Training for RPP staff	L	R	11	3rd
6	Letter writing training for customer service staff as appropriate	L	R	10	Any
6	Systems and technology training as appropriate	L	R	2	Any

**Training Priority: High, Medium & Low**