

Background information on the Management and Leadership development programme that will be implemented to improve capability of the Justice sector to deliver quality seamless services to the public and enhance collaborative and partnership working within the Welsh Justice Sector.

1. Background Information

The project has been developed to improve the capability of the Justice sector to deliver quality seamless services to the public, through the development of aspiring, first line and middle managers by:

- Delivering a flexible and adaptable leadership and business management programme for Wales which will help deliver 'Making the Connections',
- Enhancing collaborative and partnership working and business leadership skills.
- Providing transferable leadership and business management skills for managers within the sector.
- Deliver qualifications up to L5 for Aspiring, First Line and Middle Managers

1.2 Need for the Project

The need for this project is based on the research carried out for the Wales Justice Sector Skills Agreement (SSA)(Copy in Annex 1). The plans presented in the SSA are a response to the demands of all our employers. The sector in Wales is broadly similar to that across the UK with a concentration of small organisations within the Community Justice element of our sector, and larger organisations such as in Policing and Law Enforcement. The sector across Wales also broadly reflects that of the UK sector as a whole in terms of both gender and ethnic background. The sector employs more males than females (58% to 42%) with the majority being from white ethnic backgrounds (98%).

The Justice sector is central to the political and social environment in the UK and affects individuals' quality of life, sense of well-being and security. In addition, the existence of a safe and low crime environment is critical to the UK economy. A wealth of diverse organisations in the sector, although operating to individual remits, work towards the same broad purpose – the creation and maintenance of a safe, just and stable society.

The Welsh Government sees improving the delivery of public services through planning, procurement and delivery as a key priority and this is clearly outlined in strategies such as 'Making the Connections', 'Learning for Public Service Delivery' 'One Wales' and the Beecham review. This project will focus on delivering a range of leadership and management inputs such as collaborative leadership, Action Learning Set, Coaching and Mentoring all based on multi agency working models which will help improve the overall delivery to the public sector.

The project's focus is driving up skill levels and improving the flexibility and adaptability of the workforce, collaboration across front line and middle managers in the Justice sector

which is fundamental to the delivery of the Operational Programme and Strategic Framework, Lisbon Agenda and to the Welsh Economy.

1.3 Operational Strategy

The programme has been designed with and for employers across the Justice sector. In determining best fit solutions, employers were asked to share information on the types of training they currently deliver and identify gaps in provision. Interviews were conducted on the telephone and in person, with employers also attending a workshop in order to agree on a series of collaborative programmes that will complement current provision and enhance service delivery.

Employers identified needs for an integrated, multi-layered business, management and leadership programme. The solution has to be capable of enhancing existing vocational training by providing a bespoke management programme linked to organisational and strategic priorities. The resulting agreed programme was developed ensuring that key elements complemented, rather than duplicating, existing mainstream learning provision.

1.4 Outcomes

- Achieve sustainability through the focus on organisational development and succession planning
- Create a programme that is linked to organisational strategy for learning and development, succession and career planning, supporting and developing aspiring managers at first line and middle management levels, preparing them for senior roles and providing skills and competences required for entry into higher level courses of study.
- Contribute to economic regeneration agenda, safer communities, crime reduction, community engagement and prevention strategies by providing the management and leadership needed in order to deliver an improved and seamless service to the public.
- Implement a communication protocol between sector organisations through the running of collaborative cross sector programmes thereby reducing costs and adding value.
- Increased performance / ability to deliver seamless justice sector, contributing to 'Making the Connections'.
- Improved career prospects for under represented groups working within the Justice Sector in Wales.

The project will contribute to the following Wales European Funding Office indicators:

Indicator	Baseline	European Target (2015)	Project Target (2013)
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Outputs			
Total participants (employed)	<i>230,000 individuals aged 16+ employed in the public sector, 2005 (Annual Population Survey)</i>	7,500	482
Female participants	<i>151,000 female individuals aged 16+ employed in the public sector, 2005 (Annual Population Survey) 42% of WAG senior managers are female, 2006 (WAG, 2007)</i>	52%	52%
Key intervention group: Public service managers Public service workforce	<i>88% of the workforce of WAG are below senior manager level (WAG, 2007) 12% of the workforce of WAG are senior managers (WAG, 2007)</i>	60% 40%	80% 20%
Dissemination initiatives	<i>N/A</i>	70	14
Employers assisted or financially supported	<i>N/A</i>	60	14
Initiatives to support Local Service Board development	<i>N/A</i>	15	N/A
Projects delivering specialist training in sustainable development	<i>N/A</i>	10%	10%
Results			
Collaborative agreements between public service bodies	<i>N/A</i>	20	14
Sub-regional workforce planning & development strategies	<i>N/A</i>	3	0
Organisational learning and development strategies	<i>N/A</i>	25	14
Participants completing	<i>N/A</i>	6,750	482

courses - Employed	<i>N/A</i>	-	
Key intervention groups:	<i>N/A</i>	-	
Public service managers			436
Public service workforce			45
Female participants			251
Secondment placements	<i>N/A</i>	700	Nil
Employers adopting or improving equality and diversity strategies and monitoring systems	<i>N/A</i>	50%	50%
Employers adopting or improving Environmental Management Systems	<i>N/A</i>	75%	53%
Public service quality improvement	<i>N/A</i>	Evaluation 10/12	Evaluation 12/13
Increase in public service efficiency (including reduced costs of service delivery)	<i>N/A</i>	Evaluation 10/12	Evaluation 12/13
Citizen satisfaction with public services	<i>N/A</i>	Evaluation 10/12	Evaluation 12/13

1.5 Staff involved in the Project

The programme will be coordinated by Skills for Justice as the lead sponsor. A dedicated team of two will be recruited to project manage, oversee delivery and maintain quality control; the team will consist of a project lead and support officer and they will be housed in the premises of one of the employers within the sector. Back office support will be provided by Skills for Justice to include, Finance, Marketing, Information Technology, Performance and Research.

An Employer Steering Group which has led the development of the proposal will continue its role throughout the life of the project in order to ensure the project is aligned to the needs of the Sector, assist with resolving strategic level issues and risks; monitor the progress of the project and advise Skills for Justice of any changes required to meet stakeholder needs. The Steering Group consists of 10 employers and Skills for Justice.

Target	Short term result	Outcomes
482 individuals trained, networks and supportive relationships enabled under theme 1: Collaboration in the Justice and Community Safety Sector	Increase in competence in this area. Personal development and increase in confidence of participants. Cross sector networks and supporting relationships developed. Increase in participant performance	Increase in organisational and sector performance supporting WAG and wider policy targets. Greater efficiencies, higher return on investment in staff, Improve service delivery
49 individuals trained under theme 2 Environmental Sustainability for Managers	Increase in competence in this area. Personal development. Further development of cross sector relationships	A decrease in waste will increase environmental benefits and support greater efficiencies. Improve service delivery supporting WAG and wider policy targets
243 individuals trained under theme 3 Sustainable Management of Resources	Increase in competence in this area. Personal development and increase in confidence of participants. Further development of cross sector relationships	An increase in organisational sustainability will increase organisational and sector performance and enable greater efficiencies, higher return on investment in staff and support achievement of WAG and wider policy targets
90 individuals trained under theme 4 Managing a diverse workforce	Increase in competence in this area. Personal development and increase in confidence of participants. Further development of cross sector relationships	A more inclusive and flexible workforce will increase organisational and sector performance, enable greater efficiencies, higher return on investment. Improve service delivery and support achievement of WAG and wider policy targets
452 individuals trained under theme 5 to include Lean – An introduction for Managers	Increase in competence in this area. Personal development and increase in confidence of participants. Further development of cross sector relationships	Greater efficiencies, higher return on investment in staff, increase in performance and organisational capability. Improve service delivery and support achievement of WAG and wider policy targets
220 individuals from under represented groups participate in the programme	Improve career prospects of increase under represented groups working within the Justice Sector in Wales by 10% by expanding individual training across the Justice sector within the following groups: women, BME, those with disabilities at 1st line / middle management	A more inclusive and flexible workforce will increase organisational and sector performance, enable greater efficiencies, higher return on investment. Improve service delivery and support achievement of WAG and wider policy targets
15 Organisational learning and development strategies are adopted or developed	Enable continuation of good practice and benefits to organisations, individuals and the wider sector	Ensure sustainability of the program to achieve and build on efficiencies, return on investment, performance and service delivery
15 Employers to be assisted or financially supported	Quantity of management training in each agency accelerated and an increase in employer's ability to implement employer's preferred solutions as outlined in the Sector Skills Agreement Action Plan for Wales	Increased flexibility and enhanced responsiveness to changing demands of the sector
A protocol for collaboration	Sustainability of collaboration	Increase in organisational and sector performance

and communication across the employer network is established and embedded.	throughout the justice sector agencies agreed and implemented	supporting WAG and wider policy targets.
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Wales Country Group Country Group members represent our employer footprint in Wales and focus on helping Skills for Justice translate the needs and issues relevant to key employer partners into solutions and strategic direction for our work in Wales. The Wales Country Group will provide the strategic links and facilitate operational links to organisations, keeping Chief Officers informed on progress. The Country Group will also oversee work with the Employer Steering Group in order to manage the mitigation of risks identified within the project.

1.6 Added Value

The project will provide employers across the Justice and Safer Communities Sector with the opportunity to bring their managers and leaders together to share valuable knowledge, skills and experience, that can be used to enhance public service delivery and to enable a greater understanding of the various priorities and challenges they face; whilst developing confidence and knowledge to create new network and enhanced ways of working across the sector as a whole. This will enable Managers to better understand the wider Justice and Safer Communities sector and enhance their ability to manage their own work and team effectively. This in turn will impact on the provision of services to offenders, victims and witnesses and potential victims of crime, allowing a seamless experience of the criminal justice system, contributing to the Interventions outlined in the Strategic Framework for Priority 4, 'Skills that work for Wales and 'The Leading Edge for Welsh Businesses: Enhancing Leadership and Management Skills.

A program and list of themes and courses within that program can be found as an Annex 2.

This project is “unique” in that it incorporates the Public and Third Sector employers that are essential in delivering a joined-up approach to Justice Services. Wider collaboration, to include safer community organisations, has been discussed and debated a lot in the past but this will be the first time organisations have come together to agree a collective approach to skills development and engagement across Wales focusing on joining up the Justice Sector.

The following sections provide detailed information on the aims and objectives of the project and outline the project plan, containing the expected time span of the project. By participating in this project employers will provide not just relevant complementary training and development to managers, but also demonstrate effective collaboration at a time when everyone is under pressure to make the most efficient and effective use of reduced resources.

Part of the legacy of the project will be the embedded collaborative ways of working and the benefits for employers, employees and the public that can be derived. Through implementation of the skills and knowledge gained from the collaborative element of the

programme managers and their organisations will be better placed to fully benefit from a partnership approach, whilst continuing to share good practice. Adopting this approach to working will be of particular relevance in the current climate.

2. PROJECT AIM, OBJECTIVES AND GENERAL DESCRIPTION

2.1 Project Aim

The project aim is to improve the capacity of Justice Sector to deliver quality seamless services, through development of leadership in first line and middle management and individuals aspiring to become managers. The project will build and enhance their skills and abilities by concentrating on the skills-sets required for citizen-focussed service delivery as well as developing their management skills. In this way it is intended that the programme will prepare Managers for the challenges their organisations face in creating the environment needed to deliver the strategic agenda of the Welsh Government “Making the Connections”. By utilising these skills to drive efficiency and productivity, and by working together, organisations will be able to create financial headroom, become more productive, and be better placed to provide the required focus and resources and build successful partnerships.

The project will train 482 people (including specific interventions aimed at women, employees from BME backgrounds, older workers and with workers with a disability) by offering a range of leadership and management programmes, which is contextualised for the Justice Sector.

2.2 Project Objectives

The key objectives of the project:

Objective 1

Assist 482 individuals from a range of agencies within the Justice and Community safety sector to enhance their own performance and contribution to their organisations and wider justice sector. This will be achieved by offering 5 specifically themed management programmes (Annex 2) which are developed using the evidenced needs of employers and reflect the context of Justice sector.

Through participation on specific programmes this will include:

- 100 individuals gaining a recognised qualification at either L2, 3, 5 or 6 in a leadership and management discipline
- 482 individuals gaining credits towards management qualifications over the life of the project
- 20 BME/people with a disability over the life of the project
- 251 Women over the life of the project

- 482 individuals assisted in understanding and embedding collaboration across the justice sector under **Theme 1**
- 49 participants will have been assisted in improving environmental management systems within their organisations under **Theme 2**
- 243 participants will be assisted in embedding organisational and cultural change that is sustainable, through the Total Integrity Model which distinguishes integrity, morality, ethics, and legality and where training at one level links to and impacts on training at the other levels under **Theme 3**
- 99 participants will be assisted in carrying out and embedding equality impact assessments across the Justice sector Wales under **Theme 4**
- 452 participants will be assisted in developing themselves and others to increase their effectiveness and performance in the workplace using tools and techniques learned through **Theme 5**.

Objective 2

Increase in understanding efficiency and productivity of the sector through the development of enhanced professional relationships and greater knowledge of the drivers, links and dependencies of agencies. Embedding of excellent management practice of a diverse workforce in a constantly changing external environment to increase return on investment and ability to deliver Welsh Government and wider policy.

Specifically:

- Improve career prospects of under represented groups working within the Justice Sector in Wales by 10% by increasing individual training across the Justice sector within the following groups: women, BME, those with disabilities at 1st line / middle management
- 14 Employers to be assisted or financially supported
- 14 Organisational learning and development strategies are adopted or developed
- A collaboration and communication Protocol agreed and implemented across the employer network by the end of the project.
- Increase in employers ability to implement employer's preferred solutions as outlined in the Sector Skills Agreement Action Plan for Wales

The above objectives are to be realised over the life of the project.

2.3 General Descriptions

This project is not only about providing development opportunities to employees but also about developing networking opportunities and collaboration across the sector. Wider collaboration to include safer community organisations has been discussed and debated a lot in the past but this will be the first time organisations have come together to agree a collective approach to development and engagement across Wales focusing on joining up the Justice Sector. This project is unique in that it incorporates third sector bodies (Victim

Support, Welsh Women's Aid, Kaleidoscope and CAIS) that are essential in delivering a joined up approach to Justice Services.

Employers have an evidenced requirement for a programme to address the key priority areas identified in the Sector Skills Assessment in Wales. Leadership and Management has been identified as a key challenge for all agencies within the sector and our employers have identified and the need and recognise the direct and indirect benefits of the development and provision of a cross agency, flexible leadership programme that will contribute to the improvement of their delivery of services. This project will provide managers with the competencies they need to effectively execute their roles in the justice sector. The project will encompass accredited modules at level 2, 3, 5 and 6, which link with current vocational frameworks. The programme will be configured for use by Justice and safer community Sector organisations and be designed and developed to deliver an adaptable 'through-life' learning programme which will provide managers with high-level, transferable business and leadership skills and accredited qualifications. The Programme will link national and organisational strategic and business objectives and existing National Occupational Standards and Competency Frameworks. The programme has been developed using NOS mapped to QCF which includes those already developed by Skills for Justice e.g. those used in Theme 1 AD1 - Develop and sustain effective working with staff from other agencies and HD2 Develop working relationships with colleagues and stakeholders is part of the Level 3 Certificate in Multi Agency Working

The focus will be on developing 'in demand' leadership and management skills that will give underrepresented groups a better chance of securing a new job or promotion to a higher level. Building confidence is a key part of each training programme which is crucial, particularly for women, BME groups and individuals with a disability to even think about applying for a new job. It will address key priorities set out in the Wales Sector Skills Agreement around management and leadership, multi agency working, and career progression utilising the sectors preferred leadership and management solution (action learning), bite sized learning, as appropriate and the use of collaborative leadership mode. Embedding the learning and knowledge from the project into organisational development plans will be a major contributor to sustainability of the programme.

All participants will attend a two day mandatory collaboration induction programme and will be allocated to an Action Learning Set (ALS). The ALS will enable participants to work through a process within a small group, facilitated by an expert, to analyse a problem, develop a plan to tackle the problem and implement a programme of change to resolve the problem.

Employers have committed as a minimum to participants attending the two day mandatory course on collaborative working which includes Action Learning Sets that will run over a period of one year. The two day Collaborative mandatory Induction programme will be endorsed by either ILM or CMI, this is work in progress and will be finalised by the commencement of the programme should our project be successful in obtaining funding.

We will procure training delivery for the Environmental Sustainability, Economic Sustainability, Equality and Diversity and Performance Management again through the Buy 4 Wales site. Skills for Justice will not be providing any direct training delivery on this programme.

Funding of this nature is needed to commence or pump prime development and delivery of a flexible and specifically targeted leadership and management programme that meets core needs across the sector and encourages the joining up of justice sector functions. One of the key outcomes of this project will be to embed the ongoing delivery of such a programme in both supply and demand, with succession planning for the justice sector as a primary objective. Once the pilot has been completed, mechanisms will have been established to recruit participants onto the project and learning providers, coordinate delivery, promotion and evaluation, making the project self sustainable. There are challenges to gaining funds to support large scale developments of this kind in the public sector, whereby the focus of some funding pots is on private and non public sector delivery. We will work with employers to ensure that new skills are embedded and that organisations can become self sustaining.- for very little investment, managers who receive funding to develop coaching skills could be supported to develop a coaching network.

By implementing a joined up approach to training the larger employers within the sector believe that the project will have a clear impact on social cohesion and regeneration in Wales through developing first line and middle management levels across all partners in the Justice sector and allowing greater flexibility, mobility and joined up services. This would have a knock on effect on the provision of services to clients supporting a seamless experience of the Community Justice system.

2.4 Participants

The ultimate participants will be the under represented managers within the justice sector organisations, employers, the general public and the wider communities will be the ultimate beneficiaries by the way of enhance service delivery.

To date Skills for Justice has worked with 3-SET and the wider Spatial European teams to develop this project. If funding were to be approved we would continue to work with the SETs to assist with the delivery of the project through accessing training such as 3-SETs EU Project Management course and ongoing technical support and advice.

Skills for Justice's customer base is the entire UK Justice, Fire and Rescue and Legal Service Sector. We are the key research organisation that collects and delivers labour market intelligence and information about skills shortages and gaps and the relative impact of those gaps on the said workforces. We work closely with employers who sit on our Council of members, Board and Country Groups, to understand their key challenges and identify the needs of their workforce to help them to deliver better public services.

2.5 Delivery against Strategic Framework and Operational Programme

The Programme will support the more strategic aims of the Welsh Government by providing people with the skills necessary to support regeneration and economic growth. There is growing evidence to confirm that the management of neighbourhood security has an increasingly important role in shaping the success (or otherwise) of wider regeneration efforts. The evidence supports the case that changes in levels of neighbourhood security can, and do, correlate with particular programmes of interventions aimed at regenerating deprived areas.

The work of Community Safety Partnerships together with other community safety service providers, is vitally important in supporting wider regeneration interventions by identifying the 'risk factors' that the provision of neighbourhood security is identified as having a key role in promoting the "recovery" of a neighbourhood, creating the preconditions for economic investment. Community Safety Partnerships are multi-agency partnership working together with communities to reduce crime, the fear of crime, victimisation and antisocial behaviour, in order to protect and enhance the quality of life for those who live, work and visit the communities.

The remit of the Community Safety Partnership is to:

- Have a joint commitment to community safety
- Oversee the development of the Community Safety Strategy 2005-2010
- Monitor the implementation of the Action Plan

The work of the Community Safety Partnerships is varied and diverse, encompassing all aspects of safety within the community. The Partnerships Action Plan is split into six key priority areas:

- Crime & The Fear Of Crime
- Diversity
- Young People
- Antisocial Behaviour
- Road Safety
- Personal Safety

By working with communities, partners and the wider public service, public service bodies must work together to reduce crime, anti-social behaviour and the quality-of-life issues that impact public and business confidence. This project will provide support that will improve the capability of the Justice Sector to deliver quality seamless services to the public and enhance collaborative and partnership working within the Welsh Justice Sector.

The programme fully supports the aims of the strategic framework and the Lisbon agenda by providing a programme of learning which will support participants and enable them to gain high level qualifications and transferrable skills that will benefit the Welsh economy. As the Lisbon Agenda is based on the economic concepts of 'innovation', the 'learning economy' and 'social and environmental renewal' implementing this project will enable each of these key objectives.

This project is the first to bring Community Safety and Justice together collaboratively to improve and enhance Service delivery which will increase public confidence in the Justice sector and bring the focus onto establishing safer communities.

It will contribute to the economic regeneration agenda, safer communities, crime reduction, community engagement, prevention strategies by providing the management and leadership needed in order to delivery an improved and seamless service to the public. Through the increase in explicit and tacit knowledge and understanding of the customer supplier relationship, participants of this project will contribute to a **learning economy** in which knowledge is the crucial resource and learning is the most important process.

The project encompasses a social inclusion agenda, both under theme 4 and in its targets for participation of under represented groups. It will significantly contribute to the environmental sustainability through individual's participation on the Theme 4

The Project will deliver a multi-layered programme of training, which will build and enhance the skills and abilities of service managers by concentrating on the skills-sets required for citizen-focussed service delivery as well as business leadership skills. In this way it is intended that the programme will prepare service managers for the challenges of creating the environment needed to deliver the strategic agenda of the Welsh Government "Making the Connections". By utilising these skills to drive efficiency and productivity, and by working together, organisations will be able to create financial headroom, become more productive,

and be better placed to provide the required focus and resources and build successful partnerships.

As set out in the Welsh Governments 'Making the Connections', the project will contribute to Theme 3: Working together as the Welsh public service – more coordination between providers to deliver sustainable, quality and responsive services, and Theme 4 Value for money – making the most of our resources.

The project will address three of the four main priorities identified in the Wales Justice Sector Skills Agreement (SSA) (see Annex 1). The areas where skills were felt to be most lacking are multi-agency working, race and diversity and leadership and management. To address these skills gaps, the project will implement the sector's preferred solutions including use of Action Learning Sets, bite size training, and attracting and retaining a diverse workforce.

2.6 Supporting National Strategies

The Leitch Review and the Webb Review each identify the significant work required to enhance skill levels across the sectors, with Webb recommending a major re-focussing on employer-led training and linking with local Further Education Institutions. For the public service sector, the Beecham report identified the four critical success factors to transform public services as: delivery; partnerships; citizen engagement and challenge, placing the citizen at the centre of service delivery. While the Beecham's Beyond the Boundaries document evidences the Anti-Social Behaviour frameworks as positive proof of partnership working, the Audit Commission recently produced a study of the effectiveness of Community Safety Partnerships in providing citizen-focused services, which concluded that whilst improvements are coming through in terms of identifying what matters to local communities, there remains significant room for improvement. In parallel, common areas for improvement have been identified by Skills for Justice, the National Policing Improvement Agency, and the All Wales Training Needs Analysis. Some of the common themes are the need to:

- Strengthen and improve current management and leadership training to support improved organisational performance.
- Promote and enhance multi-agency/partnership working.
- Provide training based on National Occupational Standards.
- Drive efficiency.
- Promote life-long-learning

Welsh Government see improving the delivery of public services through planning, procurement and delivery as a key priority and this is clearly outlined in strategies such as "Making the Connections", "Learning for Public Service Delivery" and the Beecham review. This project will focus on delivering a range of leadership and management inputs such as collaborative leadership, Action Learning Set, Coaching and Mentoring all based on multi agency working models which will help improve the overall delivery on public services.

A Coaching programme was piloted in England in 2009/10 and 10 of the 12 learners have formed a Women's Leadership Board and have already begun meeting as a group. The aim of the Board is to enable organisations to use resources effectively through a partnership approach, share good practice, provide mentoring support, maximise funding opportunities to ensure sustainability, address barriers to career progression in their organisations. Skills for Justice will encourage development of similar networks in Wales and will facilitate this to ensure it happens; this will then be part of the legacy of the project.

2.7 Innovation and Promotion of Cross Cutting Themes

This will be the first time Community Safety and Justice have come together collaboratively to improve and enhance Service delivery which will increase public confidence in the Justice sector and bring the focus onto establishing safer communities.

This proposal is about collaboration across the sector rather than narrowly focussed leadership and management training. Our bid is unique as it incorporates public sector and third sector bodies that are essential in delivering a joined up approach to Justice Services.

Equal Opportunities is embedded in the HR processes of the organisations involved, and all the participants are strongly committed to equality of opportunity. These principles and values are firmly rooted in the project. We will ensure the Project fully embraces the standards specified within Equal Opportunities policies, and this will be measured and evaluated throughout the project. All will have the opportunity to participate in the Project and will have equal access to development and career progression depending on ability and individual aspiration. We will take active measures to promote equality to identified disadvantaged groups, and will support any individual who wishes to access the Programme.

Additionally, part of the core learning programme will focus on equal opportunities training; hence each individual involved will be an active participant in promoting the policy within their respective organisation.

Environmental sustainability will be embedded to ensure that all areas of the project demonstrate the integration of sustainable development. We will monitor the use of consumable resources to maximise the use of recyclable materials such as paper, printer cartridges etc. We will utilise existing structures and premises for all training activities and will make effective use of gas, electricity and water by ensuring they are only used when required. Telephone conferencing, e-mail and the internet will be used as far as possible, and training will be delivered locally to reduce the need for travel and its impact on the environment. Meetings will be arranged to enable participants to make the most effective use of transport.

We will promote awareness and provide training to participants by designing elements of the core modules of the programme to cover awareness raising and education. The Programme will therefore positively influence the behaviours and attitudes of those involved by teaching the content of the WAG environmental policy from first principles. As the

participants will all be aspiring, first line and middle managers, they will have the opportunity to put environmental policies into practice within their own organisations.

Skills for Justice has a Welsh Language Scheme and we will ensure our delivery of the Project is compliant with the Welsh Language Act. We will take the following action:

- All customers will be asked their preferred medium of communication during registration with all future communication conducted in the language of their choice;
- Correspondence received in Welsh will be answered in Welsh;
- All advertisements, marketing materials etc will be bilingual.

We will work with Wales European Funding Office to ensure our delivery of the project meets the needs of both our English and Welsh-speaking customers and regularly analyse parity of outcomes, to ensure consistency of service.

2.8 Learning Outcomes for Participants

The project will provide participants with the knowledge and training to enable them to:

- increase their knowledge and skills relating to improving resource efficiency including the use of environmental management systems to improve the environmental performance of public services;
- establish and implement public service workforce planning & development strategies (probably at sub-regional level – the South Wales Valleys, South West and North West Wales) across the full range of public service organisations – addressing capacity and skills needs and the management of transition interventions, working with public service organisations and social partners, to ensure that the workforce is trained and engaged in the process of service transformation, taking account of the introduction of new technologies, the collaborative agenda, the citizen & customer service model, the emphasis on delivery skills including project management and the diversity of the Welsh labour market;
- Consideration of Welsh language requirements across their workforce
- Identify ways of collaborative working with unions and key sector agencies
- Understand effective ways of managing a diverse workforce
- Through ALS agree ways of providing solutions to the challenges organisations face in joining up justice services across Wales
- Agree ways of providing ongoing support through ALS for managers to develop and deliver enhanced management development activities, which include strategies for equal opportunities.
- Through ALS agree joint solutions aimed at workforce development and corporate responsibility, especially in the area of equal opportunities
- Agree ways of strengthen the capacity of social partners to contribute to the planning and modernising of public services and delivery.

3. The Need for the Project

3.1 Evidence of Market need

In Wales, employers in Skills for Justice's footprint provide services in eight main 'strands'¹. The main activities of these eight strands are:

Community Justice

- services for victims, survivors and witnesses
- community safety and crime prevention
- prevention of offending and re-offending
- supervision of offenders in the community
- community-based rehabilitation projects

Courts and Tribunals Services

- the judiciary and magistracy
- court management and administration

Custodial Care

- detention
- secure escort services
- prevention of re-offending
- electronic monitoring services

Fire & Rescue Services

- community fire safety and prevention
- resilience

Forensic Science

- forensic investigation of crime
- delivering evidence in court

Policing and Law Enforcement

- maintenance of law and order
- prevention and detection of crime
- reassurance and support for communities

Public Prosecution

- production and issue of summonses
- preparation of cases for court
- public prosecutions

More recently Legal Service – we are collating data on the size of the sector at present

Some of these employers across the strands also include members of the **children and young people's workforce**.

The employers within these strands are made up as follows:

Policing

The Police Service in Wales forms part of the wider UK Police Service. There are four forces in Wales, covering the following geographical areas South Wales, North Wales, Gwent, Dyfed Powys. The Association of Chief Police Officers (ACPO) also covers Wales as part of its remit of developing policing policies.

Prisons

There are four prisons in Wales, three of which are managed by HM Prison Service. These are Cardiff Swansea Usk/Prescoed. The fourth, Parc prison, is the only private prison in Wales. It is managed by G4S on behalf of the Prison Service.

Prosecution Service

The Crown Prosecution Service is responsible for prosecuting people in both England and Wales who have been charged by the Police with a criminal offence. The four areas for Prosecution are the same as for Policing.

Probation Service

The National Probation Service for England and Wales comprises of 42 Probation Services throughout England and Wales; in Wales the four Probation Service areas have recently merged to form the Wales Probation Trust.

Youth Justice

The Youth Justice Board for England and Wales is an executive non-departmental public body with the aim of preventing offending by children and young people up to the age of 18. There are 18 Youth Offending Teams working across Wales. These are made up of made up of partnerships involving the Police, Probation Service, Social Services, health, education, drugs and alcohol misuse and housing officers. The Youth Justice Board monitors the youth justice system, promotes effective practice and works with the Welsh Government and agencies in Wales to implement the delivery plan of the joint WAG/YJB 'All Wales Youth Offending Strategy'.

Community Safety

The Community Safety Branch exists primarily to take forward the Assembly's agenda for creating safer communities in Wales, reducing both crime and the fear of crime. In doing this he has control over the Assembly's £100 million Crime Fighting Fund, which will provide a joined up approach to combating crime, the fear of crime and substance misuse.

The Community Safety Branch works closely with the Home Office Crime Reduction Team in Wales. The Welsh Government will create safer communities, reduce the fear of crime, address drug related crime and provide treatment for addicts.

Court Services

The Court Service (HMCS) is an executive agency run by the Ministry of Justice. The agency is responsible for running of most of the courts and tribunals in England and Wales, i.e. Crown, County, Appeals, and provides the necessary services to the judiciary and court users to ensure its impartial and efficient operation. From the 1st April 2007 the Wales Circuit was formed, having broken away from the traditional Wales and Chester Circuit.

Despite a **growing recognition by employers for the need to develop diverse and accessible entry routes** across the sector, and to break down the 'silo' approach to

recruitment, training and continued professional development, it continues to be the case that these **remain, for the most part, designed and delivered separately** by each justice sector strand and employer, much of it in-house, and much of it is unaccredited. This reduces the potential for developing a core of justice-related skills and the ability to transfer these skills from one part of the sector to the other, potentially leading to an inflexible and static workforce on the one hand, and duplication in training on the other, should a worker decide to transfer from one strand to another. The introduction of this project would enable a first step towards an integrated approach across the employer network.

In the course of the first stage of establishing **Sector Skills Agreements** in the four UK nations in 2007, an assessment was carried of the available evidence on skills needs in the sector. The main identified skills needs areas that cut across Wales and the other three nations were:

- **Management and leadership skills** – although considerable investment had been made into training in this area, little evidence was found of long term evaluation of the impact of training, return on investment and value for money across the board, and there was little or no focus on contracting and procurement. In more than one UK country the extent to which management training addressed certain elements within management skills (such as financial, performance, quality and risk management, managing change) was thought to vary considerably between agencies.
- **Multi-agency working** - although this was seen as key to an effective and efficient justice sector, little evidence was found of specific training in this area other than at induction or probation level.
- **IT and computing skills** - whilst national assessments leading to the Sector Skills Agreements noted the importance of, and continuing investment in, this area within the sector
- **Equality, diversity and human rights** – the national assessment reports of England, Wales and Scotland dealt with this area of skill need in terms of race and diversity, and noted that most employers provided training at entry level but there was little evidence of a co-ordinated approach to refresher training, especially on the effects of changing legislation. The Northern Ireland report highlighted the importance of identifying initiatives which developed competence, as well as opportunities for collaborative working in these areas, and stated that a virtual forum would be established by Skills for Justice to promote this work and share best practice.

The Challenges presented to the Skills for Justice Wales Team from discussions with our employers at the Wales Country Group meetings and through the Employment Skills Surveys conducted each year confirm the above

3.1.1 Achieving Efficiencies

Achieving efficiencies is a trend across much of the public sector and Justice is no exception. Cost cutting programmes already under way include the £1 billion Performance and Efficiency Programme within the Ministry of Justice. As the main political parties begin to plan to reduce the deficit, the anticipation among justice sector employers and stakeholders is that many services' **budgets will face a freeze or further reductions**. Whether these cuts and pressures apply evenly across the sector or fall disproportionately on certain areas remains to be known.

Economic circumstances can also drive work volumes in the justice sector. Historically, recessions have been associated with increases in **acquisitive crime**. Areas that remain depressed for longer periods can often suffer from increased substance misuse.

Conversely, economic growth can sometimes be associated with greater amounts of violent crime and disorder, with more young people with money to spend meeting in city centres on Friday and Saturday nights.

Sector employers and stakeholders have identified that, in addition to reducing services, reduced budgets will have consequences for the sector's **capacity to change**. On the one hand, efficiency drives have already led to a certain amount of capability being out-sourced by moving towards **more private and third sector involvement**, which is likely to continue. On the other, if recruitment freezes exacerbate the already ageing profile of the workforce in certain key occupations, vital changes in organisational culture could be delayed, especially as regards **engaging more effectively with young people**. This could affect relationships with young people both as service users and as part of the future workforce.

Providing a cross sector programme for employers would encourage greater collaborative working and by establishing Action Learning Sets (ALS) in order to drive collaborative working, consider and agree ways of sustainability would enable good practice to be embedded into organisations through the active involvement of the managers. ALS will enable participants to identify current processes used across the system, agree solutions to remove any barriers and discuss the concept of collaborative working and what it means for the Justice System. From experience and previous evaluation of ALS we know that the return on investment showed that the programme delivered improvements to both the individuals taking part and the organisations operational performance.

Examples of the benefits from implementing ALS were identified from a programme run in Wales in 2007/2008- some key benefits are listed below:

- A group member from the Borders and Immigration Agency was looking for office accommodation in North Wales; a member of the group was aware and able to offer suitable accommodation.
- Victim support were able to liaise closely with the probation service to offer to run areas of the probation service that they had skills in and also to reduce duplication of effort
- The group was able to provide a consultancy project, through the application of Action Learning to the Domestic Violence Unit in Cardiff. This work involved the setting future strategy and vision for an organisation that has already proved itself as a best practice organisation.
- The group was also able to identify additional EU funding schemes for the Domestic Violence Unit helping it to stabilise its funding in the longer term.
- One delegate gained a promotion from an increase in confidence and presentation which they link directly to the programme.

3.1.2 Potential skills implications for the sector

Employers will be handling and dealing with significant change over the coming months due to the implications of reduction in funding and delivering 'more for less'. Managers will be at the forefront and will be expected to manage a range of activities and tasks. This will have a knock on effect in terms of the skills needed for the sector:

- management and leadership skills to manage downsizing and respond to shifts in demand for services
- a higher volume of skills/training in the private and third sectors to reflect their increasing involvement in service provision
- a need to maintain and update the skills and knowledge of older workers whilst up-skilling newer and younger workers who are required to fill the gaps in experience caused by retirements
- impact on staffing with reduction or freeze in recruiting due to the economic climate
- possibility of flatter hierarchies within organisations reducing prospects for career progression and skills development
- devolving responsibility down to lower grades with insufficient training or skills

3.2 Participants

The project will deliver a programme of opportunities for aspiring, first line, and middle managers and will have particular emphasis on women at different levels including senior and middle management, and team leader levels as part of a Total Integrity Model, which distinguishes integrity, morality, ethics, and legality and where training at one level links to and impacts on training at the other levels. A positive model of integrity provides powerful access to increased performance for individuals, groups, organisations, and societies. This new model, distinguishes all four phenomena - integrity, morality, ethics, and legality - as existing within two separate realms. Integrity is not about good or bad, or right or wrong, or what should or should not be. We distinguish the domain of integrity as the objective state or condition of an object, system, person, group, or organisational entity, and, consistent with the first two of the three definitions in Webster's dictionary, define integrity as a state or condition of being whole, complete, unbroken, unimpaired, sound, perfect condition.

Most Justice Sector training is delivered in house within organisations. The project will complement, not compete with, existing programmes, focussing on soft skills and multi-agency working. Marketing activity will particularly focus on engaging women from BME backgrounds or those with disabilities. The project will target women returning after a career break; evidence suggests that women often return to jobs at a lower level or struggle to return to a role at the same level as they have different priorities. This training will enable women who have recently returned to work following a long break to refresh their skills and rethink their priorities through career coaching.

The majority of individuals working within the Justice sector either live or work in the convergence areas, and are eligible for funding. Employers who work outside of the target area will be encouraged to use capacity in their training budgets to train employees not eligible for this funding.

3.3. Project Impacts

The wider impact will be made on service delivery to the general public. The project will be the vehicle that will bring together the Justice and Community Safety sector organisations, therefore, enabling a change in the silo mentality of working and create and embed, through organisational planning, ways of engaging across the sector. The beneficiaries of this collaborative approach will be the aspiring/first line managers, women returning to work following a long absence who are keen to develop managerial skills, individuals with a range of disabilities and BME groups. The project will provide the necessary support and development that will enable the workforce to be better skilled to manage the challenges of delivering 'more for less' in the light current climate.

The programme will provide models for sustainability, ensuring service delivery is improved and that the general public receive an enhanced experience within the justice system.

The key impacts of the project will be:

1. Improving the delivery of public services through planning, procurement, delivery as outlined in strategies such as 'Making the Connections', Learning for Public Service Delivery and the Beecham review.
2. An agreed and embedded leadership and management development programme across the Justice Sector in Wales that works for under represented groups through a range of learning and development opportunities for women, BME groups and those with disabilities at 1st line / middle management.
3. Deliver significant economies of scale by eliminating the duplication of provision within the sector
4. Bottom line benefits to Justice Sector employers on investing in and developing the skills of front line and middle managers and this impact this has on social cohesion and regeneration.
5. Increased skills levels of those working at first line and middle management level across Justice Service.
6. Career pathways and mobility across Justice Services will be clearer and improved, with a particular focus on increasing performance and capacity of the Justice sector to deliver on reform programmes.
7. A range of first line and middle managers will be able to access skills development and key leadership and management areas, and full qualifications where appropriate.
8. Women's careers prospects will be improved, with a particular focus on increasing the number of managers who are women.
9. Clear delivery against key priorities set out in the Wales Sector Skills Agreement around leadership and management, multi agency working, and career progression.
10. Community Safety Partnerships strengthened and sustainable support networks developed.

3.4 Market Gap and Failure

The project will address three of the four main priorities; the skills felt to be most lacking, as set out in the Wales Justice Sector Skills Assessment (SSA). These areas are multi-agency working, race and diversity and Leadership and Management. To address these skills gaps, the project will implement the sector's preferred solutions, again set out in the SSA, including use of Action Learning Sets, bite size training, and attracting and retaining a diverse workforce.

In 2001, the Equal Opportunities Commission indicated that the gender pay gap in Wales is particularly wide in personal and protective service occupations, primarily because of occupational segregation. Sub-dividing the group goes some way to explaining this. Jobs in personal service occupations are lower paid and primarily filled by women, while protective services occupations (including police, prisons, and fire services) are higher paid and predominantly filled by men. Supporting more women to get in and get on in protective services occupations will impact on closing the gender gap in Wales.

Section 47 of the Sex Discrimination Act 1975 permits single-sex training initiatives to equip people to work in jobs more often carried out by members of the opposite sex. As the training aims to address imbalances in the number of women in the sector, particularly in supervisory and managerial roles, the project proposal meets legislative requirements. Additionally, Section 47(3) makes specific reference to positive action for people who have had a career break which supports inclusion of the work strand for women returners. The Act lists training that is included under these provisions, most of which are work strands in this bid:

- courses to develop confidence or assertiveness
- training in a technique e.g. managing or supervision
- middle management training to encourage women to apply for promotion
- career counselling and guidance for working women or those wishing to return to work
- retraining into areas of skills shortage – especially suitable for women returners

The Equality Bill 2008 will extend measures for employers to ensure their workforce is representative of the communities it serves. The Bill states that “A modern economy thrives in a culture of equality which brings employers the widest labour pool, which sees all participate in the labour market, and recognises that diversity makes us outward facing and helps us compete in a global economy”. Through the action learning sets managers with the opportunity to share organisational approaches on equality and diversity in the workplace, and better understand roles and responsibilities across organisations. By developing their knowledge and understanding they will be better placed to deal with issues around diversity and respond appropriately when dealing with the public and colleagues across the network.

3.5 Consultation

Evidence has been gathered through the employer surveys, carried out each year. The Employer Steering group established to drive the bid met every two weeks during the development of the business plan in order to ensure that the plan is aligned to the business need. Skills for Justice has undertaken a consultation exercise with key stakeholders through the Wales Country Group; membership is made up of employers from across the sector and other senior stakeholders with an interest in Justice in Wales, who set the direction of our strategic plan. Employers within the Justice sector have been consulted individually to identify their needs and are actively involved in shaping the programme. There are pockets of excellence with various employers across the sector and also some instances where employers are yet to make a start in some key areas. The third sector organisations have the most to gain with tight budgets restricting their ability to achieve the standards of Equality & Diversity, Leadership & Management and Environmental Sustainability. Whilst there is a shared recognition of the benefits of the employers working together on Leadership & Management, currently there appears to be no infrastructure and there is a lack of funding to realise this aspiration.

There is significant support for a programme in Wales that will support leadership development at all levels across all partners in Justice, allowing greater flexibility, mobility and joined up services, thus improving the service the general public receive and contributing to regeneration.

4. The Organisation's History and Background

Skills for Justice is a charitable not for profit organisation, established as a charity on the 1st April 2004. We are one of 22 Sector Skills Councils (SSCs), which are independent, UK-wide organisations.

We work with key employers, the Governments of the UK and agencies within the skills system, to better equip workforces with the right skills now and for the future. Our long established relationships with employers and partners across the UK help us to understand the key challenges that employers face. We are licensed by the Secretary of State for Innovation, Education and Skills, in consultation with Ministers in Scotland, Wales and Northern Ireland, to tackle the skills and productivity needs of our sector throughout the UK.

We provide a unique insight and understanding of the sector workforce through high quality Labour Market Information and Intelligence research. We combine our effective research data with policy influences to bring broader thinking to our employer long term skills needs. We work with employers to design and implement fit for purpose solutions for their workforce development and skills needs; once we have agreed the solutions we work with employers to identify any potential funding opportunities to help provide them with a cost effective result.

By understanding the key challenges our employers face we have developed 'families' of solutions:

Setting the Standard: Adopting National Occupational Standards (NOS) as a recognised approach to defining consistent best practice.

Leading Through Change: Developing the ability of leaders to manage the changes they face to achieve their organisation's goals.

Working Through Partnership: Helping employers to adopt a collaborative, multi-agency approach to problem solving in order to achieve success.

Professionalisation: Using NOS as the building blocks, we ensure training offered to potential or current employees if right for the employer.

Equality and Diversity: Ensuring employers embrace equality and diversity to better reflect the local communities it serves and complies with relevant legislation.

4:1 The way we work:

We give responsibility to employers to provide leadership for strategic action to meet their sector's skills and business needs. This will enable employers in our sector to have a far

greater impact on policies affecting skills and productivity, and increased influence with education and training partners.

We agree sector priorities and targets with our employers and partners to address four key goals:

- Reducing skills gaps and shortages
- Improving productivity, business and public service performance
- Increasing opportunities to boost the skills and productivity of everyone in the sector's workforce, including action on equal opportunities
- improve learning supply, including apprenticeships, higher education and national occupational standards

In Wales Justice Issues in general are not devolved, and most of the key Justice sector organisations cover both England and Wales. However, education, lifelong learning and skills is a fully devolved matter and is overseen by Leighton Andrews the Minister for Children, Education and Lifelong Learning and Skills. His Deputy Minister with special responsibility for Skills is Lesley Griffiths AM. Links between the education and training aspects of the Justice sector and the Welsh Government are strengthening rapidly.

The Government of Wales Act 2006 enabled Wales to create a book of law of its very own for the first time since the laws of Hywel Dda in 950 A.D. The Assembly has the power to make laws - known as "Assembly Measures" in 20 fields of government activity. These include local government, culture, economic development, education and training, environment, health and health services and the Welsh language. Full primary law making powers were granted to the Assembly following the referendum, which was held in March 2011.

There is an increasing emphasis on creating specific Welsh strategies on Justice issues so they can be responsive, and form part of the Welsh Governments vision for the creation of a fully inclusive society. For example, Brian Gibbons AM, previously the Minister for Social Justice and Local Government at the Welsh Assembly oversaw issues in relation to community safety and the work of the Community Safety Partnerships; youth crime and the implementation of the All Wales Youth Offending Strategy in partnership with the Youth Justice Board for England and Wales; substance misuse; and the work of the voluntary sector.

The Justice and safer communities sector is central to the political and social environment in Wales and impacts on individuals' quality of life, and sense of well being and security. A diverse range of organisations in the sector, although operating to individual remits, work towards the same broad purpose – the creation and maintenance of a safe, just and stable society. The existence of a safe and low crime environment is critical to the wider Wales economy.

Change is constant and the performance of individuals and organisations in the Justice and Safer Communities Sector is under heightened scrutiny. Change occurs often across the Sector in response to legislative or political drivers, and this has far reaching consequences for the organisation that impacts on all employees. The ability of managers to lead this change, and employees to work in this climate, is critical. This is set against a backdrop of reduced budgets, performance improvement targets, and the push to deliver more for less. This project is critical for our employers in that it will provide a structured approach to

leadership and management across the sector, enabling sharing of best practice and ideas across sector strands and organisations.

5: Project Management and Delivery Arrangements

The project will be managed through a robust and structured approach. In this section we will explain how the project is to be organised managed and delivered. We will detail the processes and operations that are in place to achieve the aims and objectives of the project.

5.1. Project Governance

As the sponsoring organisation Skills for Justice have established a robust project governance structure, the purpose of the structure is to ensure the effective and timely delivery of this programme, related outputs, outcomes and impact.

The project will be overseen by the Employer Led Project Steering Group who will be responsible for project delivery and steering the Programme Manager. The Programme Manager will be responsible for the day to day operations of the project.

Skills for Justice have a project team which provides expert advice, support and takes forward actions on behalf of the Programme Manager to ensure the project is delivered.

The Wales Country Manager will line manage the Programme Manager. The Wales Country Manager will provide in partnership with the Wales Country Group, project assurance.

The tender Board will provide the required level of assurance in the procurement processes to comply with EU regulations.

5.1.2 Employer Led Steering Group

A critical success factor of the project is to ensure effective collaboration between partners, the introduction of the Employer Led Steering Group will ensure this is possible.

In undertaking their function it is the role of the Steering Group to:

- ensure the Programme is aligned to the needs of the Sector
- has ultimate accountability for the successful delivery of the project objectives
- approves the project implementation plan and deliverables
- assist with resolving strategic level issues and risks
- monitor the progress of the project
- advise Skills for Justice of any changes required to meet stakeholder needs

The Steering group will meet on a six weekly basis. The meeting provides the main arena for the conduct of project business and decision making.

5.1.3 Responsibilities

The Steering Group Chair is the project sponsor, should the project sponsor be unable to attend a meeting, the deputy will serve as the Chair.

The responsibilities of the Steering Group Chair are as follows:

- Sets the agenda for each meeting
- liaises with Skills for Justice to ensure agendas and supporting materials are delivered to members in advance of meetings
- makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting
- encourages broad participation from members in discussion

Individual Steering Group members have the following responsibilities:

- understand the aim, objectives and desired outcomes of the project
- understand and represent the interests of project stakeholders
- act on opportunities to communicate positively about the project
- check the project is on track for delivery
- check the project is making sensible financial decisions – especially in procurement
- ensure the project is responding appropriately to issues, risk and proposed project changes.

5.1.5 Programme Manager

A dedicated Programme Manager will be allocated to the project.

Responsibilities

- Report to the Steering Group
- Is accountable to the Steering Group for ensuring that the program produces the required outputs, outcomes and impacts
- Has the authority to manage the programme on a day to day basis
- Active employer engagement to ensure participants are involved in the programme
- Manages finances of the entire programme and provide reporting
- Manages the production of appropriate claims/reports and other project documentation
- Ensures the preparation of project plans and exception reports (if necessary)
- Manages project issues and risks
- Is a member of the Steering Group

5.1.6 Skills for Justice Project Team

The Project team consists of a cross section of experts within Skills for Justice.

Responsibilities

- Report to and advise the Programme Manager on matters relating to the project
- Provide expert advice and guidance before and during project delivery
- Communicate effectively with all interested parties

The Project team will meet on a monthly basis as appropriate.

5.1.7 Wales Country Manager

The Wales Manager has the following responsibilities:

Responsibilities

- Actively engage with key stakeholders
- Manage the interface between the Programme Manager, Steering Group and the Wales Country Group
- Performance manage the Programme Manager
- Provide programme assurance to all stakeholders

5.1.8 Wales Country Group

The Wales Country Group provides links to stakeholder organisations at a strategic level and is instrumental in reducing barriers to success.

5.1.9 Tender Board

The Tender Board design and specify the tender requirements, assess and recommend providers and provide assurance to the Steering Group that the processes are transparent and meet legislative requirements.

5.1.10 Facilities

To ensure the project is effectively delivered we aim to have a dedicated delivery team based in Wales. Skills for Justice do not currently have an appropriate facility to house this team but we hope to have a serviced office facility provided by one of our stakeholder organisations and contribute towards their actual and evidenced costs of operating. This would enhance collaborative and partnership working, particularly if cross sector meetings were taking place.

5.1.11 Mode of Delivery

The project will be delivered over 25 months and is based on providing three delivery modes: tutor led courses, action learning sets and work based learning. Our working hypothesis is that each mode has specific advantages for employers and beneficiaries operating within the sector.

Each mode has been selected through research with the employers whom have been engaging with us for the past five months. As the sector is dealing with budget cuts and

reduction in staff numbers we have ensured the delivery mode is aligned to their needs and gets the best possible outcomes for the beneficiaries.

The full programme outline can be located in Annex 2.

Tutor Led Courses

We have identified a number of core modules that will be tutor led learning. The purpose of this is to provide the knowledge to participants and provide guidance and instruction.

Action Learning Sets

Will be used to ensure that the learning is embedded within the workplace and followed up- this is particularly important for equality impact assessment as a number of employers have this in place however, it is not embedded. This will enable participants to share good practice and overcome barriers. ALS facilitator training will also be given as part of the program in order to enhance workforce sustainability and learning across the sector

Work Based Learning

This will allow the participants to shape their skills and become more versatile in a changing environment. It is particularly useful for experience in terms of the programme in areas such as coaching, where an element of coaching will need to be undertaken. This will also help the employers to start realizing the benefits early as the participants utilise their skills. The impact of this will be a quicker result in terms of impact.

We have considered and may introduce a number of alternative options in terms of delivery, as follows:

- E-learning
- Blended learning

5.1.12 Programme Outline

To support the aims and objectives of the project, we intend to run courses to meet the needs of the employers within the sector.

We will run courses with participants from across the sector to promote multi agency working and share ideas across the sector.

We have worked with employers to identify their skills needs through survey and engagement, this has led to the development of the following programme.

5.1.13 Excellence in Leadership

The programme will be broken down into themes, five themes have been created.

- **Theme 1: Collaboration in the Justice and Community Safety Sector**
- **Theme 2: Environmental Sustainability for Organisations in the Community Safety & Justice Sector**
- **Theme 3: Managing Resources in the Community Safety & Justice Sector**
- **Theme 4: Equality and Diversity for Managers in the Justice and Community Safety Sector**
- **Theme 5: A Managers toolkit for the Justice and Community Safety Sector**

Theme 1 to be compulsory for each new participant and has been mapped to the QCF. The participant group on this course will form an action learning set who would meet up periodically over the life of the project and beyond. They can feed back experiences they have had on the other courses we are running and discuss pathways to learning more.

Courses will use practical examples as well as more traditional methods of delivery in order to engage different learners with a range of learning styles. All of the programs have built in to them a discussion element of 'how is it in your organisation?' All programs will have an element of 'what are you going to change when you get back?' which will be communicated to the manager of the participant.

Evaluation of all programmes will be based on demonstrating return on investment.

10 out of the 11 courses have been mapped to the QCF, with several being mapped to full qualifications

5 out of the 11 courses have been mapped to either level 3 or level 5 qualifications accredited through either ILM or CMI. Where a course has not been mapped to a full qualification participants will be able to accrue credits and suggested pathways to further study are outlined. To ensure double counting of qualifications does not take place, records will be kept of learners and their levels of achievement

6. How outputs & results create the impacts that support the objectives of the relevant priorities.

The priorities of the sector are set out as follows:

- Developing 'in demand' leadership and management skills that will give underrepresented groups a better chance of securing a new job or promotion to a higher level.
- Building confidence is a key part of each training programme which is crucial, particularly for women, BME groups and individuals with a disability to even think about applying for a new job.
- Address key priorities set out in the Wales Sector Skills Agreement around management and leadership, multi agency working, and career progression utilising the sectors preferred leadership and management solution (action learning), bite sized learning, as appropriate and the use of collaborative leadership mode.
- Embedding the learning and knowledge from the project into organisational development plans will be a major contributor to sustainability of the programme.