

Wales Community Rehabilitation Company (CRC)

Welsh Language Annual Report

2016

Wales CRC Welsh Language Scheme 2014 - 2017 Annual Report 2016

Introduction

Wales CRC was created on 1st June 2014 as part of the Government's reform of probation services and has continued to adopt the principle to treat the Welsh and English languages on an equal basis. Wales CRC is therefore committed to bilingualism and mainstreaming Welsh Language activities into the day to day life of the organisation and its business.

Wales CRC acknowledges that language is an essential part of an individual's identity and as a result undertakes to respect the identity of everyone it serves. We also recognise that individuals can express their emotions, needs and requirements more meaningfully in their language of preferred choice.

Wales CRC is owned by Working Links. Working Links are a public, private, voluntary sector organisation committed to help people change their lives for the better also supports our commitment to the Welsh language.

The purpose of this report is to show the development and implementation of the Welsh Language Scheme Action Plan and to show the key areas of progress between 1 April 2015 and 31 March 2016, towards the long term aim of making the Wales CRC a truly bilingual organisation.

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1. Service Delivery

Monitoring the profile of our Welsh language speakers to offenders

Monitoring is carried out on the profile of Welsh speakers at level 4/5 within each Local Delivery Unit (LDU) in comparison with the number of service users within the community.

LDU	Current proportion of employees at level 4/5	Proportion of employees at level 4/5 in 2014/15	Census data on proportion of Welsh speakers
North Wales	31%	28%	26%
Dyfed /Powys	6%	1%	24%
South Wales 1	3%	2%	8%
South Wales 2	4%	1%	8%
Gwent	1%	1%	6%

These figures are positive in comparison with the figures for 2014/15. As there has been limited recruitment, and in recognition of the Learning & Development interventions during this period, the change is as a result of proactively capturing Welsh Language skills levels of existing staff. It is worth highlighting the actual figures as the 1% in Gwent relates to 2 members of staff. In addition there are offices within the LDUs geographical areas where there are no Welsh speakers to the required levels to be able to conduct services in Welsh.

LDU	Current Service Users who identify Welsh as their preferred language	Service users who identified Welsh as their preferred language for 2014/15	Census data on proportion of Welsh speakers
North Wales	7%	10%	26%
Dyfed/Powys	0.5%	0.6%	24%
South Wales 1	0%	0%	8%
South Wales 2	0.2%	0.2%	8%
Gwent	0.8%	0.1%	6%

Recording language choice of service users

Recording the language choice of service users is a specific requirement contained in the action plan of the Wales CRC Welsh Language Scheme. Across Wales there is a total of 163 offenders who have identified Welsh as their preferred language (equating to 1.6% of the total current caseload). The highest proportion of these are in north west Wales where 29% of service users in Gwynedd and 19% in Ynys Mon stated that the Welsh Language was their preferred language.

Whilst the data details a decrease in the number of service users who note Welsh as their preferred language, it is important to consider that the data is in terms of language preference and not if they are Welsh speakers. We would expect the number of Welsh speakers to be higher than the data collected and feedback from staff from the survey of bilingual provision within our programmes also suggest this. A report on this survey is referred to elsewhere within this report.

We are aware that with the implementation of the Welsh Language Standards that there will be a need for us to be more pro-active in enquiring about language preference and this has been discussed in the Welsh Language Forum.

Monitoring our own standard of service

We undertook an audit on our Community Payback service during the year with follow on actions recommended and being delivered. A survey into bilingual provision within our programme delivery has also been undertaken with again recommendations for future actions to drive improvement.

An audit of staff Welsh Language skills across different roles and teams has also been undertaken in order to ascertain our capacity to deliver a bilingual service.

Contact was made with NOMS to attempt to include questions in relation to the Welsh Language within the Offender Management Feedback Questionnaire . Unfortunately this was not possible due to associated timescales and constraints to amend national templates. As a result we are planning alternative methods to obtain service user feedback and are in discussions with our Service User Coordinator in relation to this. The survey from Welsh speaking service users within our programmes was also used for monitoring purposes.

Welsh Language Forum

The Welsh Language forum continued to meet during the year and recruited a further member to the forum. It has been agreed that the forum will combine with the Equality forum from April 2016. This decision was made following consultation with the forum members. It is anticipated that combining both forums will strengthen our work and increase our capacity to work on Welsh Language as well as Equality issues.

2. Promoting and developing a bilingual workplace

Website

Wales CRC continues to upload material once available in both English and Welsh. This is monitored by the Welsh Language & Equalities Coordinator to ensure compliance.

Translation Service

HMCTS continue to provide our translation services. In the period of 1 April 2015 until 31 March 2016, 118 translation requests were made with the majority being for organisational/ promotional materials. Satisfaction with the quality and speed of response of translation work remained good.

Bilingual Greetings/Guidance

Ongoing emphasis is being placed on giving employees the tools to be able to use Welsh in the workplace or how to promote the use of Welsh. Guidance to staff on our commitments to bilingual greetings have been issued as well as a number of newly designed documents uploaded to the intranet to help staff with any Welsh language needs.

Increase the visibility of the Welsh Language internally

To raise awareness and increase the use of Welsh, the Welsh Language & Equalities Coordinator attends management, team and department meetings across Wales to give updates on Welsh language actions and how managers can help to promote bilingualism for staff and service users. This internal promotion has led to more Welsh tweets, newsletter articles and meetings are opened and closed using Welsh. Bilingual agendas for team meetings are now being used. We continue to look at ways to further increase the visibility and use of Welsh within the workplace.

A Welsh Language award was presented to Llinos Williams a Probation Officer at our Colwyn Bay office at the National Eisteddfod. The award was in relation to promoting bilingualism in the workplace. Llinos received commendation for her pro-active work in using Welsh Language in the workplace and for encouraging and assisting others to do so. The work of Llinos and others in Wales CRC assists in developing a bilingual culture within our offices.

Bilingual IT Systems/Software

Working Links, our new owners, will be introducing new IT solutions over the forthcoming year and discussions have taken place with them in terms of bilingual capacity of new systems with advice given to deliver this. No decision surrounding this has been

communicated yet. There has been continued promotion of the use of Cysgliad - the Welsh spelling/grammar checker and comprehensive dictionary package to help to increase staff confidence to produce work in Welsh and to use the language every day in written documents.

Welsh Language and Recruitment

There has been only limited recruitment for the Wales CRC in the last year and checks have confirmed that Job Descriptions and Application forms were bilingually available on our website. We have developed a Welsh Language Skills Strategy to increase our bilingual capacity and ensure consideration of capacity is given in all staff recruitment. Further work will be taken during 2016 in terms of developing a Linguistic Assessment Framework to support this strategy, as well as the ongoing transformation.

Recording/monitoring the Welsh language skills of staff

Staff have been reminded to enter their Welsh Language skills levels in our HR database during the year. Current records show that 100 members of staff have still not entered their information (a reduction from 231 for last year). Welsh Language forum members have now been asked to chase this up at a local level. This information is vital in planning and preparing bilingual provision. During the course of the Welsh Language Audit on Community Payback it was identified that supervisors who are not office based have not got access to the HR Database. As a result an alternative process was implemented in order to gather this information from them. This contributed to the reduction in the number of cases where no information was input.

Skills Audit

An audit of the Welsh Language skills within teams / roles has been taken and can be seen in appendix B. Frequent comparison with this will be analysed during 2016/17 and used as part of the Welsh Language Skills strategy.

Audits

A schedule for frequent audit's of services within the company was developed. Whilst there was enthusiasm for this within the company, unfortunately the ongoing transformation and integration work resulted in not having sufficient resources to deliver this. The audit on Community Payback was undertaken and completed but further audits were suspended. In recognition of the importance of these audits a revised approach was adopted in respect of programmes, in which we undertook a survey of our capacity in this area. This will be used to plan and coordinate further work.

3. Learning and Development

Level 1 Welsh Language skills

6 Welsh Language Level 1 training courses were delivered across Wales during 2015/16 in which 33 members of staff were trained. Since the start of this training we have implemented a Welsh Language Skills Strategy to support future priorities and identify future Welsh Language training. The Welsh Language Skills audit will assist with this analysis.

4. Future Priorities

Wales CRC recognises that Welsh language is an important area of work that will significantly help us to deliver inclusiveness of services that meet the needs of our Welsh language service users, employees and partners. As the integration process between the CRC and Working Links continues, significant change will occur but it is essential to maintain our Welsh identity and develop our culture going forward.

In line with our Welsh Language Scheme 2014 -17, Wales CRC have 4 Welsh language objectives for 2016-17:

Objective 1: : To ensure our systems, processes and procedures support the Welsh Language Scheme

Objective 2: To embed and promote Welsh Language in the organisation to further develop our commitment to becoming a truly bilingual organisation.

Objective 3: To retain, deploy and recruit a workforce to meet the Welsh Language needs of our service users, working towards mirroring communities across Wales

Objective 4: To ensure that the provision of service delivery is met and enhanced through the provision of Welsh Language

Priorities for planned activity in 2016-17 include:

- The continued delivery of Welsh language training

- Publish a revised Working Links Welsh Language Scheme covering both Justice and Employability arms of the business and monitoring of the new system
- Complete Welsh Language audits on areas of the new operating model aligned to implementation to ensure compliance with legislation
- Prepare the organisation for the impending Welsh Language Standards, and proactively respond to the requirements

Legislative duties will be imposed on Wales CRC this year to comply with The Welsh Language Standards from 2017 . These duties will replace the existing Welsh language scheme. The action plan will continue to shape and progress with best practice in service delivery, policy making, operational, promotional and record keeping practices.

**APPENDIX A: WALES CRC WELSH LANGUAGE SCHEME (WLS) 2015 - 16
ACTION PLAN - WORKING TOWARDS BEING A BILINGUAL ORGANISATION**

Objective 1: To ensure language principles are considered in all aspects of work through effective service planning and delivery					
Ref No	Aim	Actions	Owner	Target date	Progress
1.1	To ensure that every scheme, initiative and policy adopted by the Wales CRC complies with the requirements of the Welsh Language scheme	1.Regularly monitor the compliance of new policies & initiatives prior to publication.	Welsh Language& Equalities Coordinator (WLEC)	Q4	Completed. Officers are considering the impact on the language . WLEC is making contact upon development of new initiative to discuss compliance on an on-going basis.
		2. Include Welsh Language provision as consideration within revised EIA process	WLEC	Q1	Completed. New process now in place
1.2	To review, monitor and develop our system of capturing language choice of service users and employees to	1. Review the current system of capturing language choice.	WLEC	Q2	Completed. Has been considered as part of Equality

	ensure we offer a language choice				Audit and fed to Service Improvement Team. Current process has limitations.
		2.Discuss this with NPS and set up mechanism to review and make suggestions for improvement	WLEC	Q2	Completed. Discussed at regional level and at NOMS Level. New Equality Information form will better capture this.
1.3	To consider and improve on our capacity to deliver programmes for service users bilingually	1.Undertake an Equality Audit across programmes leading to recommendations for change.	WLEC	Q3	Partly Completed /Suspended. We acknowledge that bilingual provision needs improving without undertaking an audit. Focus is now on ensuring the new systems provide better bilingual provision. As an alternative measure an investigation has been carried out on bilingual delivery within programmes (1.3.3) with recommendations made.

		2.To discuss recommendations with Welsh Language Forum.	WLEC	Q3	Suspended. See above 1.3.1. Recommendations from the investigation will be shared with the forum.
		3. Undertake a Welsh Language Survey across programmes delivery	WLEC	Q4	Completed This replaces 1.3.1 and 1.3.2 and Office of Welsh Language Commissioner has been informed of this. Report with recommendations published
1.4	To consider and improve on our capacity to deliver Community Payback schemes in both Welsh and English	1.Undertake an Equality Audit across Community Payback leading to recommendations for change. 2.To discuss recommendations with Welsh Language Forum.	WLEC	Q2	Completed Audit completed and action plan responding to recommendations in place.
1.5	To work with other agencies to share and develop good practice	1. Regularly liaise with other agencies to identify and share good practice	WLEC	Q1	Completed Regularly attend Menter Iaith meetings and Equality networks where this is discussed.

		2. To raise awareness within Working Links of our work in respect of the Welsh Language	WLEC	Q2	Completed Now in regular contact with Working Links. Currently working on an integrated Welsh Language Scheme
1.6	To implement a system to make new starters aware of the Welsh Language Scheme , its relevance to them and provide guidance	1.Deliver a presentation at staff inductions for new cohorts.	WLEC	Q2	Completed No new cohorts of staff started recently but have made contact with new starters to make aware of WL obligations.
		2.Review all documentation issued to new starters.	WLEC	Q2	Completed Have reviewed and amended documentation to new starters
		3.Include guidance on the intranet and promote	WLEC	Q2	Completed This is regularly highlighted through the newsletter

1.7	To deliver Welsh Language Audits as part of Equality Audits on specific areas of the business	1.Timetable and carry out a Welsh Language audit as necessary leading to recommendations for change. 2.To discuss recommendations with the Welsh Language Forum.	WLEC WLEC	Q1 Q2-4	Partly completed/Suspended First audit completed and recommendations made. Future audits suspended to allow more resources to ensuring the new integrated system provides for bilingual services.
1.8	To work with Working Links to ensure that Welsh Language provision is considered in the design of new systems	1.Analyse gaps in Welsh Language provision in current systems. 2.Report on the gaps in Welsh Language provision to Working Links	WLEC	Q1	Completed Analysis made of gaps in Working Links provision and to work on improvements. In regular contact with Working Links re Welsh Language and providing advice re standards

Objective 2: To ensure that the standard of service is equal in both languages and to a high a standard.

Ref No	Aim	Actions	Owner	Target date	Progress
2.1	To ensure that Wales CRC has a contracted translation service available for all written and proof	1.Promote the use of translation service and monitor the monthly to ensure value for money	WLEC	Q3	Completed Highlighted as part of Equality

	reading services				Audit and at team meetings .Awaiting decision on a new tender.
2.2	To encourage all Welsh speaking staff to wear a badge/lanyard to indicate to service users that they can speak Welsh or are learning	1.Highlight this to team managers and as part of induction 2. Provide badges/lanyards where necessary	WLEC	Q1	Completed. Mentioned at team meetings and checks also made as part of Equality Audits
2.3	To map a database of partner organisations who can help Wales CRC to deliver services in Welsh to a high standard	1.Identify all partners agencies and make contact to find out if they can provide services in Welsh 2.Create and publish a database directory for Offender Managers to make referrals to organisations who provide services to a high standard of Welsh	WLEC	Q4	Suspended. Our partner agencies will change upon integration and this task will be undertaken at that stage
2.4	To recommend the inclusion of Welsh Language service provision questions in the Offender Management Feedback Questionnaire	1.Design specific questions for the survey asking for detailed feedback on whether the service was offered in Welsh and if so, how the service has been. 2.Analyse the results in conjunction with Service Intelligence & Improvement 3.Gain service user feedback through user group consultation 4.Produce a short report on how we meet our expected service standards for Welsh provision	WLEC	Q3 Q4 Q4 Q4	Partly completed Could not amend the NOMS survey .Agreed with Meg Jenkins to link in with her to analyse Welsh speaking service user experience. Will

					be carried forward to 2016/17.
2.5	To consider staff opinion on whether the standard of our services is equal to both languages	1.Design a staff survey to obtain feedback & analyse results	WLEC	Q2	Completed Survey showed that 82% of staff felt service not equal and that 12% felt that communication and administration with service users in Welsh should be our focus for improvement.
		2.Discuss outcomes at team meetings	WLEC	Q3	Completed This is being discussed at team meetings on an on-going basis. Suggestions for improvements surround training programmes

		3. Produce a short report on how equal the standard of service is and make recommendations for change	WLEC	Q4	Completed Results has been shared via intranet. This analysis has also been incorporated into the work programme on investigation into bilingual delivery within programmes.
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Objective 3: To deliver a consistent approach to bilingualism through effective communications and administrative arrangements.

Ref No	Aim	Actions	Owner	Target date	Progress
3.1	To ensure all Wales CRC employees answer the telephone with a bilingual greeting, in Welsh first and then in English. All answerphone messages to include a bilingual message	1. Provide guidance for all employees in relation to bilingual greetings.	WLEC	Q1	Completed. Periodic guidance appears in newsletter and discussed at team meetings

		2.Arrange Level 1 Welsh training for all reception employees as a priority.	WLEC	Q2	Completed. 6 courses were delivered during the year
		3.Monitor the standard of service via Mystery Shopper exercises and report results to LDU Heads.	WLEC	Q3	Completed Analysis of this when working in different offices concludes that calls were being answered bilingually. However, staff feedback indicates otherwise and this needs to be highlighted again.
3.2	To ensure all Wales CRC employees respond appropriately to telephone calls from the public/service users in Welsh.	1.Ensure every office has an appropriate representation of Welsh speakers to respond to need. Publish a list of employees who can respond to calls in Welsh. Welsh speakers list to be placed on intranet and kept in receptions.	WLEC	Q1	Completed A revised Welsh Language speakers list has been circulated

		2. Each office to keep a database of those wishing to deal with the organisation through the medium of Welsh.	Business Managers	Q1	Completed This is recorded on the system
3.3	To ensure all Wales CRC's public events, advertising & publicity initiatives(including website), design and distribution of leaflets, brochures etc for the public are produced bilingually.	1.When arranging public meetings or events, advance publicity will be bilingual and will explain that contributions will be welcome in Welsh or in English. 2.Simultaneous translation facilities to be available in every public meeting so attendees can contribute in their chosen language 3.Encourage employees who are responsible for publicity campaigns to plan bilingually and to consider the need to show cultural and linguistic sensitivity in the design.	Comms & Engagement Manager	Q3	Completed This is being done as normal procedure
3.4	To review the role of Welsh Language Champions and look to recruit further champions	1. Make proposals as to how the role of Champions can be more utilised and discuss this with the current Champions. 2.Look to recruit further Champions. 3. Plan and coordinate an event for Welsh speaking staff to improve & incorporate/mainstream Welsh into the day to day work of the organisation.	WLEC	Q1	Completed A survey of members has provided information to allow amending the role. The terms of reference of the forum has now changed.
3.5	To prepare for the implementation of the Welsh Language Standards	1.Respond and provide evidence in respect of the Welsh Language Commissioner's Standards Investigation. 2.Brief Senior Managers on any developments in relation to the standards which may impact our service delivery. 3.Produce a short report highlighting the impact for Wales CRC (2016-17) once the standards are known	WLEC	Q2	Completed. Self assessment has been submitted. Report also submitted to SII Team.

3.6	To help raise awareness of Welsh by providing guidance to be used in internal meetings	1.To provide guidance on opening and closing meetings in Welsh 2. To ensure that translation services are available to create a bilingual agenda for meetings 3. To provide a bilingual agenda template.	WLEC	Q1	Completed. Guidance on bilingual agenda templates issued and these are now being used.
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Objective 4: To ensure that our recruitment process is sufficient in provision of Welsh Language skills and accessibility.

Ref No	Aim	Actions	Owner	Target date	Progress
4.1	Wales CRC to recognise linguistic ability as being one of the number of relevant skills when appointing employees	1. Linguistic considerations to be mainstreamed into all Wales CRC's Human Resources processes and procedures.	People & Development	Q2	Completed. Welsh Language Skills Strategy now in place but further work is needed on the linguistic assessment tool used as part of this . As result timetable is not being met.
		2. Inform the People & Development team with the results of the Welsh language service user data to help plan effective recruitment	People & Development	Q2	Completed Considered as part of the skills

					strategy
4.2	Bilingual provision to be available in all recruitment processes	1. Ensure that application forms are available in Welsh on website and intranet.	People & Development	Q3	Completed Only limited recruitment occurred during the year. Role of Personal Support Officer advertised December 2015 included Welsh Language forms and job specifications
		2. Ensure that provision for interviewing in Welsh is built into the procedure	People & Development	Q3	Completed Application forms ask in which language(Welsh or English) they would want the

					interview in
4.3	To ensure that every department has an adequate number of employees to enable them to provide a service in Welsh to Welsh speakers at all times	1.To keep electronic records on the movements(in and out) of Welsh speaking employees within Wales CRC	People & Development	Q2	Completed Report produced to detail skill level per team/department which was used to form the Welsh Language Skills Strategy
4.4	Identify Welsh language gaps/skills in being able to deliver services in Welsh.	1.Undertake an Audit of the bilingual skills of existing employees. 2.Undertake an Audit of the bilingual requirements of posts	WLEC	Q3	Completed An audit of staff has been undertaken and a report with recommendations published
Objective 5: To ensure that the Wales CRC has a continued commitment to Learning & Development for Welsh Language					
Ref No	Aim	Actions	Owner	Target date	Progress
5.1	To ensure that all Wales CRC employees develop their linguistic	1.Provide appropriate Welsh language training to fill linguistic gaps within Wales CRC.	WLEC	Q1	Completed. 6 courses

	skills in Welsh to show basic language courtesy, awareness and sensitivity (reach at least level 1 in the Competency Framework)				delivered during the year .Training courses will continue on an on-going basis
		2. Provide guidance to Senior Managers to be able to use basic language courtesy in Welsh as a minimum.	WLEC	Q2	Completed Guidance on opening/closing meetings provided
5.2	Raise Welsh Language Awareness within the Wales CRC through short refresher training sessions / briefings	1.Arrange Welsh Language Awareness briefings to be provided during management development days/team meetings/short courses for employees who want to learn more about bilingualism and improving the use of Welsh in the workplace	WLEC	Q2	Action changed. See 5.2.2

		2. Arrange Welsh Language Awareness briefings via team meetings and newsletter and to identify training needs as result of this	WLEC	Q4	Completed This replaces 5.2.1 WLEC attending team meetings to discuss this.
Objective 6: To promote communication of the scheme and continued monitoring to ensure compliance					
Ref No	Aim	Actions	Owner	Target date	Progress
6.1	To ensure continued promotion and communication of the Wales CRC Welsh Language Scheme	1.Feature regular communications internally on raising Welsh Language awareness 2. Actively promote training opportunities	WLEC	Q4	Completed Frequent articles appear in the

					newsletter
6.2	To report and monitor complaints and suggestions in respect of the implementation of the Language Scheme	1. Invite contributions or suggestions by holding discussions with staff/service users through appropriate channels. 2. Report on any contributions/suggestions made	WLEC	Q3 Q4	Completed This is raised at team meetings. Contributions relate to Welsh Language Skills Strategy and answering phones bilingually
6.3	To monitor the compliance of the Welsh Language Scheme and produce an Annual Report	1. Regularly report on the progress of the Welsh Language Scheme 2. Prepare and publish the Annual Report of the Welsh Language Scheme to be submitted to the SLT and the Welsh Language Commissioner's Office 3. To regularly inform the Welsh Language forum of progress and achievements	WLEC	Q1-4 Q4 Q1-4	Completed Report will be completed for April 2016

Appendix B – Skills audit of staff

Welsh language is broken down by pay scale for the whole of Wales CRC

Pay scale

	DNA	L0	L1	L2	L3	L4	L5
Band 1	19%	19%	49%	4%	2%	4%	2%
Band 2	24%	13%	51%	2%	0%	7%	2%
Band 3	27%	19%	36%	6%	4%	2%	7%
Band 4	21%	20%	42%	4%	2%	2%	7%
Band 5	19%	19%	46%	2%	2%	4%	8%
Band 6	0%	17%	50%	17%	0%	17%	0%
ACE	21%	7%	64%	0%	7%	0%	0%

In recognition of the service provision by front line employees a more detailed breakdown can be found below by Local Delivery Unit, and by Job Role:

Across Local Delivery Units :

	DNA	L0	L1	L2	L3	L4	L5
Gwent	9%	33%	54%	1%	1%	1%	0%
North Wales	12%	8%	31%	8%	6%	11%	24%
SW1	28%	25%	41%	2%	0%	2%	1%
SW2	32%	13%	43%	5%	2%	3%	2%
Dyfed/Powys	22%	7%	52%	7%	3%	3%	5%
Corporate Services	15%	23%	51%	2%	4%	0%	6%

Probation Service Officers

	DNA	L0	L1	L2	L3	L4	L5
Gwent	14%	27%	55%	0%	0%	5%	0%
North Wales	12%	0%	20%	8%	8%	20%	32%
Dyfed/Powys	31%	0%	46%	8%	8%	0%	8%
SW1	33%	29%	38%	0%	0%	0%	0%
SW2	47%	12%	30%	5%	5%	2%	0%

Probation Officers

	DNA	L0	L1	L2	L3	L4	L5
Gwent	10%	25%	65%	0%	0%	0%	0%
North Wales	11%	11%	42%	5%	5%	0%	26%
Dyfed/Powys	20%	10%	60%	10%	0%	0%	0%
SW1	18%	35%	35%	6%	6%	0%	0%
SW2	30%	26%	37%	1%	0%	0%	1%

Community Payback Supervisors

	DNA	L0	L1	L2	L3	L4	L5
Gwent	14%	64%	14%	0%	7%	0%	0%
North Wales	20%	7%	40%	0%	7%	0%	27%
Dyfed/Powys	27%	18%	36%	0%	18%	0%	0%
SW1	73%	0%	27%	0%	0%	0%	0%
SW2	56%	17%	22%	4%	0%	0%	0%

Community Payback Officers

	DNA	L0	L1	L2	L3	L4	L5
Gwent	0%	80%	0%	0%	0%	0%	20%
North Wales	0%	0%	71%	14%	0%	0%	14%

Dyfed/Powys	25%	0%	25%	25%	25%	0	0
SW1	40%	0%	40%	0	0	0	20%
SW2	50%	30%	10%	10%	0	0	0

Administrative Staff

	DNA	L0	L1	L2	L3	L4	L5
Gwent	0%	37%	63%	0%	0%	0%	0%
North Wales	6%	18%	47%	6%	6%	12%	6%
Dyfed/Powys	0%	0%	71%	0%	7%	14%	7%
SW1	18%	6%	65%	0%	0%	6%	6%
SW2	26%	4%	56%	7%	0%	4%	4%
Community Payback	0%	25%	75%	0%	0%	0%	0%
Corporate Services	0%	25%	75%	0%	0%	0%	0%