



# Cambrian Training Company Welsh Language Scheme

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Prepared in accordance with the  
1993 Welsh Language Act

## **OPENING STATEMENT**

The Scheme received the Welsh Language Board's full approval under Section 14 (1) of the Act on 27 January 2011.

Cambrian Training Company has adopted the principle that in the conduct of public business in Wales it will treat Welsh and English on a basis of equality. This Scheme sets out how the Company will implement that principle in the provision of services to the public in Wales.

Cambrian Training Company recognises that individuals can express their views and needs better in their preferred language and that enabling them to use their preferred language is a matter of good practice rather than a concession and that the denial of that right could place them at a real disadvantage. Cambrian Training Company will therefore offer the public the right to choose which language to use in all dealings with it and will also apply this principle to its expectations of the bodies with whom it deals.

### **1. INTRODUCTION TO CAMBRIAN TRAINING COMPANY**

Cambrian Training Company was established as a wholly owned subsidiary of Mid Wales Tourism in 1995. The Company's remit is to deliver work based learning and training to individuals through funded contracts from the Welsh Assembly Government. The focus of the Company's work is in the areas of hospitality, food and drink manufacturing, catering/butchery, retail distribution and warehousing, customer services/call handling, and management. In 1998 the Company extended its client base to include delivery of work based learning and training to the ferry operator Stena Line.

In early 2002 Cambrian Training Company set up a Centre of Excellence to raise the skills levels amongst chefs and cooks within the region, and to promote the preparation and sale of regional produce. The centre includes a demonstration kitchen, lecture facilities and a meat preparation area.

The Company has six strategically placed operational offices including the Centre of Excellence within Wales. These offices are located in Welshpool, Holyhead, Aberaeron, Milford Haven and Brecon. The Company employs approximately 42 employees throughout Wales, 30% of whom are Welsh speaking. This percentage ratio of Welsh speaking staff is currently higher than the overall amount of Welsh speakers across Wales. A copy of the current organisational chart can be found in Appendix 1. The table below provides a breakdown in both number and in percentage terms showing the Welsh speaking staff in the different roles within the Company.

<b>Job Roles</b>	<b>Total</b>	<b>Bilingual</b>	<b>% Bilingual</b>
Directors	3	2	66.66%
Managers	11	2	18.18%
Training Officers	22	7	31.81%
Administration Staff	6	2	33.33%
<b>Total</b>	<b>42</b>	<b>13</b>	<b>30.95%</b>

The Company's mission is to provide quality training, supporting people, improving prospects. Whilst our vision is leading through learning and development to a sustainable future for all. Both an English and Welsh Version of the Company's Mission Statement can be found in Appendix 2.

**The Company's aim is to agree priorities and targets with its learners 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 region, including action on equal opportunities
- Improving learning supply, including apprenticeships, higher education and national occupational standards

## 2. SERVICE PLANNING AND DELIVERY

### 2.1 New Policies and Initiatives

In devising new policies and initiatives, Cambrian Training Company will:

- **assess** the linguistic effect of any new policies and initiatives and **ensure** that they are consistent with the Welsh Language Scheme,
- **ensure** that the measures contained in the Scheme are applied to new policies and initiatives when they are implemented
- **ensure** that no new policy or initiative undermines the Company's Welsh Language Scheme or the Language Scheme of other providers
- promote and facilitate the use of Welsh wherever possible and will move closer to implementing the principle of equality fully at every opportunity
- **consult** with the Welsh Language Board in advance regarding proposals that will affect the Scheme or the Scheme of any other public body. The Scheme will not be altered without the Board's agreement.
- **ensure** that not only those involved in formulating the policy will be aware of the Scheme and of Cambrian Training Company's responsibilities under the Welsh Language Act 1993, but that all of the Company's necessary and relevant staff will be made aware of the Scheme. This will be accomplished by the Finance Director who will raise awareness and of language sensitivity by:
  - i. Organising one-to-one meetings with all Directors/Managers to explain how the Scheme will affect their work
  - ii. Announcing to all staff in Team, Management and Director meetings that the Scheme will be implemented
  - iii. All (Heads of department/managers) will be expected to brief their staffing complement on the implications of the Scheme to themselves and more importantly to Cambrian Training Company
  - iv. Conducting an annual update and revision of the Scheme with the Welsh Language Working Group to ensure that they understand what is required and monitor effectiveness of the implementation of the Scheme

- v. Including the Welsh Language Scheme as part of the induction training for each new member of staff appointed to Cambrian Training Company. All new starters will receive a hard copy of the document as part of the induction process.
- vi. Devising a hard-copy version and electronic version of the Scheme and disseminating it to all staff
- vii. Publishing the Scheme on the Company's intranet and website

## **2.2 Standards of Quality**

- 3.2.1. Services provided in English or Welsh will be of an equally high standard and equally prompt. When assessing and measuring the standards and effectiveness of its service in Welsh, Cambrian Training Company will employ exactly the same "performance indicators" as those utilised with regard to its services in English.
- 3.2.2 These standards and their implementation will be monitored as outlined in section 3.1.1
- 3.2.3 The implementation of the Scheme and the Company's commitment to linguistic equality will be published in the organisation's business plans, promotional material, newsletters and the Company's website.
- 3.2.4 Cambrian Training Company will ensure consistency in the standards of services in Welsh provided by the organisation in different localities.

## **2.3 Provision of Bilingual Services**

- 3.3.1 Cambrian Training Company believes that it is fair and reasonable for the public to expect to receive its services in Welsh or English according to the choice of the individual. Although currently unable to offer this fair and reasonable choice at all times to the public, Cambrian Training Company is committed to putting in place arrangements which will eventually enable it to provide every service to the public equally, effectively, conveniently and comprehensively in Welsh and English.

3.3.2 To this end, Cambrian Training Company will undertake an audit of the way in which each of its services to the public is organised, in order to determine how it may best proceed towards implementing the principle of equality. It will accord initial priority to the need to ensure that those staff who have the greatest degree of contact with the public, whether face to face, by telephone, by correspondence or by other means, are able to communicate bilingually.

#### **4. Company Profile**

##### **4.1 Background**

Cambrian Training Company is a private limited company established in 1995. The Company is currently under contract with the Welsh Assembly Government (WAG) to deliver work based learning (WBL) programmes in a wide range of occupational areas throughout Wales. The Company also delivers courses to customers on a commercial basis such as Food Safety, BIIAB Personal Licence Holders, and Health and Safety through accredited awarding bodies. The company currently employs 42 employees of which 12 employees work on a part time basis representing approximately 28.5% of the workforce.

The company's aims are as follows:

- To develop, promote and deliver a wide range of bilingual learning options relevant to the needs of individuals, businesses and communities and linked to national, regional, area, sector and occupational priorities.
- To widen participation in learning, raising demand for learning in the workplace by providing, in partnership with other providers and stakeholders, inclusive lifelong learning opportunities that is responsive to the needs of individuals and businesses.
- To develop a total quality culture based upon robust quality management systems incorporating continuous quality and performance improvement and accountability.
- To develop Management Information Systems to ensure current, accurate, timely and reliable data is immediately available to inform management decisions, properly evidenced and transparent to support funding claims and sufficiently broad and detailed to meet the current and future needs of stakeholders.

- To continue to improve the learning environment and facilities for learners by the acquisition and deployment of resources, regular monitoring of employer sites and providing company staff and learners safe and pleasant working conditions conducive to effective learning.
- To develop a team of highly motivated, flexible and professionally competent people, whose chief priority is to encourage and help learners realise their full potential, through staffing structures incorporating staff career progression and development with appraisals and training as key features.
- To maintain financial health and probity operating the Company with integrity and honesty, within the law, and with due regard to corporate social and moral responsibilities by effective, efficient and responsive management of all aspects of company operations.

#### **4.2 Associated Policies**

Equality, Diversity and Dignity at Work Policy

Recruitment and Selection Policy and Procedures

#### **4.3 Responsibilities**

The Company has established a Welsh Working Group which is lead by the Finance Director who has been appointed as the company's Welsh Language Co-ordinator with the following responsibilities:

- Implementing, monitoring and evaluating the effectiveness of the scheme.
- Setting targets for the greater use of the Welsh language in the work based learning and assessment process and for ensuring targets are achieved and the Welsh Language provision developed year on year.
- Liaising with external organisations and ensuring quality translation service is available to assist in the development and implementation of the scheme.

The PA to Board has been appointed as the company's Welsh Language Champion and is responsible for:

- Assisting the Welsh Language Co-ordinator in meeting the obligations of the scheme, driving efficient, consistent delivery of the scheme.
- Tackling specific Welsh Language issues and finding solutions.
- Provide leadership in promoting the use of the Welsh Language within and without the company.
- Sharing good practices, encouraging and supporting staff in improving their own and learners' Welsh Language skills.
- Carrying out translations and, where necessary, arranging translation via professional agencies.

A permanent Welsh Working **Group** has been established and will be chaired by the Welsh Language Co-ordinator. Group members will include the Welsh Language Co-ordinator, the Welsh Language Champion and the four Mentors. The Chair will co-opt additional members to the Group as required. The Group will meet at least on a quarterly basis to:

- Review and evaluate effectiveness of current practice and resources.
- Identify areas for improvement and development and propose solutions.
- Review staff Welsh language skills and progress being made by staff learning and improving their Welsh language skills.
- Identify priority areas and propose resource allocation and future developments.
- Assist the Welsh Language Co-ordinator in analysing and rectifying any complaints, and in providing quarterly reports to the Board of Directors and Management Team and an annual report to the Welsh Language Board and Board of Directors.



#### 4.4 **Geographical Delivery Area – Linguistic Background**

**North Wales** - According to the 2001 census, 35% of the population of North Wales could speak, read or write Welsh. 36% said they were able to understand spoken Welsh. The percentage of Welsh speakers in the western part of the area is significantly higher than those living in the east of the area. For example, the percentage of Welsh speakers living in Gwynedd and Anglesey (2001 census) is 69% and 60.1% respectively, compared with 14.4% and 14.6% respectively in Flintshire and Wrexham.

**Mid Wales** – According to the 2001 census, 21.1% of the population of Powys was able to speak Welsh. An increase of 0.5% between 1991 and 2001. The highest percentages of Welsh speakers live in wards in the Dyfi, Banw and Tanat valleys in Montgomeryshire and in the Ystradgynlais area. While there has been an increase in the percentage of Welsh speakers in some areas of mid Wales between 1991 and 2001, there has been a sharp decline in others. One positive aspect is that according to the 2001 census 40.8% of Welsh speakers in Wales were between 5 and 15 years old.

**South West Wales** – According to the 2001 census, Carmarthenshire had the largest number of Welsh speakers with 50.3% of the population able to speak Welsh. There was a decline of Welsh speakers of 4.5% between 1991 and 2001 but within Pembrokeshire the number of Welsh speakers increased from 18.3% to 21.8% between 1991 and 2001.

**South East Wales** – The areas we deliver training in South East Wales are amongst those with the lowest level of incidence of Welsh speakers in Wales. According to the 2001 census, just 14% of the population of Torfaen were with one or more skills in the Welsh language and only 13% of the populations of Newport, Blaenau Gwent and Monmouthshire.

**All Wales** – According to the 2001 census there are around 582,400 (21% of the population) Welsh speakers in Wales and its expected that it will have increased when the next census is taken in 2011, especially amongst young people where the biggest growth is already being experienced. A survey commissioned by the Welsh Language Board in 2000 found that 75% of respondents believed the Welsh language has a future as a living language for the foreseeable future, a high percentage also foresee an increase in the demand for bilingual skills in education, local authority and in the health service.

#### **4.5 Bilingual Provision**

Of the Company's total learners in learning during 2009/10, 6% (30 learners) were first language Welsh speakers, 17% (82 learners were welsh speakers – not fluent, 10% (51% learners) were fluent welsh speakers. During their initial assessment 0.1% (1 learner) of Welsh speakers had declared that Welsh was their preferred language of learning and had expressed a preference of having their progress reviews and assessments conducted orally in Welsh but written English. 99% (132 learners) of Welsh speakers had recorded English as their preferred language of learning .The Company would encourage Welsh speakers to complete their learning programme through the medium of Welsh or at least aspects of the programme.

Bilingual provision is available in all the WBL programmes we deliver in Wales. The Company endeavours to have at least one proficient Welsh speaking Training Co-ordinator in each of the occupational areas it offers. English speaking Training Co-ordinators are appointed a Welsh speaking mentor to ensure all Welsh speaking learners have equal opportunities to use and improve their Welsh language skills.

#### **4.6 Partnerships**

The Company has over a number of years developed effective working relationships with different organisations within the learning process to help provide co-ordinated bilingual learning opportunities which meets the needs of learners.

Staff work closely with Sgiliaith, Menter Maldwyn, and Meta the company we use to translate in translating and developing bilingual learning resources, learner induction and assessment documents and underpinning knowledge questions for selected apprenticeship programmes.

The Company has developed effective partnerships with employers throughout its areas of operations, delivering learning on employer sites, offering advice and support, and organising employer and learner forums to discuss and make recommendations on a range of issues including bilingualism.

The Company has also developed links with the following organisations in the development of its Welsh language provision:

- DCELLS/WAG
- Awarding Bodies
- Mid Wales Tourism
- Sector Skills Councils
- Careers Companies
- Skills Cymru

## **5. Service Planning and Delivery**

### **5.1 New Policies and Initiatives**

- When planning, formulating and reviewing new policies, procedures or initiatives consideration will be given to their linguistic impact.
- The Company ensures that new policies and initiatives will promote and facilitate the use of Welsh wherever possible and move closer to implementing the principle of full equality at every opportunity.
- The Company ensures that any new policies and initiatives are consistent with this Scheme and do not undermine it or the Welsh Language Scheme/Policy of other providers.
- All members of staff and advisors involved in formulating new policies, procedures and initiatives will receive a copy of the Company's Welsh Language Scheme, and made fully aware of the linguistic requirements of new policies.

- The Company will consult with the Welsh Language Board before hand regarding any changes that might affect this Scheme and will not amend the Scheme without the Board's agreement.

## **5.2 Standards of Quality**

- The Company is committed to delivering an equally high quality service in Welsh and English throughout the work of the Company. This principle will be stated in key documents such as the Self-Assessment Report, Quality Development Plan and Mission Statement.
- When assessing and measuring the standards and effectiveness of its service in Welsh, the Company will employ exactly the same performance indicators as those used to measure its services in English.
- The Company will ensure that the quality of services offered in Welsh, in all areas, is consistent through its vigorous on-going internal evaluation and annual self-assessment processes.

## **5.3 Delivery of Services**

- As a training provider in Wales, we promote bilingualism to our staff, learners, sub-contractors and stakeholders and actively promote the use of the language in all aspects of training and assessment and provide our staff and learners with opportunities to use and improve their bilingual skills.
- We believe that having sufficient numbers of Welsh speaking trainers/assessors, who are confident in their bilingual ability to actively encourage and support learners and employers in using Welsh in the learning process, is key to successful promotion of bilingualism, and in extending real opportunities for learners to use and improve their Welsh language skills in the workplace.

- Welsh speaking staff are encouraged to improve their Welsh language skills and non-Welsh speaking staff to learn Welsh. Courses are arranged for staff who are Welsh learners and improver training for Welsh speakers. We are working in partnership with **Sgiliaith** to *provide Welsh speaking assessors/tutors with programmes of learning designed to improve their oral and writing skills.*
- *We are also working in partnership with Aberystwyth University who deliver Welsh for Adults Courses where one member of staff is attending the classes. This will be offered and discussed at the yearly Professional Development meetings.*
- We currently have at least one bilingual Training Co-coordinator/assessor in each occupational area we deliver and each team of trainers/assessors...
- Bilingual staffs translate internal documentation including learning materials and assessment documents. Professional translation services are widely used for large volume work or for work requiring a more specialist approach. **Cysill** and **Cysgeir** are also available to staff and learners.
- We are committed to advising learners at first contact regarding the availability of Welsh delivery of different components of frameworks/programmes.
- The advantages of learning and using the Welsh language in the workplace are promoted to learners during induction to their programme and thereafter throughout the duration of the programme in order to encourage them to follow their programme, or part of, bilingually wherever possible.
- Within the Learner Induction and the Basic Skills initial assessments and Communication and Numeracy skills are available in both languages.
- We identify and record learners preferred language of learning during initial assessment and wherever possible deliver learning according to preference. Where possible, learners will be assigned to Welsh speaking assessors/tutors for all or part of their learning programme. Where this is not possible due to a limited number of Welsh speaking assessors being available and/or geographical constraints, one or more of the following options may be adopted as appropriate:
  - (i) Transfer of learners to Welsh speaking assessors

- (ii) Welsh speaking assessors in one workplace being made available to assist another workplace when required
  - (iii) Sharing services of Welsh speakers with other learning providers providing the same service, or purchasing the service from them.
  - (iv) Purchasing the services of sessional assessors/tutors.
  - (v) Transferring the learner to another provider offering the same service if that is the learner's choice.
- The Company actively encourage all Welsh speaking learners to complete at least one framework/programme learning activity in Welsh as induction starter packs are available in both languages.

**We are currently able to meet learner Welsh preference in providing:**

- (i) Bilingual Review Forms
  - (ii) Learning resources, knowledge packs and assignments in both Welsh and English for the occupational areas we deliver.
  - (iii) NVQ standards have currently been reviewed due to the introduction of the QCF qualifications and Essential Skills Wales, and we are waiting on the awarding bodies to confirm the standards available in Welsh.
- English standards are interpreted and explained orally in Welsh according to learner preference.

**We provide opportunities for learners to:**

- 6.2.1 Receive assessment in written and/or verbal Welsh
- 6.2.2 Have their progress reviews carried out in written and/or verbal Welsh
- 6.2.3 Answer knowledge question or other questions verbally in Welsh
- 6.2.4 Carry out part or all of course assignments in Welsh
- 6.2.5 Have their work internally verified in Welsh
- 6.2.6 Respond in Welsh or in English in group sessions
- 6.2.7 Take external tests in Welsh at the learners request where available and have one-to-one tutorial, feedback, discussion and/or guidance in Welsh

- The Company is committed to ensuring support and guidance is available to learners in Welsh or English, including careers advice, personal counselling and information about such matters as health, financial advice, drugs and sex.
- Efforts are made to ensure that any external speaker invited to address learners is able to speak Welsh.
- The Company is committed to continue to strengthen and extend its Welsh provision to all occupational and geographical areas. This can be for whole or part programmes, knowledge or assessment elements of programmes. We are committed to move the bilingual agenda forward and work at negating the constraints imposed by the availability of assessors/tutors with the relevant combined occupational and bilingual skills, availability of Welsh-medium and bilingual learning resources and the reluctance of Welsh speaking apprentices to wholly engage in bilingualism.
- The Company has adopted the definition of bilingual generally used by F.E. Colleges. Thus, “A course is deemed to be bilingual where a minimum of two of the three elements which make up the learning experience are provided in both Welsh and English. The three elements are: **Teaching, Assessment and Resources**”  
It is against this definition that the Company will measure its existing provision and future development.

## **6. DEALING WITH WELSH SPEAKING PUBLIC**

### **6.1 Written Correspondence**

- 6.1.1 Cambrian Training Company will welcome correspondence in either English or Welsh. The Company’s official headed paper will include a statement in both languages making it clear that correspondence is welcome in either Welsh or English.
- 6.1.2 The time target (set at 5 days) will be the same when replying to Welsh letters as for replying to English letters. Correspondence through the medium of Welsh will not in itself lead to any delay.
- 6.1.3 Every letter received in Welsh will be given a signed reply in Welsh.

- 6.1.4 All correspondence following a telephone or face-to-face conversation in Welsh or a meeting where it was established that Welsh is the preferred language of the person, although the discussion may not have been held through the medium of Welsh, will be in Welsh.
- 6.1.5 All correspondence with a member of the public will be initiated in his/her preferred language if known.
- If preferred language of recipient is unknown, initial correspondence from Cambrian Training Company will be bilingual.
  - Cambrian Training Company will compile a database of those wishing to receive correspondence through the medium of Welsh
- 6.1.6 All circular and standard letters distributed by Cambrian Training Company to the public will be bilingual.
- 6.1.7 Arrangements will be made to translate correspondence as needed in order to respond to correspondence promptly and in the original language. Staff will be issued with detailed guidance of how this will be accomplished.
- 6.1.8 Cambrian Training Company will use a nominated member of staff within the organisation who will be responsible for the translation of material. In the case where the Company may not have a nominated member of staff to translate material an external translator will be sought who will subsequently agree with the agreed timescale.

## **6.2 Electronic Communication**

- 6.2.1 The principles outlined in section 5.1 will also be employed when communicating electronically.
- 6.2.2 When new communication and storage methods are being set up on Company computers, the ability of software to deal with more than one language in commands and entries will be a factor considered when purchasing new software, particularly so if such systems are to provide a bilingual output/service.



### **6.3 Telephone Calls**

- 6.3.1 Cambrian Training Company will provide a telephone answering service that will give a bilingual greeting and will welcome and deal with telephone enquiries to the office in Welsh or English. Non-Welsh speakers within the Company will be provided with guidance on dealing with Welsh telephone calls (e.g. issuing an internal directory of all Welsh speaking staff to whom calls will be transferred). But if a member of the public wishes to speak Welsh and relevant Welsh speaking staff are unavailable they will have the following options, an offer to return the call within a specified period; submitting their enquiry in written form in Welsh in order that they can receive a written response in Welsh; of explaining the enquiry fully in English and receiving a written reply in Welsh, or of continuing the call in English. Welsh speaking members of staff can be identified on the Company's Organisational Chart (Appendix 1).
- 6.3.2 It will be the duty of those who respond to telephone calls on behalf of Cambrian Training Company to ensure that they do not cause telephone callers to feel that they are a nuisance or causing inconvenience because of their wish to communicate in Welsh.
- 6.3.3 All instructions and answering service messages will be recorded bilingually.
- 6.3.4 The time target (set at 5 working days) will be the same when replying to Welsh telephone enquiries as for replying to English telephone enquiries.

### **6.4 Public Meetings**

- 6.4.1 As Cambrian Training Company will be conducting public meetings in Wales, contributions are welcomed in either Welsh or English. This will be stated clearly on all notices that inform or publicise the meeting and attendees will also be informed of this language choice at the beginning of the meeting.
- 6.4.2 The only exception to the above provision will be meetings at which it is known beforehand that there will be no need for a translator, either:
- (b) Because everyone present understands Welsh.
  - (c) Because everyone present is a non-Welsh speaker.

(d) It is known that English is the preferred language of everyone who will be present.

- 6.4.3 All literature (invitation, summons, advertisement) publicising the meeting will be bilingual.
- 6.4.4 When publicising any meetings, all literature will include a footnote stating that Cambrian Training Company welcomes contributions in Welsh or English. But those proposing to attend will be asked to inform the Company beforehand in which language they wish to speak as simultaneous translation facilities will then be organised if necessary.
- 6.4.5 If it is not known beforehand who will be attending the meeting and whether or not anyone will wish to speak Welsh, the organiser of the meeting will decide according to his/her discretion whether a simultaneous translation service should be provided or not. That decision will be based on the nature of the meeting, geographical location, likely attendees and previous experience of similar meetings. If there is still substantial uncertainty, then the decision will be in favour of providing a simultaneous translation service.
- 6.4.6 Any written materials such as leaflets, agendas or acetates that are used in the Company's public meetings will be bilingual.
- 6.4.7 All requests for information in relation to meetings will be responded to in the preferred language of the individual.
- 6.4.8 Cambrian Training Company will ensure the presence of one Welsh speaking staff to welcome and facilitate the use of the Welsh language among the meeting's attendants and participants. The member of staff will wear "Working Welsh" badges to indicate that they are fluent in Welsh or are learning Welsh.

## **6.5 Non-public Meetings**

6.5.1 Any person who wishes to conduct private or one-to-one meetings with Cambrian Training Company are welcome to do so in either Welsh or English.

6.5.2 A language choice will be offered when arranging meetings, and if Welsh be the requested medium, appropriate arrangements will be made with an appropriate Welsh speaking member of staff.

6.5.3 By offering a language choice, Cambrian Training Company recognises:

- That individuals can express their views and needs better in their preferred language.
- That enabling individuals to use their preferred language is a matter of good practice, not a concession.
- That denying them the right to use their preferred language could place individuals at a real disadvantage.

6.5.4 The above measures are applicable to all kinds of non-public meetings.

## **7. CAMBRIAN TRAINING COMPANY'S PUBLIC FACE**

### **7.1 Corporate Identity**

7.1.1 Cambrian Training Company will adopt a bilingual corporate identity.

7.1.2 This includes the Company's name, its address, logo, visual identity, corporate slogan and any other standard information which is to be used on:

- i) Letter headed paper, fax paper, compliment slips, E-mail signatures.
- ii) All promotional / advertising material (i.e. flyers, posters, leaflets e.t.c.) in the public domain.
- iii) Business cards, invitations, I.D. badges etc.

### **7.2 Website**

7.2.1 At present, Cambrian Training's website has no bilingual element other than the homepage. Our normal practice will be to provide Welsh versions of the interactive pages on our website where possible. However, the Company will endeavour to address this, and in the future will be seeking to upgrade our website bilingually. This

will be set into our implementation plan for the next 12 months. As new Newsletters and updates are issued the company will ensure they are issued bilingually on the website.

### **7.3 Signage**

- 7.3.1 Cambrian Training Company will ensure that all new and replacement information signs within the curtilage of Company property will be bilingual. This will include bilingual signs in reception areas informing the public of their right to use Welsh or English, and all office areas.
- 7.3.2 Cambrian Training Company will ensure that both languages are treated equally in terms of size, quality, legibility and prominence.
- 7.3.3 Although bilingual signs are the preferred option, separate Welsh and English signs will, if issued, be equal in terms of size, quality, legibility and prominence.
- 7.3.4 All bilingual and separate Welsh version signage will be proofread by an approved translator in order to ensure consistency in the standard of Welsh
- 7.3.5 These measures are applicable to both permanent and temporary signage.

### **7.4 Publishing and Printing Material to be distributed to the public in Wales**

- 7.4.1 At present, Cambrian Training Company does not publish all its documents aimed at the public in Wales bilingually. However, our mid-long term aim is to ensure that all the publications distributed to the public in Wales will be issued bilingually in a single document. The versions will be printed side-by-side where possible to facilitate easy cross-reference, distribution and offer language choice.
- 7.4.2 When a priced document is issued in bilingual format, its price will not be greater than a single language version of that document.
- 7.4.3 Although bilingual publications are the preferred option, when Welsh and English versions are published separately, they will be issued simultaneously, distributed together, and be equally accessible.
- 7.4.4 Each separate version will carry a message that the publication is also available in the alternative language.

- 7.4.5 The price of the Welsh version of a document will not be greater than the price of the English version.
- 7.4.6 All staff, consultants, designers and publishers will be provided with written guidance (e.g. *A Guide to Bilingual Design*) for dealing with bilingual publications.
- 7.4.7 All bilingual and separate Welsh version publications will be proofread by an approved translator in order to ensure consistency in the standard of Welsh.

## **7.5 Forms and Associated Explanatory Material**

- 7.5.1 At present, Cambrian Training Company does not publish all its forms and associated explanatory material documents aimed at the public in Wales bilingually. However, our mid-long term aim is to ensure that all the publications distributed to the public in Wales will be issued bilingually in a single document. The versions will be printed side-by-side where possible to facilitate easy cross-reference, distribution and offer language choice.
- 7.5.2 All of the above publications will comply with commitments 6.4.2 to 6.4.7

## **7.6 Press Releases**

- 7.6.1 It is the Company's mid-long term aim that all advertisement and statements issued by Cambrian Training Company to the press and media in Wales will be fully bilingual.
- 7.6.2 All press releases and notices to all the press and media in Wales will be sent out in English to those media known to be monolingual English and in Welsh to those media known to be monolingual Welsh.
- 7.6.3 Arrangements to facilitate the above provision will be organised by:

**Finance Director  
Cambrian Training Company  
The Offices @ Coed-y-Dinas  
Welshpool  
Powys  
SY21 8RP**

## **7.7 Advertising and Publicity Activities**

- 7.7.1 Cambrian Training Company will conduct advertising and publicity activities in Wales bilingually in a manner that treats the two languages on a basis of equality. The Company will adhere to the commitments given within this Scheme (under section 7.4) with regard to such publications.

7.7.2 The following will be produced bilingually:

- All publicity literature aimed at the general public
- Direct mailing including promotional material and surveys
- Media / press advertising
- Public surveys
- Direct marketing campaigns
- Exhibition and information stands
- Poster advertising

7.7.3 Cambrian Training Company will ensure the presence of one Welsh speaking staff to welcome and facilitate the use of the Welsh language in all its public activities. The member of staff will wear “Working Welsh” badges to indicate that they can communicate in Welsh or are learning.

## **7.8 Public Notices and Staff recruitment advertising**

7.8.1 Cambrian Training Company’s mid-long term aim will ensure that all public notices will appear in Wales with Welsh and English versions shown together and be equal in terms of format, size, quality, legibility and prominence: be that ‘in the press’, on notice boards or otherwise.

7.8.2 The following will be exempt from the above arrangements:

- Public notices appearing in Welsh language publications. These will appear in Welsh only.
- Public notices appearing in publications circulating throughout the U.K. or beyond. These will be in English only.

7.8.3 When preparing and publishing advertisements for staff recruitment in Wales, Cambrian Training Company will adhere to the following arrangements.

- (a) Advertisements for posts which fluency in Welsh is an *essential* qualification will appear in;
  - Welsh only in Welsh language publications.
  - Welsh only in English language publications circulating primarily in Wales but supplemented with a short explanatory note in English.
- (b) Advertisements for posts which fluency in Welsh is a *desirable* qualification shall be published:

- bilingually in English language publications primarily circulating within Wales
- in English only in publications circulating mainly through the UK
- in Welsh only in Welsh language publications

(c) Advertisements for posts where no linguistic requirement has been identified as part of Cambrian Training Company's Linguistic Skills Strategy shall be published:

- bilingually in English language publications primarily circulating within Wales
- in Welsh only in Welsh language publications
- in English only in English language publications circulating mainly outside Wales.

## **8. IMPLEMENTING AND MONITORING THE SCHEME**

### **8.1 Staffing**

8.1.1 In order to ensure over a period of time that Cambrian Training Company is able to deliver its services in Welsh to a high quality, both effectively and efficiently, in the future it will adopt a Linguistic Skills Strategy as part of its human resources planning process. This Strategy will enable the Company to maintain an overview of its linguistic skill needs and resources, and co-ordinate training and recruitment activities to facilitate the Scheme's objectives. The measures that follow will form part of that Strategy.

8.1.2 In order to realise the above commitment, the Company will undertake an audit of its services, provisions and staff in order to identify objectively:

- Those workplaces and service situations where there is contact with the public in Wales and the nature of that contact.
- The bilingual skills of existing staff and to what extent staff would be interested in learning or upgrading their skills.

8.1.3 Having conducted and analysed the above survey, Cambrian Training Company will identify those posts which the ability to communicate in Welsh is essential, desirable or is not deemed required as a skill. Job descriptions will then be formulated.

8.1.4 All new posts and all existing posts which fall vacant will be considered in light of the future Linguistic Skills Strategy of this Scheme. In doing so, the Company will be

conscious of the need to take every opportunity to rectify any deficiencies in Welsh language skills which will effect the delivery of the Company's Welsh language service provision.

8.1.5 Whilst committing to monitoring progress in implementing the Scheme, Cambrian Training Company will take action should the numbers of Welsh speakers in the Scheme-related posts begin to decrease.

## **8.2 Learning Welsh**

8.2.1 The ability to communicate in Welsh according to various degrees of capability and in various service situations is essential to the success of this Scheme. Cambrian Training Company also recognises that the ability to understand and use the Welsh language in the workplace on a daily basis is a very valuable skill which can assist its staff in providing a comprehensive service for the Welsh speaking public.

8.2.2 Cambrian Training Company will support the implementation of this Scheme by encouraging and supporting members of staff who wish to learn Welsh or improve their ability to speak Welsh.

8.2.3 Cambrian Training Company will arrange learning and training programmes that focus on workplaces and posts which are important to the implementation of the Scheme. Such courses will be available for beginners and for those who wish to improve their oral and written proficiency in the language and any costs will be borne by the Company

8.2.4 Although providing a bilingual service at the moment, Cambrian Training Company will sustain and develop this service by allocating financial resources towards individuals learning Welsh and providing dictionaries and other reference material.

## **8.3 Recruitment**

8.3.1 When recruiting staff, Cambrian Training Company will publicise the fact that Welsh speakers will be welcomed to join its workforce in any job vacancies that occur within the adverts in newspapers and on the Website and then its job descriptions.



- 8.3.2 Cambrian Training Company will then seek access to sufficient and appropriately skilled Welsh speakers in order to facilitate the implementation of this Scheme. All recruitment advertisements for any post requiring Welsh language skills, together with the relevant job descriptions or details, will be drafted in such a way as to identify clearly the linguistic requirements of each post in accordance with paragraphs 8.1.3. and 8.1.4. above.
- 8.3.3 It may on occasion be necessary, where difficulty has been experienced in recruiting staff with the necessary skills, to appoint a non-Welsh speaker to a post where the ability to speak Welsh is essential. However, such posts will be advertised and offered on the understanding that non-Welsh speakers will need, as condition of employment, to learn Welsh and attain a satisfactory level of fluency within a specified reasonable timescale. The level of fluency specified will be that which is required to fulfil the responsibilities of the post, and this will be made clear to applicants in the job details, as will the Company's support for learning the language.
- 8.3.4 In all arrangements of this nature, Cambrian Training Company will provide the time and support necessary to enable the member of staff to meet the condition and will ensure that the member of staff is not disadvantaged in other ways as a result of meeting this condition. The learning programme will be structured and regularly monitored to ensure that both employer and employee are honouring the commitment. This will be part of ensuring that the Company has an adequate number of Welsh speakers in post to deliver the services outlined in this Scheme.
- 8.3.5 As a result, Cambrian Training Company will treat linguistic skills in exactly the same manner as any other professional skill required to fulfil the responsibilities of a post and subject to review within an agreed period. The condition of employment must therefore be respected and implemented as strictly as any other condition of employment for the post, and the Company will review the standard of achievement at the end of the specified period following the appointment.
- 8.3.6 Cambrian Training Company will ensure an appropriate percentage of Welsh speakers among its workforce so that service users may exercise language choice in communicating at all levels.

## **8.4 Vocational Training**

- 8.4.1 Cambrian Training Company is committed to developing the ability of its staff to operate through the medium of Welsh so that they may become accustomed to dealing with their professional areas of activity with the public in Welsh.
- 8.4.2 In order to realise this commitment, Cambrian Training Company will assess the need for vocational training through the medium of Welsh before providing vocational training to facilitate the implementation of the Scheme.
- 8.4.3 Given the nature of the Company's work, it will implement these commitments by conversational, word processing and telephone skills.

## **9. ADMINISTRATIVE ARRANGEMENTS**

- 9.1 **Authority:** Cambrian Training Company confirms that the Welsh Language Scheme and all the measures herein have been approved at the highest level and will carry the full central and regional authority of the organisation as they are implemented.
- 9.2 **Responsibility:** Cambrian Training Company will nominate the Finance Director to have the overall responsibility for the implementation and monitoring of the Scheme.
- 9.3 The day-to-day management of the Scheme and responsibility for integrating the Welsh elements of the service wherever that is possible within its usual administrative processes will then be the responsibility of the Board of Directors.
- 9.4 **Instruction and Guidance:** Cambrian Training Company will ensure that all staff will receive guidance on the Scheme and advice on what is expected of them.
- 9.5 All internal and external translators used by Cambrian Training Company will be approved and suitably qualified and able to provide a high quality service.

## **10. SERVICES DELIVERED ON BEHALF OF CAMBRIAN TRAINING COMPANY BY THIRD PARTIES**

- 10.1 Cambrian Training Company will ensure that any agreements or arrangements made with third parties which relate to the provision of services to the public in Wales are

consistent with the terms of this Language Scheme. This includes any new or existing services which are contracted out.

- 10.2 Cambrian Training Company will also ensure through contracting arrangements that the agent, contractor or subcontractor can, will and does implement any applicable elements of Cambrian Training Company's own Scheme when providing services to the public on its behalf or under its supervision.
- 10.3 Cambrian Training Company will work with providers to encourage the implementation of their own Welsh Language Schemes.
- 10.4 The third party will need to confirm that it has complied with the relevant measures of Cambrian Training Company's Welsh Language Scheme by written letter.
- 10.5 Cambrian Training Company will issue written guidance to staff for dealing with agents and contractors and devise processes for ensuring that staff adhere to them.
- 10.6 The Company actively encourage Sector Skills Councils and Awarding Bodies to provide bilingual standards/curricular, assessment, administrative and marketing material, and to provide Welsh speaking External Verifiers and Moderators.

## **11. PARTNERSHIPS**

Cambrian Training Company works in partnership with public bodies, the Company works on many levels when working with others:

- (i) When Cambrian Training Company is the strategic and financial leader within a partnership it will ensure that the public service provision is compliant with the Welsh Language Scheme.
- (ii) When Cambrian Training Company joins a partnership in which another body is leading, the Company's input to the partnership will comply with the Welsh Language Scheme and the organisation will encourage other parties to comply.
- (iii) When Cambrian Training Company is a partner in a consortium, it will encourage the consortium to adopt a bilingual policy. When acting publicly

in the name of the consortium, the organisation will act in accordance with its Welsh Language Scheme.

- (iv) When Cambrian Training Company joins or forms a partnership, it will ask prospective partners about their Welsh Language Scheme, Language policies or the means by which they will operate bilingually. Within any partnership, Cambrian Training Company will offer advice and support to the other partner organisations.

## **12. MONITORING IMPLEMENTATION OF THE SCHEME**

- 12.1 The Finance Director nominated by Cambrian Training Company will be primarily responsible for monitoring the Scheme and for constantly reviewing it as outlined in section 9.2.
- 12.2 The Company will structure the monitoring process and will prepare an internal progress report on the Scheme's implementation to be presented to the management team. This will be conducted every twelve months.
- 12.3 The Company's Board will receive an annual compliance report that will enable them to answer the two following basic questions:
- Is Cambrian Training Company complying with the Scheme?
  - How well is it achieving this?
- In doing this, the report will deal with:
- Cambrian Training Company's administrative Welsh medium services.
  - Assessing key themes in implementing the Scheme, including the Company's contribution to the development of Welsh medium/bilingual provisions.
  - The sufficiency of Cambrian Training Company's linguistic skills capacity to deliver the requirements of the Welsh Language Scheme.
- 12.4 The views of Welsh speakers will also be sought periodically about the range and quality of services provided by the organisation.
- 12.5 Monitoring of the Scheme will be a structured and continuing activity and if the report finds any weaknesses, the Company will prepare an action plan that will remedy the situation.
- 12.6 A copy of the above mentioned report will then be sent to the Welsh Language Board.

12.7 In the third year of Scheme Implementation, Cambrian Training Company will prepare a comprehensive evaluation report which will evaluate performance in implementing the Scheme over the first three years. In order to review and update its Welsh Language Scheme and thus receive approval for the second period of implementation, this report will:

- Provide an overview and thematic analysis of performance and compliance with the Scheme over the three years, both in terms of Service Delivery and Scheme Management.
- Outline the Company's priorities for the following three years along with a revised timetable for the implementation of the measures in the Scheme.
- As part of this evaluation, Cambrian Training Company will conduct a satisfaction survey with the general public to ascertain their views on the scope and quality of its bilingual services.

12.8 The annual report provided by Cambrian Training Company to the Welsh Language Board will be in a form approved by the Board, which describes progress in implementing the measures in the Scheme against the approved timetable and standards; it will also analyse the number and nature of any complaints and suggestions for improvements received from the public.

### **13. PUBLISHING INFORMATION**

13.1 Cambrian Training Company is committed to regularly publishing information comparing performance with standards and targets set out in the Scheme.

13.2 Cambrian Training Company will realise this commitment by:

- Publishing a periodic report as outlined in 12.2 & 12.3.
- Placing the information in the Annual Report.
- Placing a synopsis of this information in other documents where performance is reviewed.

13.3 Where targets have not been met, reasons for this will be given together with an indication of when and how revised targets will be realised.

## 14. **PUBLICITY**

- 14.1 Cambrian Training Company is committed to ensuring initial and continuing publicity for the Scheme. This will ensure that on the one hand, the public and all those who come into contact with Cambrian Training Company are aware of its Welsh language services and provisions, and that on the other hand, the Company's employees, agents, contractors are also aware of the needs and requirements to operate in accordance with this Scheme.
- 14.2 Cambrian Training Company will publicise its Welsh Language Scheme by making copies of the Scheme available on request to any relevant organisations/ bodies, employees or member of the public. Cambrian Training Company will also be producing circulars explaining the main elements of the Scheme and detailing the nature, location and availabilities of bilingual services. Such materials will also be available to all relevant organisations / bodies, employees and general public.
- 14.3 Any enquiries about the Scheme should be directed to:

**Finance Director  
Cambrian Training Company  
The Offices @ Coed-y-Dinas  
Welshpool  
Powys.  
SY21 8RP**

## 15. **COMPLAINTS/SUGGESTIONS AND CONTACT POINT**

- 15.1 Cambrian Training Company will adopt a complaints procedure to deal with grievances regarding the Scheme as part of the Company's general complaints procedure.
- 15.2 Cambrian Training Company will welcome and record any complaints or suggestions for improving the bilingual service to the public. Please write to us at:

**Finance Director  
Cambrian Training Company  
The Offices @ Coed-yDinas  
Welshpool  
Powys  
SY21 8RP**

## 16. TARGETS

16.1 Definite targets for the implementation of the measures outlined in the Scheme will be set. These targets will note the steps that have already been taken, those which can be put into effect immediately, those identified as short-term targets, medium-term targets and long-term targets. All such targets will be clear, unambiguous and relevant.

## 17. TIMETABLE

17.1 Unless otherwise stated in the below timetable, the commitments outlined in this Scheme will become operational on the date that the Scheme is approved by the Welsh language Board.

<i>Para. Ref.</i>	<i>Measure</i>	<i>Target Date of Implementation</i>	<i>Responsibility</i>
4.3	<b>Responsibilities</b> Review staff job descriptions and revise to include responsibilities in respect of roles under the Welsh Language Scheme. (This will be part of their Annual Yearly Appraisal)	October 2010	All Directors & General Manager
	Upload the draft Welsh Language Scheme on to the Staff Intranet and notify all staff via Moodle and its staff forum.	September 2010	Welsh Language Co-Coordinator, Champion & IT Manager
	Ensure the Welsh Language Committee meet every quarter to review and measure the Welsh Language Scheme and its Action plan	October 2010	Welsh Language Co-Coordinator, Champion & Committee
4.6	<b>Partnerships</b> To continue to work closely with Sgiliaith and other organisation to further develop our Welsh Language provision	On-going	Welsh Language Co-Coordinator, Champion, Committee Directors/Managers & Head of Curriculum's
	To develop bilingual learner study packs in Retail, Customer Service, Team Leading, Management, Administration, Food and Drink Manufacturing and Hospitality occupational routes. These packs also to be produced on the company's Moodle site.	August 2011	Welsh Language Co-Coordinator, Champion, Committee Directors/Managers & Head of Curriculum's
	To develop Essential Skills Wales entry level and levels 1 to 3 bilingual learners study packs. These packs also to be produced on the company's moodle site.	August 2011	

	<p>At a minimum to increase Welsh-medium provision in Post 16 with CTC</p> <p>By 2015</p> <p>Welsh medium 0.5%</p> <p>Bilingual 2%</p> <p>By 2020</p> <p>Welsh medium 1%</p> <p>Bilingual 3%</p>	August 2013	
<b>5.1</b>	<p><b>New Policies and Initiatives</b></p> <p>Review Company policies to monitor their impact on our Welsh Language Scheme</p>	August 2011	General Manager
<b>5.2</b>	<p><b>Standards of Quality</b></p> <p>State the principle that the Company is committed to delivering and equally high quality service in Welsh and English in our Self-Assessment Report, Quality Development Plan and Mission Statement.</p>	November 2010	Director of Skills, Welsh Language Co-Coordinator,
<b>5.3</b>	<p><b>Delivery of Services</b></p> <p>Further develop and improve the Welsh language skills of assessors</p>	August 2011	Director of Skills/General Manager
	<p>To continue to promote the advantages of learning and using the Welsh Language to learners during induction and throughout their programme</p>	On-going	Director of Skills/Managers & Head of Curriculum's
<b>6.1</b>	<p><b>Written Communication</b></p> <p>Remind staff of the arrangements in place and the facilities available for corresponding in Welsh, ensuring that any Welsh or bilingual correspondence shall receive a signed response in the same time constraints as English correspondence</p> <p>Welsh Cysgair &amp; Interface to be made available on all staff computers and laptops and to be made known to all new staff at company induction.</p> <p>Links to be made on staff moodle and at learner induction packs to download themselves.</p>	September 2010 On-going	<p>Welsh Language Co-Coordinator, Champion, General Manager</p> <p>Welsh Language Co-Coordinator, Champion, IT Manager, IT Manager</p>
<b>6.2</b>	<p><b>Electronic Communication</b></p> <p>E-mail signatures to include a statement welcoming correspondence in Welsh and English and a template with a</p>	September 2010	Welsh Language Co-Coordinator, Champion,



	bilingual 'out of office' message to be used by all staff Ensure Company website is maintained fully bilingual	On-going	IT Manager
<b>6.3</b>	<b>Telephone Communication</b> External calls to all Company Offices to be answered with a bilingual greeting	September 2010 On-going	Welsh Language Co-Coordinator, Champion, Managers
<b>6.4</b>	<b>Public Meetings</b> To welcome contributions in either English and Welsh at any public meetings conducted by Cambrian Training Company	On-going	Welsh Language Co-Coordinator, Champion, Committee Directors/Managers & Head of Curriculum's
<b>6.5</b>	<b>Non-Public Meetings</b> To continue to encourage Welsh speaking staff to wear a Iaith Gwaith badge when at work	On-going	Welsh Language Co-Coordinator, Champion, Directors/Managers & Head of Curriculum's
<b>7.1</b>	<b>Corporate Identity</b> Guidance will be provided to staff, designers and printers when reviewing and updating our corporate identity	On-going	Welsh Language Co- Coordinator, Champion, Marketing Manager
	Ensure that all company signage in all offices are bilingual to include H&S Law and Extinguisher signs.	September 2010 On-going	H&S Manager, Marketing Manager
<b>7.4</b>	<b>Publishing and Printing Materials</b> Review current published documents and monitor thereafter to ensure bilingual presentations are maximised	September 2010 On-going	Welsh Language Co- Coordinator, Champion, Marketing Manager
	Ensure that all areas on the company's Website and Moodle are bilingual.	September 2011 Annual thereafter	
<b>7.5</b>	<b>Forms and Associated Explanatory Material</b> To provide bilingual forms and associated explanatory material	September 2010 On-going	Welsh Language Co-Coordinator, Champion, Committee
<b>7.6 &amp; 7.7</b>	<b>Advertising and Publicity</b> Members of staff involved in planning, developing and delivering promotional activities will be made aware of the Welsh Language Scheme's requirements  To ensure that advertisements and statements by Cambrian Training Company to the press and media in Wales will be fully bilingual	September 2010 On-going	Welsh Language Co- Coordinator, Champion, Marketing Manager

	<p>To ensure that releases and notices to the press and media in Wales will be sent out in English to monolingual English media and in Welsh to monolingual Welsh media</p> <p>To conduct advertising and publicity activities in Wales bilingually in a manner that treats the two languages on a basis of equality</p>		
<b>7.8</b>	<p><b>Staff Recruitment Advertising</b> Managers involved in staff recruitment will be reminded of the requirements under our Welsh Language Scheme</p> <p>All recruitment forms to be made available bilingual</p>	<p>September 2010 On-going</p> <p>December 2010 On-going</p>	<p>Welsh Language Co-Coordinator, Champion, General Manager, Marketing Manager</p>
<b>8.1</b>	<p><b>Staffing</b> Increase the percentage of Welsh speaking staff from 30% to 50%</p>	<p>June 2013</p>	<p>Welsh Language Co-Coordinator, Champion, Directors/Managers &amp; Head of Curriculum's</p>
	<p>Adopt a Linguistic Skills Strategy</p>	<p>December 2010</p>	<p>General Manager</p>
	<p>Every vacant post will be advertised with the ability to speak Welsh being either essential or desirable</p>	<p>October 2010 On-going</p>	<p>Welsh Language Co-Coordinator, Champion, General Manager, Marketing Manager</p>
	<p>An annual audit will be carried out of our learners' preferred language of learning and of the bilingual skills of staff</p>	<p>July/August 2011 each year thereafter</p>	<p>Welsh Language Co-Coordinator, Champion, Director of Skills</p>
<b>8.2 &amp; 8.4</b>	<p><b>Learning Welsh and Vocational Training</b> Staff are encouraged to learn and improve their Welsh language skills and at least one course for Welsh learners and one course for those wishing to improve their Welsh language skills will be arranged each year</p>	<p>October 2010 (Revision of Staff Training &amp; Development Plan)</p>	<p>Welsh Language Co-Coordinator, Champion, General Manager</p>
	<p>To establish Welsh language provision, including linguistic discussions, as a standard agenda item in all staff, induction, team, management and Board meetings.</p>	<p>September 2010 On-going</p>	<p>Welsh Language Co-Coordinator, Champion, Directors/Managers &amp; Head of Curriculum's</p>
	<p>Set up a Welsh Forum on the Moodle for Staff, Learners and Employers on improving the promotion of the language and culture.</p>	<p>October 2010 On-going</p>	<p>Welsh Language Co-Coordinator, Champion, Marketing Manager</p>
	<p>Update a word/phrase per week to promote the Welsh language on the company's Website and Moodle</p>	<p>October 2010 On-going</p>	<p>Committee/Marketing Manager</p>
	<p>Produce a bilingual leaflet to all learners and employers to</p>	<p>January 2011</p>	<p>Welsh Language Co-</p>

	help promote the language and culture of the Welsh language.		Coordinator, Champion, Marketing Manger
	The progress of staff learning or improving their Welsh language skills will be regularly reviewed and reports submitted to the Management Team and Board of Directors	October 2010 thereafter every quarter	Welsh Language Co-Coordinator, Champion, General Manager
<b>8.3</b>	<b>Recruitment</b> To make it explicit in all advertisements, person specifications and role descriptions that Welsh speakers will be welcomed to join the Cambrian Training Company workforce	December 2010 On-going	Welsh Language Co-Coordinator, Champion, General Manager, Marketing Manager
<b>9</b>	<b>Administrative Arrangements</b> The commitments and arrangements set out in the Scheme will be approved by the Board of Directors	September 2010	Managing Director
	Produce written guidance for staff on how to deal with correspondence and telephone calls in Welsh	December 2010	Welsh Language Co-Coordinator, Champion
	Staff will receive guidance on the Scheme, advice on how it should be implemented and what is expected of them	December 2010)	Welsh Language Co-Coordinator, Champion
<b>10</b>	<b>Third Part Arrangements</b> To ensure that any agreements or arrangements made with third parties which relate to the provision of services to the public in Wales are consistent with the terms of this Language Scheme.  To continue to actively encourage Sector Skills Councils and Awarding Bodies to provide bilingual standards, assessment and other learning process documentations, and provide Welsh speaking External Verifiers and Moderators	On-going	Welsh Language Co-ordinator, Director of Skills & Head of Curriculum's
<b>11</b>	<b>Partnerships</b> Partners will be encouraged to comply with the requirements of the Scheme and to work equally in Welsh and English	On-going	Welsh Language Co-Coordinator, Champion, Managers
<b>12</b>	<b>Monitoring</b> Monitor the Scheme and provide quarterly reports to the Board of Directors and an annual report for the Welsh Language Board and the Board of Directors	First quarter reports September 2010 First annual report September 2011	Welsh Language Co-Coordinator, Champion
	Issue bilingual service attitudinal questionnaire to learners and their employers, collect, analyse and respond	January 2011 (annual)	Welsh Language Co-Coordinator, Champion
	Issue attitudinal questionnaires to Welsh speaking learners	January 2011	Welsh Language

	regarding learning in Welsh, collect, analyse and respond	(annual)	Co-Coordinator, Champion
	Conduct a survey of staff linguistic skills	July 2010 (annual)	Welsh Language Co-Coordinator, Champion
	Random monitoring of face to face and telephone greetings	September 2010 on-going	Welsh Language Co-Coordinator, Champion.
	Conduct a survey of all internally produced documents and publications to ensure consistency with providing a bilingual service	November 2010 (annual)	Welsh Language Co- Coordinator, Champion
	Monitor the quality of translation services, responding to times to Welsh and English correspondence and meetings arrangements	September 2010 (on-going)	Welsh Language Co-Coordinator, Champion
	The Scheme will be reviewed after 3 years	September 2013	Managing Director
<b>13</b>	<b>Publishing Information</b> To regularly publish information comparing performance with standards and targets set out in the Scheme	July 2011 (annual)	Welsh Language Co-Coordinator, Champion
<b>14</b>	<b>Publicity</b> A statement publicising the Scheme will be included in learner and employer information packs and a copy of the Scheme will be available on the Company's intranet and website.	December 2010	Welsh Language Co-Coordinator, Champion,
<b>15</b>	<b>Complaints/Suggestions</b> To implement a complaints procedure to deal with grievances regarding the Scheme	December 2010	General Manager
<b>16</b>	<b>Targets</b> To identify definite targets for the implementation of the measures outlined in the Scheme.	October 2010 On-going	Welsh Language Co-Coordinator, Champion, Committee