

6 Implementation Plan and Targets

Area	Para ref	Outcome	Action	Timescale/target	Responsible officer (RO)
General Principles		Many of the following actions are already in place. However, HEFCW will need to maintain progress to arrive at the outcomes we want, which is why we are outlining our continuing actions, as well as additional steps, through this implementation plan.			
	1.1.1	Staff are aware of HEFCW's responsibilities under the Welsh Language Scheme.	Staff to be informed of responsibilities through: <ul style="list-style-type: none"> • Annual updates through all staff and team meetings 	From approval of the Scheme	Welsh Language Scheme Officer
			<ul style="list-style-type: none"> • Induction • Intranet and HEFCW website 	In place	Heads of Team
1.1 Planning: New and Revised Policies and Initiatives		The commitments in this section of the Welsh Language Scheme substantially represent existing practice. The following additional steps will be taken.			
	1.1.1	Specific members of staff are aware of their own responsibilities under the Welsh Language Scheme.	Key staff with responsibility for overseeing or implementing the Scheme, or elements of the Scheme, to be aware of requirements of Scheme through meeting termly (three times a year) for monitoring meetings with Welsh Language Scheme Officer. Welsh Language Scheme to be monitored	In place	Welsh Language Scheme Officer Other ROs in the Implementation Plan


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			through Management Board.		
	1.1.2-4	All new or revised policies are assessed for Welsh language implications.	<p>Welsh language issues to be considered through normal HEFCW processes:</p> <ul style="list-style-type: none"> assessment of Welsh language implications of policies in all Management Board and Council papers; formal internal and external equality impact assessment (EIA) process. 	In place	<p>Policy owners</p> <p>Heads of team</p>
	1.1.2-4	An informal culture of bilingualism, with learners familiarised with Welsh terms.	To consider whether any new internal, static, electronic forms, such as those for annual leave or travel and subsistence, can be issued as bilingual forms.	Within 12 months of approval of Scheme.	HR and Training Manager
1.2 Delivery of Services	1.2.3 – 4	<p>Welsh language issues and Welsh cultural requirements are taken account of in partnership work with:</p> <p>a) other organisations,</p>	Welsh Language Scheme Officer to meet with directors and heads of team three times a year to discuss partnership working, as part of monitoring Welsh Language Scheme requirements.	From approval of Scheme	Welsh Language Scheme Officer

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		<p>agencies and public bodies in Wales; and</p> <p>b) UK higher education sector-owned bodies, within the scope of their remits.</p>			
1.3 Standards of Service	1.3.1 - 2	HEFCW provides an equally high standard of service to the public in Welsh and English.	<p>To publish HEFCW's commitment to an equally high standard of service in Welsh on HEFCW website and other relevant documents such as HEFCW's Annual Report, Corporate Strategy and Corporate Plan.</p> <p>To address and monitor any complaints received about the standard of service HEFCW provides through Welsh.</p> <p>To use other channels, such as survey of external stakeholders and website surveys, to gauge the opinion of people who use Welsh language services.</p> <p>To revise and add to HEFCW's glossary of terms, which is available on the Intranet.</p>	<p>In place</p> <p>As they arise</p> <p>Next Stakeholder Survey: December 2010</p> <p>Annually</p>	<p>Welsh Language Scheme Officer</p> <p>Welsh Language Scheme Officer / Clerk to the Council</p> <p>Welsh Language Scheme Officer</p> <p>Co-ordinated by Welsh Language Scheme Officer</p>

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2.1 Written correspondence		Many of the following actions are already in place. However, HEFCW will need to maintain momentum to arrive at the outcomes we want, which is why we are outlining our continuing actions, as well as additional steps, through this implementation plan.			
	2.1.1-7	All staff are aware of how to respond to email and letters received in Welsh, or where the language preference is Welsh.	To issue revised guidelines	In place. Guidelines to be revised and re-issued within 6 months of approval of Scheme, and reviewed annually thereafter	Welsh Language Scheme Officer
	2.1.3	HEFCW is aware of: a) members of the public and relevant stakeholders who want to receive correspondence	To keep a list of those wishing to receive correspondence through the medium of Welsh. To keep a list of correspondence, queries and requests for information received and responded to through the medium of	To be maintained and built up incrementally from approval of the Scheme.	Welsh Language Scheme Officer

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		<p>through the medium of Welsh;</p> <p>b) number of items of correspondence, queries and requests for information received and responded to through the medium of Welsh each year.</p>	<p>Welsh.</p> <p>To investigate how the post book system in HEFCW can be used for Welsh Language Scheme record keeping.</p>	<p>Within 6 months of approval of Scheme</p>	<p>Welsh Language Scheme Officer</p> <p>Welsh Language Scheme Officer</p>
	2.1.3	<p>Members of the public know they are welcome to correspond with HEFCW through the medium of Welsh.</p>	<p>To revise guidelines on out of office auto replies.</p> <p>To reissue guidelines about auto signatures as part of HEFCW Style Guide.</p> <p>To offer 'iaith gwaith' signature to all staff who can communicate through the medium of Welsh.</p>	<p>Revision implemented in 2009/10. Further revision Winter 2010/11.</p> <p>Within 6 months of Scheme approval.</p> <p>Within 12 months of Scheme approval.</p>	<p>Welsh Language Scheme Officer</p> <p>Welsh Language Scheme Officer</p> <p>Welsh Language Scheme Officer</p>

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			To include a service standard on the HEFCW website.	In place.	Welsh Language Scheme Officer
2.2 Telephone Communication	2.2.1-6	Members of the public know they are welcome to correspond with HEFCW through the medium of Welsh.	Switchboard operators to be aware of Welsh-speaking staff.	In place.	Welsh Language Scheme Officer
			To include a service standard on the HEFCW website.	In place.	Welsh Language Scheme Officer
	2.2.1-6	Staff are aware of how to deal with telephone correspondents through the medium of Welsh.	To re-issue guidance to all staff.	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	Welsh Language Scheme Officer
	2.2.5	Switchboard operators / reception staff are able to deal with queries through the medium of Welsh.	To re-issue guidance to current switchboard operators / reception staff.	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	Welsh Language Scheme Officer
			To seek the appointment of fluent Welsh	As vacancies	HR & Training

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			and English speakers through future job advertisements for switchboard operators / receptionists. HEFCW to provide adequate training where this cannot be done.	arise.	Manager HR & Training Manager
2.3 Public Meetings		The commitments in this section of the Welsh Language Scheme substantially represent existing practice. The following additional steps will be taken:			
	2.3.2	HEFCW staff are equipped to decide whether a HEFCW seminar or conference should be held through the medium of Welsh, or bilingually.	HEFCW to review and re-issue guidance to staff. Heads of team to familiarise themselves with the guidance to be equipped to advise their teams.	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	Welsh Language Scheme Officer Heads of team
	2.3.3	Welsh-speaking staff present at major public events can be identified through their badges.	HEFCW 'badge' template to include  symbol to identify Welsh speakers. 'Welsh speaker' badges to be available to staff and on request.	From approval of Scheme. In place.	Welsh Language Scheme Officer Team / Directorate administrators
2.4 Other meetings with the public	2.4.1- 2.4.3	Members of the public are able to deal with face-to-face	HEFCW to review and re-issue guidance to staff.	In place. Guidelines to be revised	Welsh Language Scheme Officer

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		HEFCW queries in Welsh.	To keep up-to-date identified Welsh speakers on internal telephone and HEFCW website list for easy identification.	and re-issued 6 months of approval of Scheme. In place.	
	2.4.3	HEFCW staff are able, with sufficient notice and resources, to arrange meetings with individuals through the medium of Welsh, or bilingually.	To review and re-issue guidance to staff. Staff to familiarise themselves with the guidance.	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	Welsh Language Scheme Officer Heads of team
3.1 Corporate identity		Commitments in this section of the Welsh Language Scheme reflect existing practice. The following additional steps will be taken to achieve the outcomes.			
	3.1.1	HEFCW has a fully bilingual corporate identity in Wales.	To issue guidance to staff within the HEFCW Style Guide. To review annually HEFCW brand identity guidelines. To review and re-issue website updating	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	Welsh Language Scheme Officer

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			<p>instructions for the new website, to continue to ensure that Welsh and English web content is uploaded to the website at the same time and that web authors know what content should be bilingual.</p> <p>To check annually signs around the office.</p> <p>To check all new signs.</p> <p>HEFCW to have two fully bilingual banner stands for a greater, bilingual, external corporate presence.</p>	In place	<p>HR & Training Manager</p> <p>Welsh Language Scheme Officer</p>
3.2 Signs	3.2.1-3.2.4	Commitments in this section reflect existing practice.			
		HEFCW has a fully bilingual office identity.	<p>To issue guidance to staff within the HEFCW Style Guide.</p> <p>To check annually signs around the office.</p>	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	<p>Welsh Language Scheme Officer</p> <p>HR & Training Manager</p>
3.3 Publishing and Printed Materials		Commitments in this section substantially reflect existing practice			
	3.3.1	HEFCW has a list of publications to be	List to be reviewed annually, taking account of role of HEFCW website	In place. Reviewed	Welsh Language

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		available bilingually.		every 12 months.	Scheme Officer
	3.3.3	Staff are aware how to make available Welsh medium documents, including executive summaries or introductions to large, specialist English-language documents, reports or pieces of research are widely available in Welsh.	<p>To produce guidance for staff, consultants, designers and publishers on bilingual publications.</p> <p>To issue guidance to staff through Welsh Language Scheme Guidance and HEFCW Style Guide</p> <p>Staff to seek advice early in process from officer responsible for Welsh Language Scheme Officer.</p>	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	Welsh Language Scheme Officer
HEFCW's website					
	3.3.10-12	All direct web content is available, and maintained, in English and in Welsh.	To review and re-issue website updating instructions for the new website, to continue to ensure that Welsh and English web content is uploaded to the website at the same time and that web authors know what content should be bilingual.	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	Welsh Language Scheme Officer
3.4 Forms and Associated Explanatory	3.4.1	HEFCW has a list of internal and external forms which are	To review list annually.	Within 12 months of approval of	Welsh Language Scheme Officer

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Material		available bilingually.		the Scheme	
3.5 Press Releases	3.5.1	HEFCW can advise staff and external organisations about when a joint press release (HEFCW plus (an)other organisation(s) should be issued bilingually.	HEFCW to keep track of press releases issued jointly with other organisations and review decisions made, annually. Prepare guidance for staff.	Guidelines to be issued 6 months of approval of Scheme.	Welsh Language Scheme Officer
3.6 Public Relations and Marketing	3.6.1-3.6.2	HEFCW publicity literature is available bilingually.	To consider guidance for producing and distributing publicity literature.	Guidelines to be considered 6 months of approval of Scheme.	Welsh Language Scheme Officer
	3.6.3	HEFCW will have conducted any public or major stakeholder surveys bilingually.	To consider guidance for conducting public and major stakeholder surveys.	Guidelines to be considered 6 months of approval of Scheme.	Welsh Language Scheme Officer
	3.6.4	HEFCW banner stands and literature are bilingual.	HEFCW to review requirements in this area, particularly literature.	In place. Guidelines to be revised	Welsh Language Scheme Officer

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			HEFCW to buy two new bilingual banner stands.	and re-issued 6 months of approval of Scheme. In place.	
3.7 Official Notices, Public Notices and Staff Recruitment Advertising	3.7.1	Official (public) notices are issued in Welsh.	To consider guidance for issuing public notices.	Guidelines to be considered 6 months of approval of Scheme.	Welsh Language Scheme Officer
	3.7.2.-3	All advertisements in Wales are published bilingually.	HEFCW to consider annually where to advertise, according to HR's usual advertisement methods.	From approval of the Scheme	HR and Training Manager
		Applicants can submit their application forms in either Welsh or English.	Current practice.	In place.	HR and Training Manager

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5 Implementation and monitoring					
5.1 Staffing, Staff Development & Recruitment					
<i>Linguistic Skills Strategy</i>	5.1.3	HEFCW has a sufficient complement of Welsh-speaking staff to deliver its services in Welsh, as required.	To identify any gaps in job-related training and service delivery through annual audit of services and staff. Outcomes to become HEFCW's linguistic skills strategy.	Ongoing Ongoing	HR and Training Manager
<i>Recruitment</i>	5.1.10		Each time a vacancy arises, HEFCW to reconsider whether the ability to communicate in Welsh is essential, desirable or not required as a skill.	Ongoing	HR and Training Manager
	5.1.8		Potential job applicants to be aware of Welsh language training and development opportunities before application (eg in application packs or on HEFCW website). HEFCW to review how it can use its statement of commitment to bilingualism (in advertisements, on website, etc).	Guidelines to be considered 6 months of approval of Scheme.	HR and Training Manager
<i>Staff development</i>		Staff feel encouraged	To assess the need for job-related training, as required (annually, mainly through		HR and Training

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		and supported to use and / or learn Welsh in the workplace.	<p>appraisal process).</p> <p>To make training available internally or externally for staff at all levels, to build upon considerable progress already made in this area.</p> <p>To complete a questionnaire on Welsh language skills as part of induction for new staff.</p>		<p>Manager</p> <p>HR and Training Manager</p> <p>Welsh Language Scheme Officer</p>
5.2 Administrative Arrangements	5.2.3	Guidance and implementation plan are up-to-date and in line with current practices.			
<i>Review guidance and implementation plan</i>	5.2.3	Chief Executive and Directors are aware of their responsibilities in relation to HEFCW's Welsh Language Scheme.	<p>Chief Executive and directors to be aware of requirements of Scheme through:</p> <ul style="list-style-type: none"> meeting termly for monitoring meetings with Welsh Language Scheme Officer; and termly monitoring reports to Management Board, which reinforce responsibilities. <p>Information to be available on HEFCW's Intranet, at induction, and annually at all staff meetings.</p>	<p>Review of existing guidelines within 6 months of approval of Scheme</p> <p>Timetable and priorities for review of guidance to be developed</p>	Welsh Language Scheme Officer

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	5.2.4	Other relevant staff are aware of their specific responsibilities under the Welsh Language Scheme.	<p>Key staff with responsibility for overseeing or implementing the Scheme, or elements of the Scheme, to be aware of requirements of Scheme through:</p> <ul style="list-style-type: none"> meeting termly for monitoring meetings with Welsh Language Scheme Officer; and termly monitoring reports to Management Board, which reinforce responsibilities. <p>Information to be available on HEFCW's Intranet, at induction, and annually at all staff meetings.</p>	In place	<p>Welsh Language Scheme Officer</p> <p>Heads of team</p>
	5.2.5	All staff are aware of HEFCW's general responsibilities under the Welsh Language Scheme.	<p>Staff to be informed of responsibilities through:</p> <ul style="list-style-type: none"> Annual updates through all staff and team meetings Induction Intranet and HEFCW website 	From approval of the Scheme	<p>Welsh Language Scheme Officer</p> <p>Heads of team</p>

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	5.2.7	Queries through the medium of Welsh can be dealt with.	<p>To revise guidance for dealing with queries through the medium of Welsh.</p> <p>To identify Welsh-speaking staff on internal telephone directory. To revise in line with language audit and new starters.</p> <p>Appropriate translation contract in place.</p> <p>Spell checking software/reference books are available</p>	In place. Guidelines to be revised and re-issued 6 months of approval of Scheme.	
5.3 Services delivered on behalf of HEFCW	5.3.1-5.3.4				
	5.3.5	Agreements with third parties which relate to providing services to the public in Wales are consistent with the obligations of the Scheme.	To review guidance and remind staff of Welsh language and Welsh medium requirements when tendering.	Within 9 months of approval of Scheme.	Welsh Language Scheme Officer / Procurement Manager

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5.4 Monitoring	5.4.2 5.4.3 5.4.4	Management Board monitors Welsh Language Scheme three times a year. Management Board considers annual compliance report. HEFCW's Council considers annual compliance report.	To prepare appropriate reports in line with timetable for each meeting.	Ongoing.	Welsh Language Scheme Officer
	5.4.5-6	HEFCW has prepared and made available (at www.hefcw.ac.uk) a report in the Scheme's third year, evaluating the Scheme, with a view to revising it for the next three years.	To prepare timetable/ structure in 1 st quarter of third year. Evaluation to take account of monitoring information over past three years.	2 years and 3 months after approval of Scheme.	Welsh Language Scheme Officer
	5.71	Accompanying information clear and available on www.hefcw.ac.uk .	To revise content of web page to make clear the main provisions of the Scheme.	From approval of the Scheme	Welsh Language Scheme Officer

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5.6 Publishing Information and 5.7 Publicity	5.7.2	Agents and contractors are aware of the obligations of the Welsh Language Scheme.	<p>To publish Scheme and appropriate guidance on HEFCW website, and reinforce in tender documents.</p> <p>Staff to be aware when discussing contracts etc.</p>	From approval of the Scheme and as tender / contracting guidance appears during the life of the Scheme.	<p>Welsh Language Scheme Officer</p> <p>Procurement Manager</p>