

Report of the Welsh Language Task and Finish Group: October 2012

1. Issue

1.1 This paper sets out the Welsh Language Task and Finish Group's recommendations to the Board with regard to the Welsh language, with particular reference to compliance with our Welsh language scheme (to be replaced by Welsh language standards in due course), the delivery of the Government's Welsh Language Strategy and the use of Welsh in the workplace.

1.2 The report has been updated since the Board's discussion on 29 June 2012, in particular with respect to:

providing a costed action plan, with timescales for implementation. This is attached at Annex A.;

discussions held with all DGs to secure understanding of, and sign-up to, the report and action plan. As a result of these discussions, a number of amendments have been made to the report and its action plan.

1.3 Whilst making recommendations in support of the language, the Group recognised the need to:

protect the goodwill towards the language that exists across the organisation;

meet the aspirations of Welsh speaking staff;

ensure that Welsh-speaking and non Welsh-speaking members of staff are equally valued and fully understand that they enjoy equal status and opportunities whilst working for the Welsh Government;

acknowledge the good progress made by the Government with regard to the language, including with regard to its use in the workplace, whilst also recognising that further progress will require continuous improvement, over time;

recognise that resources are limited - including, in particular, Welsh-speaking members of staff;

reflect the legislative framework that surrounds the language, including its official status.

2. Background

2.1 There have been a number of significant developments recently, with regard to the Welsh language. These include:

publication of the Welsh-medium Education Strategy in April 2010;

Royal Assent to the Welsh Language Measure in February 2011, which will introduce Welsh language standards;

approval by the Welsh Language Board of our new Welsh language scheme in March 2011, which is accompanied by key performance indicators and a corporate action plan;

publication of the Government's new Welsh Language Strategy, *A Living Language, a Language for Living*, in March 2012;

the appointment, under the Welsh Language Measure, of the first Welsh Language Commissioner, and the abolition of the Welsh Language Board on 1 April 2012;

the transfer of much of the responsibility for promoting and facilitating the use of

Welsh from the Welsh Language Board to the Welsh Government on 1 April 2012; the development of good practice across Wales, including within organisations such as the North Wales Police and the National Library for Wales.

2.2 These developments can be set alongside a critical Internal Audit Services report, published in 2009, which included a 'fundamental' recommendation and a number of 'significant' recommendations in terms of the 'need for improved accountability and clarity over the ownership of the Welsh language in the organisation' and the effectiveness of the Welsh language scheme and its associated policies.

2.3 The views of staff and stakeholders on the Welsh language have been collected over a number of years. Most recently, Fit for the Future workshops on bilingual working were held in May 2012. The workshop findings were considered by the Task and Finish Group and used to inform development of the action plan at Annex A.

2.4 In response to these developments, the Board considered a paper submitted by the Welsh Language Unit in October 2011, outlining a number of recommendations aimed at improving our performance with regard to the Welsh language, whilst bearing in mind the forthcoming Welsh language standards. The Board asked that a Welsh Language Task and Finish Group be established, to make further recommendations to the Board.

2.5 The Task and Finish Group, chaired by Emyr Roberts, the Director General for Education and Skills, met on a monthly basis between January and June 2012 - and again in October. The Group's remit included making recommendations with regard to:

driving forward our performance on the Welsh language, by ensuring that the Welsh Government performs in accordance with its Welsh language scheme and strategy, whilst also taking steps to ensure that the Government will be able to comply, in due course, with Welsh language standards, including standards dealing with the internal use of Welsh; and

developing an action plan with regard to the internal use of Welsh, as well as identifying ways to improve our external services in Welsh.

2.6 This paper summarises the Group's findings and sets out recommendations for the Board. Although most of the paper focuses on the delivery of our Welsh language scheme, bilingual skills and the use of Welsh in the workplace, key recommendations are also made with regard to the Welsh language strategy.

2.7 Six main themes were discussed by the Group:

Welsh language awareness

Bilingual 'look and feel'

Welsh in the workplace

Bilingual skills, workforce planning and Welsh for adults courses

Welsh language scheme compliance

Ownership, monitoring and reporting.

2.8 Recommendations were agreed for each theme. Some recommendations will lead

to the need to consider some issues in more detail, since it was not possible, in the time available, for the Group to fully resolve all of the issues outlined in this report.

- 2.9 The work required to implement the Group's recommendations has been set out in the action plan at Annex A.. The actions included in the plan will *help* ensure that the WG will be able to comply with the forthcoming Welsh language standards, as part of a programme of continuous improvement with regard to the Welsh language. It is likely, however, that more work will be required in order to comply fully with the standards, in due course. For instance, given the nature of the standards process, we will most likely need to be much more certain and consistent with regard to the Welsh language services that we provide.

For each action, the plan:

outlines where the lead responsibility will lie;
includes a timetable for completion
indicates, where known, any cost implications.

- 2.10 With regard to costs, the Group agreed that it would be important to ensure that the costs associated with implementing the action plan would represent value for money – and that steps should be taken to ensure that investment in the Welsh language was undertaken in a cost-effective manner. An example of this would be to erect bilingual signs as and when new signs were required, rather than replacing all English-only signs within a given period. It is explicitly recognised that it will take time to put all the measures in the action plan in place, but that it serves as a firm indicator of commitment, with specific timescales. In the meantime, the cumulative total of the costs identified at annex A is £218,900 (which includes £200,000 that has been allocated from the PSMW budget to fund Welsh for Adults provision).
- 2.11 DGs will be asked, as part of the reporting process for their 2012 Welsh Language Action Plans (WLAPs), to incorporate actions from Annex A into their individual WLAPs, as appropriate.

3. Current position

- 3.1 Information on the numbers of Welsh speakers, and their level of written and spoken competence, is collected by HR. As at 30 September 2012, the Welsh Government had 2585 Welsh speakers in post. Of these, 978 were fluent (to level 4 and 5). The distribution of Welsh speakers (levels 3-5) can be seen at annex B. This shows that most fluent Welsh speakers are in BETS (384), or located in Cardiff (422) and North Wales (286).
- 3.2 However, the Welsh Government does not have, at a corporate level, comprehensive information on the numbers of Welsh speakers it requires, at different grades, for different posts, and for different locations (this is discussed below under 'workforce planning').
- 3.3 187 members of staff are currently learning Welsh through the core learning and development contract with the Acen Language School. 34 staff members are at entry level, 7 at foundation, 40 intermediate, 71 higher and 35 at proficiency level.

3.4 During 2011/12, the Welsh Government received 33 complaints with regard to alleged failures to comply with its Welsh language scheme. Of these complaints, 9 were upheld and either an apology issued for failing to comply with the scheme or action taken to prevent failure in future. The remaining 24 complaints were either partly upheld or not upheld. Of the 33 complaints, 12 were matters raised by the Welsh Language Board (which were not raised by it on behalf of a member of the public).

4. Rationale

4.1 There are a number of reasons why a proactive and positive approach should be adopted towards the Welsh language by the Welsh Government.

4.2 The Welsh language is a key and unique part of Wales' culture, which is now recovering following a century of decline. It is an indigenous language that helps define the Welsh nation.

4.3 It helps to strengthen and bind together communities, families and friends, who share this common thread as part of their history and as part of their view of the world. It is a language seen by a large majority of people living in Wales as valuable, something to be proud of - and worth preserving and nurturing.

4.4 There are statutory requirements placed on the Government (to have a Welsh language strategy, to have a scheme and, in due course, to comply with Welsh language standards). These requirements reflect the official status of the Welsh language in Wales. The Welsh Government has a significant position as a provider of services (directly or indirectly) to the people of Wales, many of whom expect to receive services through the medium of Welsh, or to see the Government developing policies in support of the language.

4.5 The *Programme for Government* states that 'creating the Wales of the future is something that involves all of us'. In his foreword to the *Programme*, the First Minister sets out the Government's aim of creating an inclusive society, achieving greater equality and creating a society with a vital sense of its own culture and heritage. The Welsh Government has a key role in developing such a community. The *Programme* outlines the need to build better relationships between the Government, its partners and communities across Wales. The Welsh language is an important aspect of the lives and activities of many of those partners and communities – and the Government needs to respect this as it builds its relationships with them, including personal relationships between Welsh Government staff and those that they deal with. Mainstreaming the language into our work, including the development of new policies and services, will help us ensure that we can support the needs and aspirations of all who live in Wales, including Welsh speakers. A positive and informed approach towards the Welsh language within the organisation will help us deliver these objectives.

4.6 Significant progress has been made in reducing the decline in the number of Welsh speakers over the last 20 years or so, primarily through the success of Welsh medium education. 16.3% of secondary school children and 21.9% of primary school children received their education primarily through the medium of Welsh in 2011. However, in order for Welsh to become a sustainable language it needs to be used as the natural medium of communication outside school – in the home, in the

community, and in the workplace. The Welsh Government, as the leading public service organisation in Wales, has a key role to play in encouraging these developments, including being an exemplar with regard to the use of Welsh in the workplace.

5. The Welsh Government's vision

5.1 A number of documents have set out the Welsh Government's vision with regard to the Welsh language. These include the Government's Welsh Language Strategy, its scheme and its policy statement on the administrative languages of the Welsh Government, published in January 2007 (which will now be superseded by the vision set out below). Some of these are referred to later in this document, in relation to specific areas of work.

5.2 Given recent developments with regard to the language (as outlined at paragraph 2.1, above), the Group felt it timely to revisit the Welsh Government vision for the language, whilst encompassing all that we do. The vision agreed by the Group is as follows:

“The Welsh Government is proud of the Welsh language and wants to see it thrive. It will, in every way possible, seek to promote and facilitate the use of Welsh in all walks of life and in all parts of Wales.

In doing so, its aim will be to see the people of Wales using the Welsh language more often - at home, during their leisure time, in education, at work and in their dealings with the organisations that serve them.

In recent years, the Government has made considerable progress with regard to promoting and facilitating the use of the language, including with regard to its use at work within the Welsh Government's offices.

Those working for the Welsh Government are expected to help make this vision a reality. They should also be aware of the cultural significance of the language and the extent to which it is valued by people across Wales.

In conducting its business, the Government will operate in accordance with the legislative framework that surrounds the language, including its official status – and further develop the language as a working language within the Government.

For its part, the Government will aim to provide its services in Welsh and English to the same standard and to the same timescales, unless it would be unreasonable or disproportionate to do so. It wants Welsh speakers to engage with it in Welsh, to feel comfortable as they do so – and to receive the best possible service.

The Government will also make it as easy as possible for its staff to use Welsh whilst at work. It will provide them with encouragement and support which will help grow the use of Welsh – and take the Government as quickly as possible through a programme of continuous improvement towards making it an increasingly bilingual workplace. In doing so, it will protect the goodwill towards the language that exists across the organisation – and ensure that Welsh-speaking and non Welsh-speaking members of staff are equally valued and fully understand that they enjoy equal status and opportunities whilst working for the Welsh Government

The Government recognises that it should be seen to lead the public sector in Wales with regard to supporting the use of Welsh.

The Government recognises that it will take time to make this vision a reality and that there are constraints on its resources, which may lead to compromises. The cost of operating bilingually can be a limiting factor, but increasing our capacity to work in Welsh and English can also lead to greater efficiency and reduced costs.

Good progress has been made already, and we will continue to improve”.

6. Welsh language awareness

- 6.1 The Group felt that there is a need to improve awareness amongst Welsh Government staff of the ways in which Government policies and services, and their work, impacts on the Welsh language. It was of particular concern that in response to a staff survey undertaken in 2009, 51% of those who responded said that the Welsh language was not very relevant to their role within the Welsh Government. It will also be important to ensure that staff are made aware of Ministers’ expectations with regard to the language – and with regard to the service they wished to receive through the medium of Welsh.
- 6.2 Group members were given an opportunity to view, and comment on, a 45 minute ‘Welsh language awareness’ online training module currently under development. The responses to the module were positive and the comments received will be incorporated in the module. These included the need to consider whether the module could be shortened from 45 minutes. It was agreed that the module should include a focus on the use of Welsh in the workplace, with a view to maintaining the support of non-Welsh speaking staff.

Recommendations

- I. For the ‘Welsh language awareness’ online training module to become compulsory for all staff. [A current Welsh Language Scheme commitment]
- II. For Welsh Language Division staff to continue to provide a session on the Welsh language in induction courses for new staff.
- III. For Welsh Language Division staff to offer a variety of short, hotshot training sessions on a range of Welsh language issues.
- IV. For the Government to offer more intensive language awareness courses for key members of staff, such as staff leading work on policy development, awarding contracts, or funding third parties.
- V. For Welsh Language Division staff to prepare regular articles about Welsh language issues for publication on the intranet.
- VI. Over time, for the Welsh Language Division to maintain and develop the Welsh language guidance section of the intranet, and to offer within it clear, comprehensive and concise guidance for WG staff about Welsh language issues, including where to find Welsh language documents (such as HR policy documents and internal forms).

7. Bilingual 'look and feel'

- 7.1 The Group agreed that, although the use of Welsh has increased over the years, the Government does not feel sufficiently like an organisation where Welsh is used naturally and where Welsh speakers feel entirely confident that they can access services in Welsh (whether as members of the public accessing our services, or as staff accessing internal services). Reality can often be clouded by people's perceptions, however, and a long history of a lack of Welsh language provision, along with an established practice of using English, can mask, for an individual, the extent to which a Welsh language service is available. The Group recognised that significant progress had been made recently, including the steps taken to ensure that visitors to Y Bont in our Aberystwyth and Llandudno Junction offices experienced a fully bilingual and welcoming environment. Action had also been taken to ensure bilingual engagement with the communities surrounding those offices. The Group noted that the Welsh Language Commissioner would be setting specific standards in many of these areas, and that it would be advisable for the Welsh Government to improve its performance in order to prepare for the time when standards will be imposed by the Commissioner.

Recommendations

- I. Steps should be taken to ensure that the public's first point of contact with WG is always available in the medium of Welsh or English (including reception areas, switchboards and help lines).
- II. Contracts for internal services, such as catering contracts, should ensure appropriate Welsh language provision in terms of, for instance, providing Welsh-speaking staff and bilingual menus, leaflets and signs.
- III. Contracts for outward-facing 'first point of contact' services, such as security services, should be reviewed to ensure appropriate levels of Welsh language provision.
- IV. All new permanent and temporary signs in Welsh Government buildings should be bilingual.
- V. Standard templates for temporary Welsh signs (such as 'out of order' and 'interview in progress' signs) should be available for staff to download from the intranet.
- VI. Our normal practice should be to ensure that all WG posters and leaflets displayed, or distributed to all staff in any of our offices, should be bilingual unless we have established beforehand that this would not be practicable or reasonable.
- VII. Printed information displayed in staff canteens and coffee bars should be bilingual.
- VIII. Announcements made on public announcement systems in the Welsh Government's offices, including pre-recorded announcements, should be bilingual, unless we have established beforehand that this would not be practicable or reasonable.
- IX. The WG Awards should continue to award activities undertaken in support of the language.

- X. Our digital communication channels, such as YouTube and Twitter, and all online communication should include an appropriate use of Welsh and serve as an example for other organisations to follow.

8. Welsh in the workplace

- 8.1 The Group noted that the Welsh Language Commissioner will be able to impose duties on the Welsh Government by means of operational standards, which may deal, inter alia, with the opportunities we provide for our staff to use Welsh in the workplace.
- 8.2 If we are to develop our use of Welsh in the workplace successfully, we will need to maintain the support of non-Welsh speaking staff. Currently, much goodwill exists amongst those staff towards the language, suggesting that an opportunity exists to be innovative and seek further change. As outlined above, it will be important to ensure that Welsh-speaking and non Welsh-speaking members of staff are equally valued and fully understand that they enjoy equal status and opportunities whilst working for the Welsh Government. There is also a perception among some Welsh-speakers that there is a presumption *against* using Welsh in the workplace - and there is some uncertainty with regard to the extent to which Welsh can be used. In extending the use of Welsh, we will need to consider how the organisation might cope with, for instance, FoI requests, referring to e-mail records and access to other records, when the material in question is in Welsh only. Some of the issues surrounding the use of Welsh in the workplace are complex (with regard to finding practical solutions fit for a bilingual workplace) and, as such, will need to be considered in detail following the Board's consideration of this paper.
- 8.3 The use of Welsh in the workplace can mean:
- providing services to WG staff as 'internal customers' (such as HR services and the provision of ICT tools)
using Welsh with colleagues as part of day-to-day work.
- 8.4 We have seen a low level of use of some Welsh language services (such as recent assessment centre tests). We need to better understand why some Welsh speaking staff do not choose the Welsh language option.
- 8.5 At the moment, other than personal motivation, there is not enough incentive to use Welsh, but there are some obstacles and disincentives. Until this is addressed, the use of Welsh by either of the above categories is unlikely to increase greatly.
- 8.6 There are some WG teams who work almost fully bilingually and plan their bilingual skills requirements accordingly (such as CyMAL and the Welsh Language Division). There is merit in examining whether the Government should establish more bilingual teams to offer staff more opportunities to work through the medium of Welsh, to develop their skills as they do so, to increase their confidence in using the language at work - and to enable those teams to provide consistent and high standard Welsh language services to the public. It will be important to recognise, however, that Welsh speakers are also required right across the organisation. Caution should be exercised, therefore, to ensure that establishing more bilingual teams will not harm our ability to deliver Welsh language services across the Government.

- 8.7 We should aim to build on the good practice developed in our offices in Llandudno and Aberystwyth, including by building on the advice set out in the Llandudno office publication: 'Towards bilingual working: small steps – a big difference'.

Aim

- 8.8 The Group proposes the following aim with regard to the use of Welsh in the workplace:

For the Welsh Government to be an employer which:

encourages and champions the use of Welsh in the workplace

sets an example for other organisations to follow

respects and supports the need to ensure that its Welsh speaking staff should be able to use the language at work as much as possible

aims to build on the current position whereby 18% of its workforce can speak Welsh (to fluency levels 4 and 5)

ensures that Welsh-speaking and non Welsh-speaking members of staff are equally valued and fully understand that they enjoy equal status and opportunities whilst working for the Welsh Government;

Recommendations

- I. WG staff should be made aware of the opportunities that exist to use Welsh at work (including Welsh language versions of software packages, forms and internal policies). Welsh materials (such as policies and forms for internal use), should be accessible through one portal on the intranet.
- II. The WG should develop its policy with regard to the use of Welsh at work. This should cover issues such as the use of Welsh with regard to: meetings (including papers for meetings); internal e-mails; minutes and notes of meetings; drafting documents; performance reviews and personal records. The policy should consider sustainability issues (such as future FoI requests) but should take the approach that Welsh may be used by officials unless there are good reasons not to. Best practice in other organisations and countries should be explored.
- III. The Performance Management System and its associated policies should be reviewed to include Welsh language considerations. For instance, where the Welsh language has been identified as a 'key skill' of a post, guidance should advise line managers and jobholders of the need to include it on the performance management review form.
- IV. A proactive approach should be taken to support and enable staff to use Welsh at work, including identifying and prioritising the services that should be provided bilingually, such as:

support from Human Resources

Internal Communications and the intranet

ICT (including the Atos contract)

Records Management

Occupational Health

Forms for staff use (including electronic and online forms)

Training.

- V. There should be a strategic approach in the training offered to staff, with the aim of ensuring that training courses (provided across WG or locally, within DG areas) should be available in Welsh, subject to demand, and that the demand for such courses should be measured from time to time. Training through the medium of Welsh should be to the same standard as training through the medium of English.
- VI. Staff should have easy access to Cysill, Cysgair and the Welsh language interfaces of Microsoft Office and the WG intranet. The Welsh Language Division should ensure that guidance with regard to using these resources is available.
- VII. Staff should have access to resources such as *Canllawiau Iaith a Chymorth Sillafu* and other resources to help improve drafting skills, such as the Translation Service's Arddulliadur/Style Guide.
- VIII. The Welsh Language Division should consider, with Translation Services and ICT colleagues, the feasibility of offering staff access to bespoke Welsh language translation software, such as Canolfan Bedwyr's translation package, or banks of translation memories which offer corresponding text aligned in English and Welsh.
- IX. Welsh speakers should have easy access to products which will enable others to identify them as Welsh speakers. These could include lanyards for security passes, desk signs, and badges.
- X. DGs should consider piloting teams that currently work through the medium of Welsh as 'designated bilingual teams', where Welsh learners could be encouraged to join as managed moves to improve their Welsh skills,, to increase their confidence in using the language at work - and to enable those teams to provide consistent and high standard Welsh language services to the public. Where no such teams exist within a DG area, opportunities should be sought to establish them.
- XI. Secondments to organisations or Welsh Government teams that operate through the medium of Welsh, or to work on projects which require Welsh language skills, should be supported, to provide staff with opportunities to improve their Welsh language skills.

9. Bilingual skills, workforce planning and Welsh for adult courses

- 9.1 The Group noted that there are significant practical and reputational risks associated with a lack of capacity to provide a bilingual service to the public. The risk is increased by the fact that the Welsh Language Commissioner may look to the Welsh Government as an exemplar organisation.
- 9.2 Despite an organisation-wide bilingual skills planning exercise in 2006, due to subsequent restructuring and other organisational changes, we do not currently have a view of our Welsh language needs at a corporate, Departmental or Divisional level. We are not able to assess our bilingual capability with confidence, nor assess whether staff with Welsh language skills are in the right places. This has been

included as an element in the recent Workforce Planning commission, which could lead to better data to plan future staffing needs.

- 9.3 The Group is not proposing to repeat the bilingual skills planning exercise that was conducted in 2006, especially given the time and resource-intensive nature of the exercise. The work undertaken in 2006 provided micro-level information, but there is little evidence that it was used strategically, or that the planning documents were kept up to date. We need to place more emphasis on enabling DGs, Directors and Deputy Directors to ensure that there is adequate Welsh language provision within their areas. Again, maintaining the goodwill of non Welsh-speaking staff will be important, and there should be a common understanding that Welsh language skills will be an essential or desirable requirement for a post only when there are sound reasons for that requirement.
- 9.4 Since external recruitment is currently limited, we need to use our resources better in terms of Welsh speakers. However, it may be that we will need to recruit externally for staff with Welsh language skills if we are not able to meet demands internally. This means being more explicit about 'Welsh essential' in our recruitment.
- 9.5 We have many fluent Welsh speaking members of staff - and they can be divided into two categories:
- i) confident, proactive speakers who use the Welsh language at every opportunity; and
 - ii) those who have a good level of proficiency but who are not confident – and who do not have experience of using the Welsh language at work.

We need to unlock the potential of the second category of staff in particular.

- 9.6 There is an over-reliance on the Translation Service to provide Welsh to English translations for officials, where Departments do not have sufficient numbers of Welsh speakers to deal with material submitted to the Government in Welsh. This represents a poor use of resources and a burden on Translation Services which could be removed with better skills planning. The aim should be to ensure that teams (especially those who regularly receive Welsh language material) should become increasingly able to deal with Welsh language material without having to translate it into English.
- 9.7 The Government is developing a project in liaison with the WJEC to develop a 'diagnostic tool' that will include two elements: the first is a small set of questions aimed at enabling employers and line managers to determine whether a vacancy should be filled by a person with Welsh language skills (and the extent of those skills with regard to speaking, listening, writing and reading). The second element will enable Welsh speakers to test their linguistic ability (again, with regard to speaking, listening, writing and reading).
- 9.8 A range of Welsh for Adults courses are available for WG staff, with support offered for learners at all levels. However, some Welsh learners do not use their Welsh language skills in the workplace, despite having attended classes for a number of years. In addition, the drop out rates from courses are high, especially in certain office locations.

Aim

- 9.9 The Group noted and agreed the following aim with regard to bilingual skills and workforce planning (the following is an extract from the Government's Welsh language scheme):

All of our workplaces that have contact with the public in Wales (whether written or spoken) need access to sufficient and appropriately skilled Welsh speaking staff to enable those workplaces to deliver a full service in Welsh to the public. We will identify those workplaces or posts where Welsh language ability is desirable or essential (with regard to speaking, reading, and writing). This requirement may be defined as a component of a workplace or team, or it may be attached to a particular post.

Recommendations

- I. Our bilingual skills requirements must be an intrinsic part of our Workforce Planning strategy and data collection.
- II. DGs need to address current and future linguistic requirements as a matter of priority, and address areas of weakness.
- III. Welsh language skills data should be made available to DGs, structured in a way that supports decision making with regard to bilingual skills.
- IV. PPCS, and in particular the HR Business Partners, should receive awareness training in relation to recruitment and the Welsh language to gain a better understanding. For example, giving consideration to the difficulties faced by those seeking to recruit Welsh speaking staff and determine whether this represents a problem that can be addressed by, for instance, external recruitment or by developing a cadre of Welsh-speaking staff able to move into posts where Welsh language skills are required for time-limited tasks.
- V. The Welsh for Adults provision should be reviewed, with a focus on business need, an understanding of the organisation's expectations with regard to learners, support for learners, and accreditation.
- VI. Consideration should be given to the provision of more opportunities for staff to attend intensive Welsh for Adults courses, which need to be supported at Departmental level by releasing staff to attend those courses.
- VII. Non-confident fluent Welsh speakers should be encouraged to use the language at work, via improvers' courses. They should also be supported to use Welsh at work.
- VIII. HR should consider the suitability of the first element of the WJEC diagnostic tool for use within WG, as a compulsory step in recruitment processes for posts. HR should also produce reports with regard to the proportion of vacancies advertised with the ability to speak Welsh deemed to be essential or desirable. [Use of the diagnostic tool is a current Welsh Language Scheme Corporate Action Plan commitment]
- IX. Translation Service to work with line managers across WG to set tests and assess written Welsh language skills where posts are identified as Welsh essential. The first

element of the WJEC diagnostic tool could also help with this task.

- X. Within two years of the date of this paper, the aim should be for DGs to pay for translation from Welsh to English of material submitted to the Government in Welsh. Doing so will help highlight the need to recruit Welsh-speaking staff to teams regularly in receipt of Welsh language material, to help reduce the need to translate that material into English for internal use. Final approval of this policy should follow a review, towards the end of the two year period, of the situation with regard to translation from Welsh to English.

10. Welsh language scheme compliance

- 10.1 The group noted that awareness of the Welsh language scheme and an understanding of the steps required to comply with the scheme could be improved (in line with the findings of the 2009 IAS report).
- 10.2 The need to translate material issued by the Government is generally well understood, but issues such as mainstreaming the language into policy development and considering the need to include linguistic conditions in grants and contracts could be better understood and supported. Even with translation, there are times where it would be beneficial for staff to have a clearer understanding with regard to the role of the Translation Service and how best to deal with translation issues.
- 10.3 It was agreed that, in general, the following recommendations with regard to the scheme are also likely to be relevant with regard to the forthcoming Welsh language standards. It was noted, in this respect, that failure to comply with standards could be dealt with by a Welsh Language Commissioner with a wide range of enforcement powers – and that significant and systemic failures to comply with standards could lead to reputational damage for the Government. Again, it will be important to ensure as wide a buy-in as possible across the organisation, in support of the scheme, amongst Welsh speaking staff and non Welsh-speaking staff alike.

Aim

- 10.4 The Group noted and agreed the following aim with regard to the Government's Welsh language scheme:

The Welsh language is a cross-cutting theme of relevance to all areas of the Welsh Government. As such, we will ensure that the Welsh language is mainstreamed across all Ministerial portfolios and across the work of every Welsh Government Department.

Recommendations

- I. Information about the scheme should be included in the online Welsh language awareness training module currently under development. That information should include key issues, with regard to the language, which officials need to bear in mind as they undertake their duties.
- II. Officials need full clarity with regard to the range of bilingual services that should be offered to the public, with appropriate guidance material to assist with the delivery of

those services. The Welsh Language Division should ensure that the guidance is available.

- III. An internal escalation process should be developed to deal with cases of non-compliance with the scheme.
- IV. Procedures should be agreed and standardised throughout the Welsh Government, so that reasonable and proportionate language conditions are included as contracts are awarded. Those procedures should include appropriate monitoring procedures.
- V. Procedures should be agreed between the Grants Centre of Excellence and the Welsh Language Unit to ensure that the need to include reasonable and proportionate language conditions as grants are awarded is properly taken into account as part of every Government grant scheme. Those procedures should include appropriate monitoring procedures.
- VI. The Welsh Language Division should prepare revised guidance, in liaison with the Translation Service, with regard to making the most of translation services and ensuring that the most appropriate material is translated.
- VII. Clear and consistent procedures should be agreed to deal with complaints of alleged non-compliance with the scheme.

11. Ownership, monitoring and reporting

- 11.1 The Group felt strongly that the Welsh language needs to be championed from the top of the organisation, with adequate monitoring and reporting arrangements, so that there is strong and transparent accountability for progress on the Welsh language within the organisation. The good practice – and ownership of the language - developed in our offices in Llandudno and Aberystwyth should be supported and encouraged.
- 11.2 Current reporting and accountability arrangements are rather static, revolving around the 'DG Chapters' in the Government's Welsh Language Annual Report on the delivery of its Welsh language scheme and strategy. There have been recent improvements, including the introduction of KPIs for the scheme, but overall there is a need for a more dynamic process, with regular reporting and discussion on progress.
- 11.3 The only formal reporting structures in place to monitor progress are the Annual Report to the Welsh Language Board (now the Commissioner) and reports sent to the new Welsh Language Partnership Council, to outline progress with regard to delivering the Welsh Language Strategy Action Plan.
- 11.4 GOWA 2006 requires that Welsh Ministers report each year on delivery of the Welsh Language Strategy and the impact of that work with regard to the use of Welsh.

Recommendations

- I. Formal reporting structures to the Board (see below), Operations Group and possibly the WG Corporate Governance Committee and DG Corporate Governance Committees should be developed, with regard to KPIs, the Welsh language scheme

corporate action plan and other issues.

- II. The Board should monitor how the organisation is performing on the implementation of the Welsh Language Task and Finish Group's recommendations. A high level monitoring report will be submitted on a sixth monthly basis to the Board.
- III. A more detailed progress report should be submitted to Operations Group every quarter to enable it to monitor progress in implementing the Task and Finish Group's recommendations and Action Plan, and in implementing the Government's Welsh language scheme.
- IV. Every DG should nominate a senior member of staff as Welsh language champion, supported by the DG Welsh language coordinators and, possibly, Welsh language Communities of Practice within each DG area.
- V. Every DG should work with their Welsh language champions and senior managers to promote language awareness, as well as the need for practical action in support of the language.
- VI. Preparation of DG chapters should continue as outlined above, subject to the Welsh Language Commissioner's requirements with regard to monitoring and reporting.
- VII. Depending on the nature and success of the reporting structures, consideration should be given to establishing a successor to the Welsh Language Task and Finish Group, to steer further performance improvements with regard to the scheme, strategy, the use of Welsh at work and to take look at all the issues that have been recommended for further consideration throughout this report.

12. Next Steps

- 12.1 The Board is invited to consider and agree the recommendations set out above and the action plan enclosed at Annex A..
- 12.2 Regular progress reports will be submitted to the Board and Operations Group, as outlined above.
- 12.3 A communications strategy will be developed to draw this report and its action plan to the attention of all WG staff.

Recommendations have been grouped as follows:

GREEN: Recommendations that can be implemented immediately, or ones that are already underway;

AMBER: Recommendations that will be implemented following further discussions between WG Departments, or after further planning

<u>Group's Themes:</u>	<u>Group's Recommendations:</u>	<u>Owner of Recommendation:</u>	<u>Timescale for implementing the recommendation:</u>	<u>Likely Costs :</u>	<u>Progress report and/or next steps</u>
1. Welsh Language Awareness	1. For the 'Welsh language awareness' online training module, which is currently being developed, to become compulsory for all staff. [A current Welsh Language Scheme commitment]	Welsh Language Division to lead in partnership with PSMW and Eliesha	Short term - finalise module and monitoring arrangements by March 2013	PSMW are funding the module, at a cost of approximately £7,000.	A draft module has been developed with Eliesha and comments received from the Welsh Language Task and Finish Group and Bilingual Co-ordinators. The final version will be piloted amongst Welsh speakers and non-Welsh speakers. A decision is required with regard to making this compulsory. Further actions include: considering alternative provider capable of providing management data (linked to compulsory element) and to work with Eliesha.
	2. For Welsh Language Division staff to continue to provide a session on the Welsh language in induction courses for new staff.	Welsh Language Division to lead in partnership with Eliesha	On-going commitment. Depending on when induction courses are held.	No additional costs. Welsh Language Division to resource.	Welsh Language Division staff will continue to hold sessions according to the need for induction sessions. Review of session content to take place in liaison with Eliesha along with discussion on how to provide it in Welsh more often.
	3. For Welsh Language Division staff to offer a variety of short, hotshot training sessions to cover a range of Welsh language issues.	Welsh Language Division	Short term – first session available by April 2013	Welsh Language Division to resource: Staffing costs and T&S for one staff member of WLU to attend Aberystwyth, Llandudno and possibly other offices a maximum of twice per annum.	Welsh Language Unit (WLU) staff to design a series of hot shot sessions for delivery across CP2, Aberystwyth, Llandudno and possibly other offices.

Board(12)051

	4. For the Government to offer more intensive language awareness courses for key members of staff, such as staff leading work on policy development, awarding contracts, or funding third parties.	PPCS and PSMW	Medium term – provision in place by (approx) April 2013.	PPCS to fund courses as part of corporate training budgets. Costs to be agreed. Courses to be held 4 times a year. Costs estimated as follows: approximately £1400 to design and £700 per day to run/adapt existing module (5 days = £3500).	Scoping exercise undertaken. Need to seek budgetary approval. The possibility of including language awareness as part of other courses (such as Passport to Procurement training) also needs to be considered.
	5. For Welsh Language Division staff to prepare regular articles about Welsh language issues for publication on the intranet.	Welsh Language Division to lead, in liaison with Internal Communications Team.	Short term - first article to appear in November 2012.	No additional costs. Welsh Language Division to resource and to fund staff time.	Welsh Language Unit and Internal Comms to agree a series of articles for publication - aim to publish 4 per annum.
	6. Over time, for the Welsh Language Division to maintain and develop the Welsh language guidance section of the intranet, and to offer within it clear, comprehensive and concise guidance for WG staff about Welsh language issues, including where to find Welsh language documents (such as HR policy documents and internal forms).	Welsh Language Division	Short term. Scoping paper prepared by March 2013.	No additional costs. Welsh Language Division to resource and to fund WLU staffing costs.	Welsh Language Unit to undertake an audit of guidance. To check whether guidance is up to date and whether more guidance is required. WLU to trawl for Welsh versions of HR documents (etc) and provide links to those from the WLU intranet pages and ask owners of those documents to ensure Welsh versions published are fully up-to-date. WLU to scope this by March 2013.
2. Bilingual Look and Feel	1. Steps should be taken to ensure that the public's first point of contact with WG is always available in the medium of Welsh or English (including reception areas, switchboards and help lines).	People, Places and Corporate Services to lead, in liaison with Cadw and possibly other 'first point of contact' parts of the Welsh Government.	Medium term. PPCS and Cadw To agree approach by December 2012.	Should not result in additional costs if appropriately phased.	PPCS to ensure that future appointments to these posts (reception areas, including Cadw sites, general switchboards and helplines) will ensure this commitment can be delivered. SF looking to train Cadw staff (medium term, 3 years). PPCS has recruited additional bilingual staff for key areas such as CP2 reception. Further actions for PPCS include recruiting bilingual staff to vacancies as they arise and reviewing contract requirements prior to the next tender exercise. It will be

Board(12)051

					phased as vacancies arise and as contracts expire.
	2. Contracts for internal services, such as catering contracts, should ensure appropriate Welsh language provision in terms of, for instance, providing Welsh-speaking staff and bilingual menus, leaflets and signs.	PPCS to lead, in liaison with Value Wales	As new contracts are awarded.	Should be funded through existing budgets. Could increase some costs slightly, because of the need for translation. However, costs not expected to be very significant and the need for translation will depend on the nature of the contract. Provision of Welsh-speaking staff should lead to no extra costs though there may be phasing issues since this will need to coincide with the natural cycle of recruitment undertaken by contractors.	PPCS and Value Wales to agree procedures to ensure this happens. Need to agree exactly what is covered (e.g. should this extend to packaging on sandwiches?). Contracts should stipulate use of Iaith Gwaith logo for Welsh speaking staff. Further actions for PPCS include improving provision within scope of current contract arrangement, where feasible by March 2013; and reviewing contract requirements prior to next procurement exercise.
	3. Contracts for outward-facing 'first point of contact' services, such as security services, should be reviewed to ensure full and appropriate levels of Welsh language provision.	People, Places and Corporate Services to lead in liaison with Value Wales.	As new contracts are awarded.	Should be funded through existing budgets. Provision of Welsh speaking staff should lead to no extra costs though there may be phasing issues.	PPCS and Value Wales to agree procedures to ensure this happens. Contract should stipulate use of Iaith Gwaith logo for Welsh speaking staff. Need to consider whether this should apply to services other than security services. As point 2.1 above: PPCS has recruited additional bilingual staff for key areas such as CP2 reception. Further actions for PPCS

Board(12)051

					include recruiting bilingual staff to vacancies as they arise and reviewing contract requirements prior to the next tender exercise. It will be phased as vacancies arise and as contracts expire.
	4. All new permanent and temporary signs in Welsh Government buildings should be bilingual.	People, Places and Corporate Services – Facilities	Short –term - phased in accordance with refurbishment programme.	Minimal - Policy to be applied only when new signs are prepared (cost will be use of Translation Service time and extra cost of producing bilingual, rather than English only sign). The costs should not be significant, and will depend on size and content of sign.	<p>New permanent signage produced bilingually at present, in accordance with current Welsh Language Scheme (not always possible in leasehold buildings occupied by WG).</p> <p>The new signage being installed across the CP offices is either pictogram only or bilingual (Welsh / English) where text is required. A range of ready-made bilingual temporary signs (e.g. out of order) are also available for use. It should be noted that English only signs may be used in an emergency situation as a temporary measure but only whilst appropriate bilingual signs are obtained.</p> <p>Monitoring will be undertaken by WLU periodic audit with findings submitted to Operations Group.</p> <p>Further actions by PPCS include: Signs are changed on a phased basis during CP2 refurbishment. PPCS Facilities to undertake an audit of current English only signs across the estate, by April 2013.</p>

Board(12)051

<p>5. Standard templates for temporary Welsh signs (such as 'out of order' and 'interview in progress' signs) should be available for staff to download from the intranet.</p>	<p>People, Places and Corporate Services – Facilities</p>	<p>Short term - to be in place by April 2013</p>	<p>Minimal - cost will be use of Translation Service time and extra cost of producing bilingual, rather than English only sign. The costs should not be significant, and will depend on size and content of sign.</p>	<p>Temporary/ad hoc signage (such as 'Out of Order' and 'Interviews in Progress' signs) is being phased out and replaced by standard signage managed by Facilities and Internal Comms, in accordance with corporate branding.</p> <p>Monitoring will be undertaken by WLU in liaison with Facilities during periodic audits. Findings will be submitted to Operations Group.</p> <p>Further actions by PPCS include: PPCS – Facilities/Internal Comms to issue guidance on centralising temporary signage, by April 2013.</p>
<p>6. Our normal practice should be to ensure that all WG posters and leaflets displayed, or distributed, to all staff in any of our offices, should be bilingual unless we have established beforehand that this would not be practicable or reasonable.</p>	<p>Welsh Language Division to lead, in liaison with PPCS, DGs and TUS.</p>	<p>Short-medium term. For all WG posters and leaflets displayed or distributed to all staff, following publication of guidance.</p>	<p>To be funded through existing budgets. Costs should not be significant (cost will be use of Translation Service time and extra cost of producing bilingual rather than English only material).</p>	<p>We already provide all in-house posters bilingually. Welsh Language Division to develop guidance for internal posters and leaflets with the Engagement and Innovation Division, and agree procedure to be followed if a poster or leaflet is provided in one language only. The Engagement and Innovation Division need to be actively involved in development and sign-off of any new procedures. Monitoring will be undertaken by WLU periodic audit with findings submitted to Operations Group. TUS</p>

Board(12)051

					have responsibility only for their own notice boards.
	7. Printed information displayed in staff canteens and coffee bars should be bilingual.	PPCS	Short-medium term. Following agreement with PPCS and as new contracts are awarded, as appropriate e.g. with catering providers.	Should be funded through existing budgets. Costs will be minimal (Translation Service time and extra cost of producing bilingual rather than English only material). Costs will not be significant and will depend on size and content of material.	PPCS to develop procedures to ensure this happens. Need to agree procedure to be followed if information is provided in one language only. Monitoring will be undertaken by WLU periodic audit with findings submitted to Operations Group. Further actions for PPCS include improving provision within scope of current contract arrangement, where feasible; and reviewing contract requirements prior to next procurement exercise. Deadline determined by next procurement exercise.
	8. Announcements made on public announcement systems in the Welsh Government's offices, including pre-recorded announcements, should be bilingual, unless we have established beforehand that this would not be practicable or reasonable.	People, Places and Corporate Services - Facilities	Short-medium term – during the year to September 2013.	No cost for announcements made by bilingual staff. PPCS to advise on costs of providing bilingual pre-recorded announcements. Facilities have assessed the feasibility and costs of providing bilingual pre-recorded announcements for the fire alarm in	Announcements made by WG staff are made bilingually, through Facilities and Internal Comms. Facilities and Internal Comms are currently building a bank of pre-recorded bilingual announcements. Health and Safety Regulations state that language of the majority must come first.

Board(12)051

				Cathays Park. Cost is currently prohibitive e.g. £60,000 to change from the current fire alarm announcement. No change proposed whilst costs remain prohibitive.	
	9. The WG Awards should continue to award activities undertaken in support of the language.	Internal Communications Team to lead, in liaison with Permanent Secretary's Division	Review by March 2013	Already included in WG Awards budget, no additional costs.	For the 2012 awards, a sub-category on mainstreaming the Welsh language was developed as part of 'Participation and Community' award. Review required with Internal Communications Team following 2012 awards.
	10. Our digital communication channels, such as YouTube and Twitter, and all online communication should include an appropriate use of Welsh and serve as an example for other organisations to follow.	External Communications Team	Medium-long term	To be funded through existing budgets.	A policy with regard to the use of Welsh on digital communication channels is being developed.
3. Welsh in the Workplace	1. WG staff should be made aware of the opportunities that exist to use Welsh at work (including Welsh language versions of software packages, forms and internal policies). Welsh materials (such as policies and forms for internal use), should be accessible through one portal on the intranet.	Welsh Language Division	Short term. Scoping paper prepared by January 2013.	Welsh Language Division to resource and to fund WLU staffing costs.	Welsh Language Unit to undertake an audit of guidance. To check whether guidance is up to date and whether more guidance is required. WLU to trawl for Welsh versions of HR documents (etc) and provide links to those from the WLU intranet pages. WLU to scope this by January 2013.

Board(12)051

<p>2. The WG should develop its policy with regard to the use of Welsh at work. This should cover issues such as the use of Welsh with regard to: meetings (including papers for meetings); internal e-mails; minutes and notes of meetings; drafting documents; performance reviews and personal records. The policy should consider sustainability issues (such as dealing with future FoI requests when records are in Welsh only) but should take the approach that Welsh may be used by officials unless there are good reasons not to. Best practice in other organisations and countries should be explored.</p>	<p>Welsh Language Division to lead, in liaison with PPCS, Operations Group, TUS and Cymdeithas Syr Goronwy Daniel.</p>	<p>Short-medium term – working group report prepared by September 2013.</p>	<p>Costs to be considered by working group e.g. implications for translation resources and in particular the need to consider these issues in the context of appeals and tribunals procedures.</p>	<p>The Llandudno Junction office commissioned the recent CSSIW guidance: <i>'Towards bilingual working: small steps - a big difference, a menu of practical steps in a bilingual workplace for use by managers and staff'</i>.</p> <p>Next steps: to establish a working group to scope further with PPCS, other DG areas, TUS, Cymdeithas Syr Goronwy Daniel and representation from the Inspectorates within the Local Government and Communities Directorate, to report by August 2013. The group to scope what needs to be discussed e.g. implications with regard to internal meetings, future FOI requests. Discussion may be required in due course with the Information Commissioner with regard to the impact on FOI requests (with reference to the guidance issued jointly by the Welsh Language Board and the Information Commissioner). Discuss with Welsh Language Commissioner and other organisations, including organisations in other countries, to seek out good practice. Consultation with staff. Aim will be to develop guidance on each issue (internal meetings etc).</p>
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Board(12)051

<p>3. The Performance Management System and its associated policies should be reviewed to include Welsh language considerations. For instance, where the Welsh language has been identified as a 'key skill' of a post, guidance should advise line managers and jobholders of the need to include it on the performance management review form.</p>	<p>PPCS</p>	<p>Short term – in place by March 2013. PPCS to lead. May need consultation with staff, and revised guidance.</p>	<p>No additional costs</p>	<p>Welsh versions of the new PSG competencies completed in September 2012- both for WG use, and also Welsh version of UK Department version produced by WG on behalf of Cabinet Office.</p> <p>Further actions for PPCS include: undertaking further consultation for best practice, including discussion with Welsh Language Commissioner; and reviewing intranet guidance in light of consultation.</p> <p>Meeting between Translation Service and PPCS arranged during October 2012 to discuss improving PMR guidance to ensure that Welsh skills are reflected in objectives/evidence when Welsh language skills are required of the post.</p>
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Board(12)051

<p>4. A proactive approach should be taken to support and enable staff to use Welsh at work, including identifying and prioritising the services that should be provided bilingually, such as:</p> <ul style="list-style-type: none"> - Support from Human Resources; - Internal Communications and the intranet; - ICT (including the Atos contract); - Records Management; - Occupational Health; - Forms for staff use (including electronic and online forms); - Training. 	<p>Welsh Language Division to lead, in liaison with PPCS, Operations Group, Central Services Operations Team, TUS and Cymdeithas Syr Goronwy Daniel.</p>	<p>Short - medium-term – working group report prepared by August 2013</p>	<p>Costs to be considered by working group.</p>	<p>The working group established under recommendation 2, above, could consider this. Alternatively, relevant departments could be commissioned to draft a position paper explaining how they will ensure a proactive approach to support and enable staff to use Welsh at work.</p> <p>Intranet news service now fully bilingual.</p>
<p>5. There should be a strategic approach in the training offered to staff, with an aim of ensuring that training courses (provided across WG or locally, within DG areas) should be available in Welsh, subject to demand, and that the demand for such courses should be measured from time to time. Training through the medium of Welsh should be to the same standard as training through the medium of English.</p>	<p>PPCS and PSMW</p>	<p>Short term - Provision of mandatory training and Eliesha's ten most popular courses in place, bilingually, by April 2013.</p>	<p>PPCS to include as part of central training contract. To be funded through existing budgets.</p>	<p>All class-room taught mandatory training is available in Welsh and scheduled as part of the programme of learning. Eliesha's 10 most popular courses have been identified and are in the process of being translated. They will be available as part of the programme of learning from January 2013. Further action includes marketing of Welsh courses to be undertaken from October 2012 and take up and attendance to be reviewed in October 2013. Need to agree what kind of training courses should be covered - WG/Eliesha courses? Need to agree policy on making Welsh courses viable in terms of attendance</p>

Board(12)051

					etc.
	6. Staff should have easy access to Cysill, Cysgeir and the Welsh language interfaces of Microsoft Office and the Welsh language side of the intranet. The Welsh Language Division should ensure that guidance with regard to using these resources is available.	Welsh Language Division to lead, in liaison with PPCS	Short term. Scoping paper prepared by December 2012	No additional costs foreseen in the short term, since these software tools are already available to WG staff. Welsh Language Division to resource and to fund staff time to prepare guidance.	WLU to undertake an audit of guidance and support and prepare a scoping paper on this by December 2012.
	7. Staff should have access to resources such as <i>Canllawiau Iaith a Chymorth Sillafu</i> and other resources to help improve drafting skills, such as the Translation Service's Arddulliador/Style Guide	Welsh Language Division to lead, in liaison with Translation Service	Immediate. Scoping paper on guidance/support available to be prepared by December 2012.	To be funded through existing budgets. No additional costs in terms of resources such as the Arddulliador Style Guide. WLU through Bilingual Working I Project already has an available stock of <i>Canllawiau Iaith a Chymorth Sillafu</i> (£5.99 each). <i>Geiriadur yr Academi</i> is now available free on-line. Other downloads are available at no cost.	WLU to arrange distribution of <i>Canllawiau Iaith a Chymorth Sillafu</i> . WLU to review its Bilingual Support Tools intranet pages to include further support/resources. WLU to undertake an audit of guidance and support material, and prepare a scoping paper on this by December 2012.

Board(12)051

<p>8. The Welsh Language Division should consider, with Translation Services and ICT colleagues, the feasibility of offering staff access to bespoke Welsh language translation software, such as Canolfan Bedwyr's translation package, or banks of translation memories which offer corresponding text aligned in English and Welsh.</p>	<p>Welsh Language Division to lead, in partnership with the Translation Service.</p>	<p>Medium term</p>	<p>Procurement issues to be discussed with Value Wales prior to any discussion with Canolfan Bedwyr.</p>	<p>WLU and Translation Service to meet with Canolfan Bedwyr to discuss the possibility of adapting their translation package for use by the WG.</p>
<p>9. Welsh speakers should have easy access to products which will enable others to identify them as Welsh speakers. These could include lanyards for security passes, desk signs, and badges.</p>	<p>Welsh Language Division</p>	<p>Short term – asap with regard to lanyards. Options with regard to other products to be scoped by April 2013</p>	<p>No additional costs to use the laith Gwaith lanyards. Other lanyards and products to be funded through existing budgets.</p>	<p>As a result of the Welsh Language Task and Finish Group's decision to continue to use the former Welsh Language Board lanyards (showing the laith Gwaith logo) across WG Offices (apart from Llandudno, which is to use its own 'traffic light' system, to distinguish between learners and fluent speakers), the Welsh Language Commissioner has recently provided the WLU with a stock of 500 laith Gwaith lanyards to distribute across WG Offices. WLU to advise staff via a newspaper article that the lanyards are now available, and advise that offices will need to arrange their own procurement, should they wish to use different types of lanyards/signs - e.g. the Llandudno traffic light system.</p> <p>WLU to consider provision of other products, such as desk signs.</p>
<p>10. DGs should consider piloting teams that currently work through the medium of Welsh as 'designated bilingual teams', where Welsh learners could be encouraged to join as managed moves to improve their Welsh skills, to increase their confidence in using the language at</p>	<p>DGs to lead</p>	<p>Medium-long term</p>	<p>No additional costs.</p>	<p>DGs to lead, based on assessment of bilingual skills requirements. LS advice will be required, with regard to other equality legislation.</p> <p>CyMAL has piloted this for a number of years and is an exemplar for other DGs.</p>

Board(12)051

	<p>work and to enable those teams to provide consistent and high standard Welsh language services to the public. Where no such teams exist within a DG area, opportunities should be sought to establish them.</p>				
	<p>11. Secondments to organisations or Welsh Government teams that operate through the medium of Welsh, or to work on projects which require Welsh language skills, should be supported and facilitated, to provide staff with opportunities to improve their Welsh language skills.</p>	<p>People, Places and Corporate Services</p>	<p>Short term - PPCS to be able to facilitate these secondments by April 2013.</p>	<p>PPCS to advise on costs. Staff on secondments to other organisations remain on the WG's payroll. WG would recover their salary costs by invoicing the organisations for those costs.</p>	<p>PPCS to undertake a short feasibility study, taking into consideration civil service commissioner's policy, cost implications etc, as part of wider review of secondments and consideration of the benefits for the WG of opportunities for bilingual staff from other organisations to join WG and bring bilingual capability to teams – with view to developing arrangements to facilitate secondments to organisations who work through the medium of Welsh e.g. Welsh Language Commissioner, Cyngor Gwynedd, Urdd, Mentrau Iaith, S4C, Sain Ffagan, academic institutions.</p> <p>Initial meeting held with PPCS' Secondments Policy lead. Current Secondments Policy, which is a procedural document, is under review. WLU to consider adding additional wording to the policy statement on promoting Welsh language development opportunities.</p> <p>This to be promoted on People Exchange Wales, once live.</p> <p>Welsh Language Unit to initiate discussion with PPCS – Strategy, about working together to identify secondment opportunities for staff.</p> <p>Could consider backfilling a post if short-term secondments of over 1 month in duration. Meeting arranged between Translation Service, PPCS during October 2012 to discuss adding wording to the performance management guidance to promote Welsh</p>

Board(12)051

					language secondments.
4. Bilingual skills, workforce planning and Welsh for Adults courses	1. Our bilingual skills requirements must be an intrinsic part of our Workforce Planning strategy and data collection.	People, Places and Corporate Services	Short-medium term – part of workforce planning strategy	No additional costs.	<p>Fast-stream candidates joining civil service in Wales are now required to be bilingual or be prepared to commit to learning the language. This is a recent development agreed with the Civil Service Commissioners and is a target in the WG's current Welsh Language Scheme action plan.</p> <p>A data gathering exercise will take place shortly with analysis taking place during October 2012. Welsh language skills are a key aspect. Further action by PPCS includes Mark Pruce progressing further with the Welsh Language Unit and reporting back/updating targets following Workforce Planning Task and Finish Group which is to be held by mid November 2012.</p>
	2. DGs need to address current and future linguistic requirements as a matter of priority, and address areas of weakness.	All DGs.	Short-medium term – part of workforce planning strategy.	No additional costs.	It is already a requirement of the VARF that line managers assess language needs. DGs to address linguistic requirements of their own areas and regularly review bilingual skills data for their areas. The WJEC diagnostic tool for determining the linguistic needs of posts can be considered. The Welsh Language Commissioner can advise on best practice.
	3. Welsh language skills data should be made available to DGs, structured in a way that supports decision making with regard to bilingual skills.	People, Places and Corporate Services	Medium term	No additional costs.	HR IT is able to provide data, but it needs to be presented in a way that enables DGs to know to what extent they are meeting the requirements set out in recommendations 1 and 2. HR IT are happy to circulate the data to a nominated person within the Welsh Language Unit to forward to DGs.

Board(12)051

	<p>4. PPCS, and in particular the HR Business Partners, should receive awareness training in relation to recruitment and the Welsh language to gain a better understanding. For example, giving consideration to the difficulties faced by those seeking to recruit Welsh speaking staff and determine whether this represents a problem that can be addressed by, for instance, external recruitment or by developing a cadre of Welsh-speaking staff able to move into posts where Welsh language skills are required for time-limited tasks.</p>	<p>People, Places and Corporate Services, in conjunction with DGs.</p>	<p>Medium-long term</p>	<p>No additional costs.</p>	<p>Part of workforce planning.</p>
	<p>5. The Welsh for Adults provision should be reviewed, with a focus on business need, an understanding of the organisation's expectations with regard to learners, support for learners, and accreditation.</p>	<p>PSMW to lead, in liaison with Welsh Language Division</p>	<p>Short term – contract in place from September 2013.</p>	<p>£200,000 per annum has been allocated for the new contract from PSMW budget.</p>	<p>Meeting held in September 2012 between WLU and Andrew Pryse, the Welsh for Adults contract manager, on the development of a new Welsh for Adults strategy and course design and concept. Further action includes to progress development of course in liaison with WLU to meet target deadline, and including accreditation.</p>
	<p>6. Consideration should be given to the provision of more opportunities for staff to attend intensive Welsh for Adults courses, which need to be supported at Departmental level by releasing staff to attend those courses.</p>	<p>PSMW to lead, in liaison with DGs.</p>	<p>Medium term e.g. opportunity for approximately 3 people from each DG to attend intensive courses. 20 in total. To be delivered in March 2013.</p>	<p>£200,000 per annum has been allocated for the new contract from PSMW budget</p>	<p>As point 4.5 above. New contract in place from September 2013.</p>

Board(12)051

	<p>7. Non-confident fluent Welsh speakers should be encouraged to use the language at work, via improvers' courses. They should also be supported to use Welsh at work.</p>	<p>PSMW and WLU, in liaison with the Translation Service.</p>	<p>Short term</p>	<p>£200,000 per annum has been allocated for the new contract from PSMW budget</p>	<p>The new contract will be based on learning in the classroom, in the community and through intensive courses. Work on the PSMW mentoring course will be done by the end of the financial year, so that fluent Welsh speakers will be able to assist and support Welsh learners.</p> <p>WLU to develop ideas in terms of support at work, learning from the Llandudno Junction office's experience (e.g. coffi a chlonc conversation classes). Also to ensure that ICT support (Cysgeir etc), online resources, lanyards, mentors, Translation Service text checking service etc are available.</p>
	<p>8. HR should consider the suitability of the first element of the WJEC diagnostic tool for use within WG, as a compulsory step in recruitment processes for posts. HR should also produce reports with regard to the proportion of vacancies advertised with the ability to speak Welsh deemed to be essential or desirable. [Use of the diagnostic tool is a current Welsh Language Scheme Corporate Action Plan commitment]</p>	<p>People, Places and Corporate Services, in liaison with WLU</p>	<p>Medium term</p>	<p>Additional cost might be for integrating the diagnostic tool into the ORMS system. Costs to be established.</p>	<p>The Head of the Welsh Language Unit is a member of the Welsh Language diagnostic tool working group with the WJEC. Revised version of diagnostic tool recently received from WJEC. Diagnostic tool would need to be piloted.</p> <p>Further action by PPCS includes a feasibility study to be undertaken against backdrop of other relevant developments by July 2013 e.g.</p> <ul style="list-style-type: none"> The replacement of ORMS contract which expires October 2013. Is the diagnostic tool Windows compatible? The need to understand the specification/technical side of the diagnostic tool. Meeting required with Sue Calnan/Debra Jones, PPCS, for a reminder on SAP capability in terms of post MI to be captured.

Board(12)051

<p>9. Translation Service to work with line managers across WG to set tests and assess written Welsh language skills where posts are identified as Welsh essential. The first element of the WJEC diagnostic tool could also help with this task.</p>	<p>People, Places and Corporate Services in liaison with Translation Services - and with WLU (re diagnostic tool)</p>	<p>Medium term</p>	<p>No additional costs.</p>	<p>The Head of the Translation Service has agreed to provide this service. Translation Service has worked with line managers in a range of areas to devise/set appropriate tests for assessing the written Welsh language skills of candidates as part of the recruitment process (e.g. private office staff, library staff, intranet editors)</p> <p>Further actions for the Translation Service include: publicising the service in an intranet newspaper item and monitoring the demand; and working with HR Business Partners to offer the option to recruiting line managers, by November 2012.</p> <p>Update required from WJEC and discussion around second element of their diagnostic tool (which tests an individual's fluency in Welsh). How could it be used in these circumstances?</p> <p>Does this level of testing create a more robust and challenging hurdle for Welsh speakers, compared with non-Welsh speakers? If so, is it in any way discriminatory? This is a matter for PPCS to lead on. The testing is linked to requirements of the post.</p>
<p>10. Within two years of the date of this paper, the aim should be for DGs to pay for translation from Welsh to English of material submitted to the Government in Welsh. Doing so will help highlight the need to recruit Welsh-speaking staff to teams regularly in receipt of Welsh language material, to help reduce the need to translate that material into English for internal use. Final approval of this policy should follow a</p>	<p>Welsh Language Division to lead, in liaison with PPCS, Translation Services and DGs.</p>	<p>Within 2 years - by October 2014</p>	<p>To be funded by DG budgets, although good use of Welsh-speaking staff should reduce these costs – for DGs and for WG as a whole (compared to current spend)</p> <p>TS to provide advice with regard to current</p>	<p>Discussion around details required with TS, including provision of advice with regard to fall back position when Welsh speakers are not in place to deal with Welsh language material (even after 2 years).</p> <p>Discussion also required with TS with regard to the collection of baseload data to DGs in terms of requests received by TS for Welsh to English translations for internal purposes.</p>

Board(12)051

	review, towards the end of the two year period, of the situation with regard to translation from Welsh to English.			spend on this type of translation.	
5. Welsh Language Scheme Compliance	1. Information about the scheme should be included in the online Welsh language awareness training module currently under development. That information should include key issues, with regard to the language, which officials need to bear in mind as they undertake their duties.	Welsh Language Division	Short term. Finalise module and monitoring arrangements by March 2013	PSMW are funding the module, at a cost of approximately £7,000.	A draft module has been developed and comments received from the Welsh Language Task and Finish Group and Bilingual Co-ordinators. The final version will be piloted amongst Welsh speakers and non-Welsh speakers. See 1.1 above. The module includes information about the scheme.
	2. Officials need full clarity with regard to the range of bilingual services that should be offered to the public, with appropriate guidance material to assist with the delivery of those services. The Welsh Language Division should ensure that the guidance is available.	Welsh Language Division	Short term. Scoping paper prepared by March 2013.	No additional costs. Welsh Language Division to resource and to fund WLU staffing costs.	Welsh Language Unit to undertake an audit of guidance. To check whether guidance is up to date and whether more guidance is required. WLU to scope this by March 2013.
	3. An internal escalation process should be developed to deal with cases of non-compliance with the scheme.	Operations Group; Welsh Language Division; Permanent Secretary's Division (Central Complaints Unit)	Medium term – escalation process agreed by March 2013.	No additional costs.	The Welsh Language Unit submitted a paper to Operations Group in March 2012 to highlight a possible role for the Group, including with regard to an escalation process. WLU to discuss further with Operations Group chair. CCU to be involved since they now deal with complaints about failure to comply with the Welsh Language Scheme.

Board(12)051

	<p>4. Procedures should be agreed and standardised throughout the Welsh Government, so that reasonable and proportionate language conditions are included as contracts are awarded. Those procedures should include appropriate monitoring procedures.</p>	<p>Value Wales to lead, in liaison with Welsh Language Division</p>	<p>Short-medium term – procedures to be agreed by April 2013.</p>	<p>No direct additional costs for WG – although work undertaken under contract will need to include Welsh language costs, as appropriate.</p>	<p>The Welsh Language Unit to continue discussions with Value Wales to ensure this happens.</p>
	<p>5. Procedures should be agreed between the Grants Centre of Excellence and the Welsh Language Unit to ensure that the need to include reasonable and proportionate language conditions as grants are awarded is properly taken into account as part of every Government grant scheme. Those procedures should include appropriate monitoring procedures.</p>	<p>Grants Centre of Excellence to lead, in liaison with Welsh Language Division</p>	<p>Short-medium term – procedures to be agreed by April 2013</p>	<p>No direct additional costs for WG – although work supported by grant will need to include Welsh language costs, as appropriate.</p>	<p>The Welsh Language Unit to continue discussions with the Grants Centre of Excellence to ensure this happens.</p> <p>Further consideration to be given to Welsh language conditions in grants to the Private Sector.</p>
	<p>6. The Welsh Language Division should prepare revised guidance, in liaison with the Translation Service, with regard to making the most of translation services and ensuring that the most appropriate material is translated.</p>	<p>Translation Service to lead, in liaison with the Welsh Language Division</p>	<p>Medium term – new scoring methodology to be piloted before April 2013. New guidance available by July 2013.</p>	<p>No additional costs.</p>	<p>Meetings already held between the WLU and the Translation Service. Further action by the Translation Service includes: undertaking a review of current translation prioritisation methodology for general and legislative translation, and developing enhanced guidance for commissioning translation work.</p>
	<p>7. Clear and consistent procedures should be agreed to deal with complaints of alleged non-compliance with the scheme.</p>	<p>Permanent Secretary's Division (Central Complaints Unit) in liaison with the Welsh Language Division</p>	<p>Short term – procedures to be agreed by March 2013</p>	<p>No additional costs</p>	<p>WLU has met with CCU to discuss this. Further discussions required, including with the Welsh Language Commissioner.</p>

Board(12)051

<p>6. Ownership, monitoring and reporting</p>	<p>1. Formal reporting structures to the Board (see below), Operations Group, the WG Corporate Governance Committee and DG Corporate Governance Committees should be developed, with regard to KPIs, the Welsh language scheme corporate action plan and other issues.</p>	<p>Welsh Language Division to lead, in liaison with the Permanent Secretary's Division, Operations Group, the WG Corporate Governance Committee and DG Corporate Governance Committees.</p>	<p>Short term – reporting procedures to be agreed by March 2013</p>	<p>No additional costs.</p>	<p>The Welsh Language Unit submitted a paper to Operations Group in March 2012 to highlight a possible role for the Group. Next steps: WLU to draw up a list of issues which could be reported to the Board and Operations Group.</p> <p>Discussions also required with WG's Corporate Governance Committee and DG Corporate Governance Committees in terms of what might be of interest to them.</p> <p>WLU to arrange a meeting with the Chair of Operations Group within a month of the October Board meeting, to discuss this further.</p> <p>WLU also to meet with CGC Secretariats Network to discuss their role.</p>
	<p>2. The Board should monitor how the organisation is performing on the implementation of the Welsh Language Task and Finish Group's recommendations. A high level monitoring report will be submitted on a sixth monthly basis to the Board.</p>	<p>Welsh Language Division to lead, in liaison with Permanent Secretary's Division</p>	<p>Short term – reporting procedures to be agreed by March 2013</p>	<p>No additional costs.</p>	<p>WLU to prepare such a report once these recommendations have been agreed. WLU to draw up a list of issues which could be reported to the Board (as discussed under recommendation 6.1).</p> <p>WLU to arrange a meeting with the Chair of Operations Group within a month of the October Board meeting, to discuss this further.</p>
	<p>3. A more detailed progress report should be submitted to Operations Group every quarter to enable it to monitor progress in implementing the Task and Finish Group's recommendations and Action Plan, and in implementing the Government's Welsh language scheme.</p>	<p>Welsh Language Division to lead, in liaison with Operations Group.</p>	<p>Short term – reporting procedures to be agreed by March 2013</p>	<p>No additional costs.</p>	<p>The Welsh Language Unit submitted a paper to Operations Group in March 2012 to highlight a possible future role for the Group. WLU to draw up a list of issues which could be reported to Operations Group (as discussed under recommendation 6.1).</p>

Board(12)051

	4. Every DG should nominate a senior member of staff as Welsh language champion, supported by the DG Welsh language coordinators and, possibly, Welsh language Communities of Practice within each DG area.	DGs to lead, in liaison with WLU	Short term – champions to be in place by December 2012.	No additional costs.	DGs to nominate, once the Board has agreed these recommendations. WLU to draft terms of reference for the champion's role and for Welsh language coordinators.
	5. Every DG should work with their Welsh language champions and senior managers to promote language awareness, as well as the need for practical action in support of the language.	DGs to lead, in liaison with the Welsh Language Division	Short term	No additional costs.	WLU to draft terms of reference for the champion's role and for Welsh language coordinators.
	6. Preparation of DG chapters should continue as outlined above, subject to the Welsh Language Commissioner's requirements with regard to monitoring and reporting.	DGs to lead, in liaison with Welsh Language Division	Annually	No additional costs.	This method was followed for the 2011 annual report, and has received positive feedback from contributors. WLU to commission in future - subject to the Welsh Language Commissioner's views on the WG's report for 2011/12.
	7. Depending on the nature and success of the reporting structures, consideration should be given to establishing a successor to the Welsh Language Task and Finish Group, to steer further performance improvements with regard to the scheme, strategy and the use of Welsh at work.	Welsh Language Division	Medium-long term	No additional costs.	WLU to consider following consideration of recommendations 6 (1-3) above and consideration of whether the actions outlined above suggest the need for an over-arching Task and Finish Group.

Speaking Welsh Skills recorded on U-Access 30 September 2012

Department	0	1	2	3	4	5	Total	No record	Total Staff
Business, Enterprise, Tech and Science	556	350	77	61	97	226	1,367	71	1,438
Department for Education & Skills	300	133	29	24	33	112	631	44	675
Dept for Health, Social Serv & Children	378	142	27	21	24	54	646	41	687
Legal Services Department	49	37	4	8	8	27	133	8	141
Local Government & Communities	351	126	25	22	28	50	602	26	628
People, Places & Corporate Services	281	92	11	16	19	76	495	31	526
Permanent Secretary's Division	53	21	5	1	1	16	97	15	112
Strategic Planning, Finance&Performance	370	130	20	18	17	71	626	46	672
Sustainable Futures	332	148	26	33	33	86	658	87	745
Total	2,670	1,179	224	204	260	718	5,255	369	5,624

Pay band	0	1	2	3	4	5	Total	No record	Total Staff
Band TS	521	222	37	38	55	128	1,001	139	1,140
Band C	505	245	41	48	72	157	1,068	31	1,099
Band D	650	261	61	34	58	186	1,250	34	1,284
Band E	461	216	46	36	38	120	917	35	952
Band F	352	148	26	25	19	79	649	21	670
Band G	77	38	3	13	9	19	159	5	164
SCS	68	28	7	7	4	18	132	10	142
Sec/Ungraded	36	21	3	3	5	11	79	94	173
Total	2,670	1,179	224	204	260	718	5,255	369	5,624

Region	0	1	2	3	4	5	Total	No record	Total Staff
Cardiff	1,460	487	88	73	88	261	2,457	175	2,632
Mid Wales	136	145	28	32	35	91	467	22	489
North Wales	110	112	23	28	50	208	531	34	565
Other	23	21	6	1	4	14	69	13	82

Board(12)051

South East Wales	751	297	60	46	46	82	1,282	85	1,367
South West Wales	190	117	19	24	37	62	449	40	489
Total	2,670	1,179	224	204	260	718	5,255	369	5,624

Board(12)051

Staff able to speak Welsh at levels 3 to 5 by Division data as at 30 September 2012 (extracted from frozen database)

		Total Staff welsh speaking skills levels 3 to 5	Headcount	Percentage
Business, Enterprise, Tech and Science	Adv Materials & Manufacturing Sector	6	24	25.0
	Agriculture, Fisheries & Rural Strategy	32	97	33.0
	BETS Comms & Marketing	1	15	6.7
	BETS Marketing	11	55	20.0
	Business Services Improvement Division	2	13	15.4
	Business, Enterprise, Tech and Science	3	15	20.0
	CAP Planning Division	15	52	28.8
	Chief Scientific Adviser	3	25	12.0
	Construction Sector	4	5	80.0
	Creative Sector	5	22	22.7
	Development	17	59	28.8
	Digital Wales	0	8	0.0
	Director Delivery	4	44	9.1
	Director Strategy	0	4	0.0
	Economic Analysis	2	5	40.0
	Energy & Environment Sector	5	17	29.4
	Entrepreneurship and Business Info	32	72	44.4
	EU Policy & Funding	2	9	22.2
	European Programmes Group	0	1	0.0
	Finance & Corporate Services	3	29	10.3
	Financial & Professional Services Sector	1	17	5.9
	Food and Market Development	16	30	53.3
	ICT Infrastructure	1	16	6.3
	ICT Sector	5	31	16.1
	Innovation Team	4	52	7.7
	Life Sciences Sector	3	18	16.7
	Major Projects	2	22	9.1

Board(12)051

	Monitoring & Due Diligence	1	25	4.0
	North Wales	1	1	100.0
	Property Infrastructure	10	58	17.2
	Regional Engagement Teams	9	17	52.9
	Rural Payments	149	405	36.8
	South East & Infrastructure	0	1	0.0
	South West	0	1	0.0
	Stakeholder Engagement	0	1	0.0
	Strategy Policy	2	6	33.3
	Tourism & Marketing	2	12	16.7
	WEFO Finance & Corporate Svs	6	44	13.6
	WEFO Planning & Strategy	4	27	14.8
	WEFO Programme Management	21	83	25.3
	Total	384	1,438	26.7
Department for Education & Skills	Curriculum Division	11	44	25.0
	Director - DfES	2	3	66.7
	Employability & Skills Division	22	119	18.5
	Finance and Corporate Services Division	18	88	20.5
	Further Education & Apprenticeships	13	69	18.8
	HE Division	6	26	23.1
	ICT Unit	1	22	4.5
	Infrastructure Unit	3	11	27.3
	Qualification & Learning	6	37	16.2
	School Standards and Delivery Division	11	39	28.2
	Schools and Young People	0	7	0.0
	Schools Management & Effectivness	6	46	13.0
	SkillsHigherEducation&Lifelong Learning	3	5	60.0
	Support for Learners Division	4	36	11.1
	Transformation Programme Management Div	3	17	17.6
	Welsh Language Division	55	60	91.7
	Youth Engagement & Employment Division	5	46	10.9
	Total	169	675	25.0
Dept for Health, Social Serv & Children	Adult Social Services Policy Division	1	28	3.6
	CAFCASS Cymru	41	195	21.0
	Children, Young People & Families	9	42	21.4

Board(12)051

	Children's Social Services	1	30	3.3
	Corporate Services & Partnerships	21	93	22.6
	Dept for Health & Social Services	1	4	25.0
	Directorate of Strategy and Policy	1	19	5.3
	Finance Directorate	4	36	11.1
	Health Improvement	2	31	6.5
	Health Professional Group	0	44	0.0
	Health Protection	1	26	3.8
	Information Services Division	0	10	0.0
	Medical Directorate	5	30	16.7
	NISCHR	2	23	8.7
	Nursing Directorate	2	9	22.2
	Service Delivery & Performance	2	24	8.3
	Social Services Directorate	5	24	20.8
	Workforce & Organisational Development	1	19	5.3
	Total	99	687	14.4
Legal Services Department	Legal Services Department	43	141	30.5
	Total	43	141	30.5
Local Government & Communities	Business Management	1	5	20.0
	Care & Social Services Insp	50	240	20.8
	Communities & Social Justice	0	3	0.0
	Communities Division	10	49	20.4
	Community Safety	8	44	18.2
	Democracy, Ethics & Partnership	1	18	5.6
	Healthcare Inspectorate Wales	7	54	13.0
	Integrated Transport	4	30	13.3
	Local Gov Finance & Public Service Perf	1	26	3.8
	Local Government & Communities	4	33	12.1
	Local Government & Public Service	0	2	0.0
	Public Service Reform	4	20	20.0
	Roads & Projects	7	50	14.0
	Transport	0	3	0.0
	Transport & Infrastructure	0	1	0.0
	Transport Planning & Governance	3	50	6.0
	Total	100	628	15.9

Board(12)051

People, Places & Corporate Services	Central Services Operations Team	5	27	18.5
	Departmental Security	0	5	0.0
	Enabling Government Portfolio	4	26	15.4
	Engagement & Innovation	7	39	17.9
	Expert Services	57	158	36.1
	Human Resources	1	2	50.0
	People	2	26	7.7
	People, Places & Corporate Services	1	6	16.7
	Places and Services	11	91	12.1
	Property Division	15	97	15.5
	Public Services Management Wales	7	32	21.9
	Strategy	0	7	0.0
	Strategy & Performance	1	1	100.0
	TUS	0	9	0.0
	Total	111	526	21.1
Permanent Secretary's Division	Const Affairs & Inter-Gov Relations	2	9	22.2
	European & External Affairs	6	51	11.8
	Office of the First Minister	3	7	42.9
	Permanent Secretary's Division	7	45	15.6
	Total	18	112	16.1
Strategic Planning, Finance&Performance	Cabinet Division	16	64	25.0
	Chief Economist	5	29	17.2
	Chief Social Research Officer	5	42	11.9
	Communications	37	105	35.2
	Corporate Governance & Assurance	6	44	13.6
	Finance Leadership Division	0	4	0.0
	Financial Control	4	61	6.6
	First Minister's Delivery Unit	2	8	25.0
	Geography & Technology	2	20	10.0
	Head of Statistical Services	10	68	14.7
	Invest-to-Save Unit	0	3	0.0
	Knowledge & Analytical Services	3	26	11.5
	Legislative Programme Unit	2	8	25.0
	Library Services	4	22	18.2
	SAP Solutions and Support	0	29	0.0

Board(12)051

	Strategic Budgeting	2	17	11.8
	Strategic Investment Division	0	7	0.0
	Strategic Planning and Equality	3	21	14.3
	Strategic Planning, Finance&Performance	0	13	0.0
	Value Wales	5	81	6.2
	Total	106	672	15.8
Sustainable Futures	Cadw Director	46	241	19.1
	Construction	1	4	25.0
	Culture Sport and Media	5	16	31.3
	CyMAL	13	25	52.0
	Energy Water & Flood	4	28	14.3
	Environment & Sustainable Development	3	24	12.5
	Heritage Group	2	4	50.0
	Housing Directorate	17	81	21.0
	Land Nature Forestry & Marine	14	50	28.0
	Nature, Access and Marine Unit	5	18	27.8
	OCVO	13	70	18.6
	People & Environment	7	55	12.7
	Planning	3	40	7.5
	Regeneration Legacy Projects	0	4	0.0
	Strategic Regeneration	12	41	29.3
	Sustainable Developments	1	1	100.0
	Sustainable Futures - Operations Team	6	33	18.2
	Waste	0	10	0.0
	Total	152	745	20.4
Total		1,182	5,624	21.0