

# ANNUAL REPORT

COMPLIANCE WITH THE WELSH LANGUAGE  
STANDARDS

2020-21



Grŵp  
**Llandrillo  
Menai**

# CONTENTS

<b>Introduction</b>	<b>3</b>
<b>Background / context of the report</b>	<b>4</b>
COMPLIANCE OVERSIGHT AND MONITORING ARRANGEMENTS	4
<b>Matters Arising During the Reporting Period</b>	<b>6</b>
Service Delivery Standards	6
Policy Making Standards	9
Implementation standards	10
Employee Welsh Language Skills	13
Recruitment and New Vacancies	15
Welsh language training for employees	16
Language training and language awareness for employees	16
Complaints	16
<b>Conclusions and recommendations</b>	<b>17</b>

# 1. Introduction

The Welsh Language (Wales) Measure 2011 places a duty on Grŵp Llandrillo Menai (the Grŵp) to comply with the Welsh language standards. A standard explains how an organisation should use Welsh in different situations.

In accordance with the requirements of the standards, this is the publication of the Grŵp's 2020/21 annual report on its implementation of [the Welsh Language Standards](#). The report outlines how the Grŵp complied with the Welsh Language Standards during the period 1 August 2020 to 31 July 2021.

We recognise the importance of providing a fully bilingual service to learners, staff and members of the public. In particular, the Grŵp recognises the importance of ambitious developments that will foster an environment that promotes the use and growth of the Welsh language among learners, staff and key stakeholders.

The Grŵp's new Welsh Language Policy was published in July 2021 which outlines our intention to provide services bilingually to learners and the public and to extend the range of higher education, further education and work-based provision available to learners. The policy also outlines the Grŵp's intention to grow our bilingual workforce through the recruitment process and by offering training and support to existing Grŵp staff.

During the reporting period the Grŵp's Panel Iaith (Language Panel) has led a review of the Grŵp's Recruitment Policy looking specifically at the Welsh language skills requirements of all new posts in order to strengthen the Grŵp's commitment to developing a bilingual workforce. As part of this work, the Panel Iaith has also overseen the development of a new intensive Welsh language learning programme for staff which will support the implementation of the Recruitment Policy. This process has involved detailed consultation with staff, learners and other stakeholders to ensure that the policy and programme are workable and ambitious. It is hoped that a new Recruitment Policy and intensive Welsh programme for staff will be implemented during the coming year.

**Publication date: 31 January 2022**

## 2. Background / context of the report

The Welsh Language (Wales) Measure 2011 places a duty on Grŵp Llandrillo Menai (the Grŵp) to comply with Welsh language standards. A standard explains how an organisation is expected to use Welsh in different situations.

In accordance with the requirements of the standards, this is the publication of the Grŵp's 2020/21 annual report on its implementation of [the Welsh Language Standards](#). The standards are divided into four areas:

- Service delivery
- Policy making
- Operational
- Record keeping

The Grŵp's arrangements for overseeing compliance with the standards and promoting and facilitating the use of Welsh language services can be found [here](#).

### COMPLIANCE OVERSIGHT AND MONITORING ARRANGEMENTS

Contact details for submitting inquiries: [WelshStandards@gllm.ac.uk](mailto:WelshStandards@gllm.ac.uk)

**Senior Responsible Officer:** Angharad Mai Roberts, Director of Bilingual Development, Learning Resources and Skills

**Executive responsibility delegation arrangements:** The Grŵp's Panel Iaith oversees the Welsh Language Policy. Panel Iaith meetings are held twice a term. The chair of the Panel Iaith will cascade information to the Grŵp's Tîm Strategol (Strategic Team) meetings and the Bilingual Development Manager will report back to Management Team meetings when there's a need to update managers on any developments, good practice, or any areas / issues that require further attention or support. All staff are considered responsible for ensuring compliance with the Welsh Language Standards in accordance with the Grŵp's Welsh Language Policy, and awareness of the standards is part of the induction training given to all new staff. In addition, training sessions on the standards are held regularly and any member of staff can book onto these courses.

The Grŵp's Panel Iaith approves this report. The report will then be presented to Tîm Strategol and the Governors.

**Monitoring:** Monitoring is undertaken in-house by the Bilingual Development team. This is done through mystery shopper methods (visits, phone calls, emails, and desk top work e.g. document checking and social media content) with the aim of identifying good practice and areas that require additional support or training. This work is done once a year and the results and outputs are reported to the Panel Iaith and the relevant managers and Principals.

In addition, the results of the Welsh Language Commissioner's monitoring work and the Office of the Welsh Language Commissioner's Assurance Report are used to provide an independent perspective, to identify good practice and areas for improvement.

The Grŵp's complaints procedure can be found on our [website](#), which sets out the procedure for dealing with complaints about compliance with Welsh language standards.

### 3. Matters Arising During the Reporting Period

#### 3.1. Service Delivery Standards

Field	Standard Number	Applies to	Update (December 2021)	Further Development
Correspondence (letters, inquiries etc.)	1-7	All	<p>The Grŵp's practice is to correspond generally bilingually.</p> <p>The Grŵp has an in-house translation department. Any correspondence, or public documents, are translated and / or proofread by a member of the translation team to ensure language accuracy.</p> <p>All emails sent from the Grŵp's email address include a message in the footer stating that correspondence will be welcome in English or Welsh, and there will be no delay in replying to correspondence received in Welsh.</p> <p>All correspondence in Welsh from an individual receives a response in Welsh (unless the person has stated that a reply is not required in Welsh). All staff have received guidance and / or training on this, with new staff receiving guidance on this at staff induction.</p> <p>A record of the language choice of all registered learners and apprentices is kept on the Grŵp's ICT systems.</p> <p>During the period of this report we developed a web chat facility that allows public inquiries on our website. This service is available in Welsh.</p> <p><b>Outcome of internal audit November 2020-January 2021:</b> Fourteen emails were sent to a variety of general email addresses across the Grŵp. 7 of these emails were in Welsh, the other 7 were English. One Welsh email received a reply in English.</p> <p>4 web chat messages were sent, 2 Welsh and 2 English. The Welsh messages received a reply in Welsh.</p>	Ensure that the relevant departments receive further guidance on answering emails in Welsh.
Documents and marketing material	37-38, 43-54 Department	staff with marketing responsibility	<p>All Grŵp marketing material is available bilingually.</p> <p>Documents and marketing materials are translated and / or proofread by a member of the translation team to ensure language accuracy.</p>	Ensure that the relevant departments receive further guidance on producing brochures.

			<p>Anything that is produced corporately (prospectuses etc) indicates that we are happy to receive correspondence in Welsh or English.</p> <p><b>Outcome of internal audit November 2020-January 2021:</b></p> <p>Two forms and eight pamphlets were examined. One form was bilingual with Welsh appearing first, the second being available in English and Welsh. Both forms welcomed correspondence in Welsh stating that forms received in Welsh would not be treated less favorably or lead to any delay. Three of the leaflets had separate Welsh / English versions and 5 were bilingual. Six of the leaflets contained main telephone numbers but did not state that we welcome calls in Welsh.</p>	
Reception service	68-72 Reception	staff only	<p>Staff are available to provide a Welsh language service at reception areas of all Grŵp campuses. Bilingual staff wear the Grŵp's 'Welsh' lanyard to convey to visitors that they speak Welsh and can offer a reception service in Welsh.</p> <p>A sign will be displayed in the reception areas welcoming individuals to use Welsh.</p> <p>Reception staff who are not fully fluent, or lack confidence, are offered Welsh lessons to further develop their skills and confidence.</p> <p><b>Outcome of internal audit November 2020-January 2021:</b></p> <p>Due to COVID restrictions, only one site visit was possible. On this occasion the visitor received a Welsh language service from reception staff.</p>	<p>Continue to conduct internal audit to monitor compliance.</p> <p>Ensure new reception staff receive training on the requirements of the Welsh language standards.</p>
Telephone calls	8-22	Mainline and reception service only	<p>All reception staff greet bilingually when answering a call on a main telephone number (or one of the main telephone numbers), or any helpline or call center numbers.</p> <p>The main telephone answering service (or services) plays a bilingual automatic message to say that a message can be left in Welsh.</p> <p>Arrangements are in place in Rhyl and Abergele to transfer an inquiry to a Welsh speaking member of staff. No similar arrangement is needed in CM and CMD.</p> <p><b>Outcome of internal audit November 2020-January 2021:</b></p> <p>8 Welsh telephone calls were made to main switchboards across the Grŵp. A service in Welsh was received on 7 occasions. On one call there was a Welsh greeting - 'good morning' - but then the conversation went on in English. No offer was made</p>	<p>Continue to conduct internal audits to monitor compliance.</p> <p>Ensure new reception staff receive training on the requirements of the Welsh language standards.</p>

			to transfer the call to a Welsh speaker, but when the caller requested to speak to a Welsh speaker it was transferred and the conversation continued in Welsh.	
Website	55-59	Marketing Team	<p>All text on the Grŵp's website is available in Welsh. All Welsh pages on the site are fully functional. The site clearly states on the English page that the page is also available in Welsh and provides a direct link to the Welsh page on the English page.</p> <p>A chat facility has been added to our website during the period of this report, and the facility is available in Welsh. Any message received through the Welsh language chat facility receives a response in Welsh.</p> <p><b>Internal audit result November 2020-January 2021:</b> 10 pages reviewed on the website.</p> <ul style="list-style-type: none"> <li>• One Welsh page listing courses included a 'view course' button instead of 'gweld y cwrs'</li> <li>• One Welsh page included a link to an external English language website, although a Welsh version of the site was available</li> <li>• One Welsh page included promotional videos by learners talking about their experiences in English. English and Welsh language videos are available, and the video shown is selected at random. As a result the Welsh page does not always display a Welsh video.</li> </ul>	Since the last audit the Grŵp has launched a brand new website. An audit of 2021-22 is currently underway.
Social media	62-63	Marketing team and department staff with marketing responsibility.	<p>All messages are published bilingually on all the Grŵp's official social media platforms.</p> <p>When individuals connect through social media in Welsh they receive a reply in Welsh.</p> <p>An increasing number of departmental accounts are created on social media, which are administered by departmental staff rather than the marketing team. All Grŵp staff are aware of the need to comply with the language standards when publishing messages on any accounts linked to the Grŵp. There are some rare examples where staff do not always comply with these standards but we are taking steps to address this (see recommendations on page 16).</p> <p><b>Outcome of internal audit November 2020-January 2021:</b></p> <p>We reviewed publications on 24 social media accounts across three different platforms - Twitter, Facebook and Instagram. There was a combination of corporate and departmental accounts.</p> <ul style="list-style-type: none"> <li>• 16 of the accounts had a bilingual biography while 8 had an English only biography.</li> </ul>	<p>Work is underway to record all accounts associated with the Grŵp, across all platforms and across all departments.</p> <p>The Panel Iaith has now decided to request the closure of departmental accounts and the marketing department will monitor the situation and link us to accounts that are not linked to the Grŵp's main accounts. There are a few exceptions if the account is particularly popular and operates within the requirements of the Welsh Language Standards.</p>



			<ul style="list-style-type: none"> <li>Fourteen of the accounts reviewed publish bilingually or in Welsh and English, 6 in English only, and the remaining accounts sometimes publish in Welsh / bilingually.</li> </ul>	
Meetings	24-36	All	<p>Staff in the translation department are used to provide simultaneous translation at public meetings and events, and human resources meetings eg interviews. At times when internal staff are not available, the services of an external translation company are used.</p> <p>During the pandemic most face-to-face meetings have ceased with virtual methods being used instead. Due to the sudden nature of the lockdown, we did not have a simultaneous translation facility in place for online meetings for a while, and as a result not all meetings were fully bilingual. However, all present were free to contribute to meetings in the language of their choice. In order to be able to offer simultaneous translation at virtual meetings, the Grŵp has invested in a Zoom license that allows for simultaneous translation.</p>	

### 3.2. Policy Making Standards

Field	Number Standard	Applies to	Update (December 2020)	Further Development
Policy formulation or modification of existing policy	94-104	Management Team Grŵp, Panel Iaith, Director of Curriculum and Quality, Program Area Managers	<p>All new policies and all policy updates are assessed for their impact on the Welsh language. A form recording the assessment is included in the policy document. All such assessments are scrutinised in the Panel Iaith.</p> <p>The Strategic Curriculum Group considers changes to courses or the introduction of new courses. As part of that process the impact on the Welsh language is considered.</p>	Continue to monitor the policy making process

### 3.3. Implementation standards

Area	Standard No	Applicable to	Update (December 2020)	Further Development
Correspondence and publications (letters, documentation, inquiries etc.)	105 112-118	All	Grŵp Correspondence is generally bilingual. When correspondence is received in Welsh it will be answered in Welsh.	
Signs and materials on the walls	150-151	All	All official material on the college walls is bilingual.  <b>Outcome of internal audit November 2020-January 2021:</b> Due to COVID restrictions it was not possible to visit Grŵp sites to review signage.	Conduct an internal audit to monitor compliance
Computer software and Online Systems	127-133	All	All staff have access to computer software for checking Welsh spelling and grammar. <ul style="list-style-type: none"> <li>All machines on the college network include the Cysgliad package</li> <li>Everyone who has been given equipment by the Grŵp to work from home during the COVID crisis has received equipment that includes the Cysgliad package</li> <li>Staff and learners have received information on how to download the free Cysgliad package for personal equipment</li> </ul> <p>Grŵp staff use a range of computer systems for their day-to-day work. Any systems developed internally by the Grŵp are available in Welsh. Where systems are used by external companies, those available in Welsh / bilingually will be used where possible, including:</p> <ul style="list-style-type: none"> <li>Grŵp Portal - intranet</li> <li>eDrac -learner monitoring system</li> <li>My View - system for recording annual leave, sickness, absence</li> <li>STEPS - system for recording staff development</li> </ul> <p><b>Internal audit result November 2020-January 2021:</b> Some specific sections on the Grŵp Portal, MyView and eDrac have been reviewed. All of the reviewed sections are available in Welsh and allow the user to choose their language.</p>	Conduct internal audit to monitor compliance
Training for staff	135-140	All	The Grŵp uses STEPS to manage staff training. The STEPS programme is available in Welsh. The	Guide the staff development team that all the text of the

			<p>programme records all training available in-house, with a facility for staff to book any training course / session advertised. The system also states that if the training course / session is available in Welsh or bilingually, this enables staff to choose the language medium of their training.</p> <p>A range of Welsh language courses are offered, including:</p> <ul style="list-style-type: none"> <li>• Work Welsh lessons for staff who want to develop their Welsh language skills, Lessons are available for all ability levels.</li> <li>• training on Welsh language standards</li> <li>• Sgiliaith training related to bilingual teaching / assessment</li> </ul> <p>The Bilingual Development section has developed an interactive e-learning package for staff on language awareness. There are two packages available - one for teaching staff and one for business support staff.</p> <p><b>Outcome of internal audit November 2020-January 2021:</b></p> <p>20 training events were reviewed on STEPS, all but one were online courses.</p> <ul style="list-style-type: none"> <li>• 8 courses were bilingual, and 2 Welsh medium.</li> <li>• All Welsh / bilingual courses had a Welsh description / summary of the course.</li> </ul>	<p>training section (STEPS) on the Grŵp intranet needs to be bilingual</p>
Appointment of new staff	145-148	Programme Area Managers	<p>During the reporting period the Grŵp's Panel laith has led a review of the Grŵp's Recruitment Policy looking specifically at the Welsh language skills requirements of all new posts in order to strengthen the Grŵp's commitment to bilingual workforce development. As part of this work, the Panel laith has also overseen the development of a new intensive Welsh language learning programme for staff which will support the implementation of the Recruitment Policy. This process has involved detailed consultation with staff, learners and other stakeholders to ensure that the policy and programme are workable and ambitious. The new recruitment policy will be supported by internal procedures including a new job approval form where managers will be required to specify what level of Welsh (entry, foundation, intermediate, advanced, proficiency) is required across literacy skills, speaking and understanding. It is hoped that a new Recruitment Policy and intensive Welsh language learning programme for staff will be implemented during the coming year.</p> <p>All new staff go through an induction process. During this time they would receive a presentation</p>	<p>Implement the new recruitment policy.</p>

			<p>from the Bilingual Development Department on language awareness, an overview of the standards, and the Grŵp's approach to Welsh and bilingualism.</p> <p><b>Outcome of internal audit November 2020-January 2021:</b>  Nine vacancies were reviewed.</p> <ul style="list-style-type: none"> <li>• All were advertised in Welsh and a Welsh job description was available.</li> <li>• Welsh language errors were found in 5 of the job descriptions (eg the English term 'Job Description' is used instead of 'Swydd Ddisgrifiad')</li> <li>• The application form is bilingual and includes a box for the applicant to request interview / assessment in Welsh</li> <li>• 5 of the posts required Welsh as essential and the remaining Welsh desirable.</li> </ul>	
employee	106-144	Everybody	<p>The Grŵp has a computerised system to record all staff language skills. In addition, the system records the language preference of staff. All staff have access to the personal account on the system and can easily change or update the information.</p> <p>All services, processes and documentation relating to staff employment are available in Welsh.</p> <p>The MyView computer system is used to record annual leave, absences, and flexible working hours, and is available in Welsh.</p> <p>During the period of this report, the professional review system has been added to MyView and is available bilingually (headlines) to staff.</p> <p>All staff are provided with the Grŵp's 'Welsh' lanyard and all bilingual staff are expected to wear the lanyard while at work.</p> <p>Those staff who are not fluent have the opportunity to attend Work Welsh courses during their working hours, with a self study option introduced during the period of this report.</p>	Implement a new intensive learning programme for new staff.

### 3.4. Employee Welsh Language Skills

The table below outlines the information held by the Grŵp regarding the Welsh language skills of its staff:

	Type of Welsh language skills	Number of staff	Fluent B2 / C1 <sup>1</sup>		Intermediate B1		Basic A1 / A2		No Welsh		No skills knowledge	
Coleg Llandrillo												
1.1	Understanding	387	50	13%	37	10%	125	32%	77	20%	98	25%
1.2	Talk		48	12%	23	6%	123	32%	95	25%	98	25%
1.3	Writing		38	10%	24	6%	109	28%	118	30%	98	25%
Coleg Menai and Meirion-Dwyfor												
2.1	Understanding	419	221	53%	27	6%	39	9%	18	4%	137	33%
2.2	Speaking		216	52%	26	6%	40	10%	20	5%	135	32%
2.3	Writing		188	45%	37	9%	55	13%	24	6%	105	25%
Academic Services												
3.1	Understanding	262	109	42%	20	8%	56	21%	26	10%	51	19%
3.2	Speaking		105	40%	16	6%	56	21%	32	12%	53	20%
3.3	Writing		98	37%	18	7%	51	19%	42	16%	53	20%
Corporate Services												
4.1	Understanding	222	58	26%	17	8%	54	24%	44	20%	49	22%
4.2	Talk		55	25%	16	7%	49	22%	51	23%	51	23%
4.3	Writing		51	23%	12	5%	49	22%	60	27%	50	23%
Business @												
5.1	Understanding	227	109	48%	25	11%	40	18%	23	10%	30	13%
5.2	Speaking		108	48%	17	7%	45	20%	26	11%	31	14%
5.3	Writing		95	42%	23	10%	39	17%	39	17%	31	14%
Grŵp Llandrillo Menai												
6.1	Understanding	1517	547	36%	126	8%	314	21%	188	12%	365	24%
6.2	Speaking		532	35%	98	6%	313	21%	224	15%	368	24%
6.3	Writing		470	31%	114	8%	303	20%	283	19%	337	22%

On average 516 (34%) of the Grŵp's employees indicate that they are fluent in Welsh (across all three skills) and 232 (15%) stated that they had no Welsh language skills. Welsh language skills of Grŵp employees are collected on our internal human resources system (MyView). All staff are required to update the relevant section on their personal profile. About a quarter of the Grŵp's staff have not completed this section on MyView. The requirement to complete this form has now been included in staff annual review forms and so we should see a reduction in the number of staff who have not yet completed the form.

<sup>1</sup> "The Common European Framework of Reference for Languages (CEFR) is an international standard for describing language ability. It describes language ability on a six-point scale, from A1 for beginners, up to C2 for those who have mastered a language. It makes it easy for anyone involved in teaching and testing, such as teachers or learners, to see the level of different qualifications. It also means that employers and educational institutions can easily compare our qualifications to other exams in their country. " (<https://www.cambridgeenglish.org/exams-and-tests/cefr/>)

As previously mentioned, the Grŵp has clear workforce development plans which include developments in our Recruitment Policy and a Welsh Language Intensive Learning Programme for staff.

### 3.5. Recruitment and New Vacancies

	Desirable		Essential		Need to learn Welsh	No Welsh skills required
	Count	Percentage	Count	Percentage		
Academic Services	19	36%	34	64%	0	0
Corporate Services	18	72%	7	28%	0	0
Business @	8	36%	14	64%	0	0
Coleg Llandrillo	46	88%	6	12%	0	0
Coleg Menai / Meirion Dwyfor	9	13%	58	87%	0	0
<b>Grŵp Llandrillo Menai</b>	<b>100</b>	<b>46%</b>	<b>119</b>	<b>54%</b>	<b>0</b>	<b>0</b>

At present, the Grŵp does not make use of the 'Need to learn Welsh' and 'No Welsh language skills required' categories. All posts are advertised with desirable Welsh language skills as a minimum.

During the reporting period the Grŵp's Panel Iaith has led a review of the Grŵp's Recruitment Policy looking specifically at the Welsh language skills requirements of all new posts in order to strengthen the Grŵp's commitment to developing a bilingual workforce. As part of this work, the Panel Iaith has also overseen the development of a new intensive Welsh language learning programme for staff which will support the implementation of the Recruitment Policy.

The way the Grŵp advertises for jobs will be transformed. All posts advertised will include essential elements of Welsh language skills. This may include a combination of essential and desirable skills or all essential skills. For example, if we advertise for an administrative assistant job at Coleg Llandrillo:

Skill Welsh	Essential	Desirable
Understanding	Fluent	-
Speak	Fluent	-
Literacy	Intermediate	Fluent

More details will be provided on the new system when the system is operational (Target date: September 2022).

### 3.6. Welsh language training for employees

Training Area	Number attending Welsh language sessions	% attending Welsh language sessions	Number attending English language sessions	Number attending bilingual sessions	% attending bilingual sessions
Recruitment and interview	0	0	0	3 (online)	100%
Performance management	0	0	0	0	0
Grievance and disciplinary procedure	0	0	0	0	0
Dealing with the public	0	0	0	44 (online)	100%
Staff induction	0	0	0	30	100%
Health and safety	N / A	N / A	N / A	3,713 (online)	100%

### 3.7. Language training and language awareness for employees

	Number of classes	Number of staff on courses
Mynediad 1	4	18
Mynediad 2	2	8
Sylfaen	3	3
Canolradd	1	7
Uwch	1	1
1: 1 (Management team)	1	1
Total	12	38

The Grŵp is committed to supporting staff to develop their Welsh language skills and provide a range of courses for staff through the Work Welsh programme. These classes are available to staff during working hours.

### 3.8. Complaints

The Grŵp did not receive any complaints relating to our compliance with the Welsh language standards during the year 2020-21. If any complaints are received they will be dealt with in accordance with our complaints policy. A copy of the complaints policy is available on our website.



## 4. Conclusions and recommendations

The Grŵp is fully committed to complying with the Welsh Language Standards and the content of the report shows that we have made progress with groups of standards across several areas. Key developments include:

1. Second year of our internal audit on the Welsh Language Standards
2. Review of the language section of the Grŵp's recruitment policy
3. Develop an intensive Welsh language learning framework for staff

Although the recruitment policy and learning framework are not operational yet, it is important to recognise the detailed work that has gone into writing the above documentation and the ongoing consultation with a variety of stakeholders.

Some groups of standards require more detailed attention during the next reporting period. The internal audit on the Welsh language standards had outlined that not all staff are following the requirements of the standards as they should. This is most evident with the service delivery and operational standards, in particular; marketing communications, documents and materials, reception, telephone calls, website and social media, wall materials / signage, online systems and staff training. The Grŵp has already addressed these issues but it is felt that some concrete actions to ensure staff's full understanding of the standards would reinforce this work.

It is therefore recommended that the Grŵp acts as follows:

1. Remind all staff of their individual responsibilities under the requirements of the Welsh Language Standards through effective communication campaign Whole group (led by Tîm Polisi)
2. Ensure that new reception staff receive training on the requirements of the Welsh language standards (overseen by Director of Learner Services)
3. Continue to conduct an annual internal audit with emphasis for the next period on the new website (overseen of the Director of Bilingual Development, Learning Resources and Skills)
4. Review the use of public accounts on social media in the Grŵp's name (overseen by Director of Learner Services)
5. Review the way in which in-house training is offered to staff to ensure compliance with Welsh language standards (overseen by Director of Learner Services)
6. Implement the new language section in the Grŵp recruitment policy (overseen by Director of Human Resources)
7. Provide opportunities for staff to learn Welsh on the intensive framework (overseen by the Director of Bilingual Development, Learning Resources and Skills)