



**PWYLLGOR CYNLLUNIO POBL A SICRWYDD PERFFORMIAD
PEOPLE PLANNING AND PERFORMANCE ASSURANCE COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	17 December 2020
TEITL YR ADRODDIAD: TITLE OF REPORT:	Bilingual Skills Policy
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Lisa Gostling, Director of Workforce and Organisational Development (OD)
SWYDDOG ADRODD: REPORTING OFFICER:	Annmarie Thomas, Head of Workforce: Resourcing and Utilisation

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA
SBAR REPORT**

Sefyllfa / Situation

The purpose of the People, Planning & Performance Assurance Committee (PPPAC) is to provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda.

This report presents a draft Bilingual Skills Policy for approval.

Cefndir / Background

Hywel Dda University Health Board (HDdUHB) approved and implemented its first Bilingual Skills Policy in 2013.

The Welsh Government's (WG) ambition is for the number of people able to enjoy speaking and using Welsh to reach one million by the year 2050. HDdUHB is committed to delivering a Bilingual Skills Policy as part of its Workforce Planning process. The aim of the Policy is to ensure that the HDdUHB is able to deliver a bilingual healthcare service to the public and facilitate staff to use the Welsh language naturally within the workplace. The Policy will not be delivered instantly, as language planning is a long-term endeavour. However, HDdUHB aims to be an **exemplar** in this area, leading by example by promoting and facilitating the increased use of the Welsh language by our own workforce. Whether a fluent speaker, a speaker lacking in confidence who wishes to improve their skills, or a new speaker, the workplace provides opportunities to use, practise and learn Welsh.

Asesiad / Assessment

An updated Policy was prepared in January 2020 and issued via Global email for a 3 week consultation period. Engagement was undertaken with key stakeholders, such as the Welsh Language Team, Recruitment Team, ESR Team and a Senior Diversity and Inclusion Officer. Due to the demand on the work of the Workforce & OD Directorate associated with COVID-19, the Policy was unable to be finalised following comments made during the consultation period. However, all comments have since been considered and further

engagement with key stakeholders, including the Staff Partnership Forum, has been undertaken.

Argymhelliad / Recommendation

PPPAC is requested to approve the Bilingual Skills Policy.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.1 Provide assurance to the Board on compliance with legislation, guidance and best practice around the workforce and OD agenda. 5.22 Approve corporate and workforce policies and plans within the scope of the Committee.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Safon(au) Gofal ac Iechyd: Health and Care Standard(s):	3.2 Communicating Effectively 7.1 Workforce
Amcanion Strategol y BIP: UHB Strategic Objectives:	4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners.
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2019-20	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

Gwybodaeth Ychwanegol:

Further Information:

Ar sail tystiolaeth: Evidence Base:	Welsh Language Standards (No. 7) Regulations 2018 Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011
Rhestr Termiau: Glossary of Terms:	Contained within the body of the report.
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cynllunio Pobl a Sicrwydd Perfformiad: Parties / Committees consulted prior to People Planning and Performance Assurance Committee:	Staff Partnership Forum

Effaith: (rhaid cwblhau)

Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Financial impact of staff release to attend training and the direct cost of learning and development provision for the Welsh Language.
Ansawdd / Gofal Claf: Quality / Patient Care:	Communication is at the heart of everything HDdUHB does therefore treating staff in the language of need at a time is key to the organisation's culture and employee engagement. There is evidence that high employee engagement can deliver quality patient care.
Gweithlu: Workforce:	All staff have a role to play in implementing the statutory Welsh Language Standards.
Risg: Risk:	There may be a risk that non-Welsh speaking candidates for vacancies will be anxious about their suitability for a post when they see the prominence of the Welsh Language in HDdUHB recruitment literature.
Cyfreithiol: Legal:	Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011 on 30 th November 2018
Enw Da: Reputational:	HDdUHB has committed not only to comply with the Welsh Language Standards, but to embrace their spirit.
Gyfrinachedd: Privacy:	Not Applicable
Cydraddoldeb: Equality:	The focus of equality between the Welsh and English languages runs throughout the compliance notice. HDdUHB's Equality Impact Assessment processes will ensure that compliance with the standards is assessed.



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Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Bilingual Skills Policy

FOR PPPAC APPROVAL

Policy Number:	333	Classification	Corporate		
Supersedes	Previous versions				
Version No	Date of EqIA:	Approved by:	Date of Approval:	Date made Active:	Review Date:
V1		PPPAC			3 years

Brief Summary of Document:	<p>There are three main aims to the Policy:</p> <ol style="list-style-type: none"> 1) To increase the use of Welsh within the workplace. 2) To enable everyone who receives or uses our services to do so through the medium of Welsh or English, according to personal choice, and to encourage other users and providers to use and promote the Welsh Language within the health sector. 3) To ensure staff are able to enact their right to receive services through the medium of Welsh within our internal administrative systems.
Scope:	To all services areas within the Health Board
To be read in conjunction with:	
Patient information:	

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Owning Committee/ Group	Workforce & OD Welsh Language Group
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Executive Director:	Lisa Gostling	Job Title	Director of Workforce and Organisational Development
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Reviews and updates		
Version no:	Summary of Amendments:	Date Approved:
1	New Policy	2013
2	Fully revised	

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1. Introduction

The Welsh language is one of the treasures of Wales. It is part of what defines us as both people and as a nation. The Welsh Government's ambition is to see the number of people able to enjoy speaking and using Welsh reach a million by 2050. Hywel Dda University Health Board (the Health Board) is committed to delivering a Bilingual Skills Policy (the Policy) as part of the Health Board's Workforce Planning process. The aim of the Policy is to ensure that the Health Board is able to deliver a bilingual healthcare service to the public and facilitate staff to use the Welsh language naturally within the workplace. The Policy will not be delivered instantly, language planning is a long-term endeavour. However, the Health Board aims to be an exemplar in this area, leading by example by promoting and facilitating increased use of Welsh by our own workforce. Whether a fluent speaker, a speaker lacking in confidence who wishes to improve their skills, or a new speaker, the workplace provides opportunities to use, practise and learn Welsh.

The Cymraeg 2050 Policy sets out the Welsh Government's long-term approach to achieving the target. Aim 6 of the Policy is to increase the use of Welsh within the workplace across all sectors. The Health Board is setting its own target to ensure 50% of its workforce have a skill level which is at foundation level or above within the next 10 years. This target is aligned to the 47% of the Hywel Dda population who confirmed that they were able to speak Welsh in the "Welsh Language Use Survey 2018". As at July 2020, 35% of our workforce have a skill level which is foundation level or above.

The Health Board received its Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011 on 30 November 2018. The compliance notice states which standards within the Welsh Language Standards (No. 7) 2018 Regulations the Health Board must comply with and by when. The Welsh Language Standards (the Standards) are a set of statutory requirements relevant to the Health Board, which clearly identify our responsibilities to provide excellent bilingual services. Under the Standards, Welsh should not be treated less favourably than English. All employees of the Health Board are responsible for complying with the standards and managers are responsible for ensuring that their teams comply with the Standards. Under the Standards, organisations are obliged to ensure that they have specific arrangements in place in order to allow staff to use the Welsh language within the workplace. Certain requirements of the Standards are similar to the previous Welsh Language Scheme. However, there is a significant increase in the expectation for the right of staff to receive services within our internal administrative arrangements through the medium of Welsh, which has clearly shown the staff population that the Health Board is fully supportive of a bilingual workforce.

The developing and cultivating of our workforce to have a range of Welsh-medium skills to provide excellent bilingual services internally and to the public is a long-term process. The Health Board is committed to improving the way we plan our bilingual workforce and to identify posts where Welsh language skills are desirable or essential. The Policy is not only published to ensure compliance with legislation, but to ensure a culture shift towards a recognition of the benefits that an increasingly bilingual workforce can contribute to the delivery of excellent healthcare services.

2. Policy Statement

The Policy is not about translation requirements or a compulsion to learn Welsh – it is about workforce planning and up-skilling of employees as part of delivering services bilingually. The Policy is about each service/team's capacity to provide a bilingual service and at the same time

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ensuring the Health Board delivers compliance with the standards. Services and teams are required to make the best use of existing linguistic skills and to develop bilingual skills in order to provide a quality bilingual service. The Policy will lead to the full identification of the language skills of the Health Board's current workforce. It provides managers with practical support and advice to enable them to create a workforce who can deliver a service to patients in their language of need.

The Policy is structured as follows:

Section 6: Bilingual Skills & Workforce Planning – identifying current skills, skills needs and how to close the gap through creative ways of working, training and recruitment.

Section 7: Learning & Development provision – provision of Welsh language skills development.

Section 8: Recruitment - attracting greater numbers of staff with Welsh language skills who are able to work bilingually.

3. Scope

This Policy applies to all service areas within the Health Board.

4. Aim

There are three main aims to the Policy:

- 4) To increase the use of Welsh within the workplace.
- 5) To enable everyone who receives or uses our services to do so through the medium of Welsh or English, according to personal choice, and to encourage other users and providers to use and promote the Welsh Language within the health sector.
- 6) To ensure staff are able to enact their right to receive services through the medium of Welsh within our internal administrative systems.

5. Objectives

The aims of this Policy will be achieved through the following objectives:-

- Improving the quantity and quality of the data held within the ESR Workforce System.
- Identifying current Welsh Language Skills among staff across all departments.
- Developing and cultivating our workforce to have a range of Welsh-medium skills.
- Providing managers with practical support and advice on creating a bilingual workforce.

6. Bilingual Skills & Workforce Planning (See Appendix 1: Standards 96 and 11)

This section of the Policy outlines the 3 key stages:

1. Undertaking an audit of current skills.
2. Identifying current skills gap.

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3. Developing a Welsh Language Skills Action Plan.

The 3 key stages are required to be undertaken by each service/team to ensure that a sufficient number of staff are appropriately skilled and available within the workforce in order to deliver a bilingual service.

Forward planning is the key to effective management of a team's language skills resource in order to ensure sufficient availability of skilled staff as far as practicably possible. When considering the linguistic skills requirements of individual posts and teams, managers should aim to achieve a balance between:

- The Health Board's local staffing structures and capacity.
- The volume of public contact involved; and the local linguistic, cultural and demographic profile.
- Whether the team provides a service to the public or internal administration function for our own workforce.

When considering an area's demographic and linguistic profile, the Health Board has adopted a benchmark based on the "Welsh Language Use Survey 2018" which stated that the following percentages of the population were able to speak Welsh:

Ceredigion 58.8%
Pembrokeshire 30.2%
Carmarthenshire 51.5%

Hywel Dda average: 47%.

The table below highlights the growth in the percentage of the population which are able to speak Welsh:

	Welsh Language Use Surveys 2004-2006	Welsh Language Use Survey 2018	% increase
Ceredigion	49%	58.8%	9.8%
Pembrokeshire	22%	30.2%	8.2%
Carmarthenshire	47%	51.5%	4.5%

The increase over this 12-year period is significant in terms of patients/service users and employees who may want to use the Welsh language.

The 47% could be used as the benchmark for "sufficient" numbers of Welsh speakers within teams/services which deliver front line services to the public.

For teams which deliver internal administration services for our own workforce, we can adopt a benchmark based on the % of our workforce who are able to speak Welsh and may wish to speak in Welsh when accessing services or receiving written correspondence relating to their employment. 35% of our workforce have a skill level which is foundation level or above. 26% of our workforce have a skill level which is intermediate level or above. It is possible that these individuals may prefer to use Welsh in the workplace. This percentage could be used as the benchmark for "sufficient" numbers of Welsh speakers within teams/services which deliver internal administration for our own workforce.

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Heads of Service are required to concentrate on building the capacity to ensure that there are adequate numbers of staff with the necessary skills to offer real language choice, rather than plan on the basis of their impression of any perceived 'demand'. For historical and sociological reasons, Welsh speakers are highly unlikely to 'demand' a service in Welsh from the Health Board. However, if the Health Board proactively offers them a choice in a neutral and welcoming way, the evidence suggests that many Welsh speakers would choose to receive a service in Welsh.

6.1 Audit of current skills

Identifying the current Welsh language skills among existing staff is a key first step.

The Workforce Intelligence team is committed to supporting managers to improve the quantity and quality of the data held on Welsh Language competency of the workforce, within the Electronic Staff Record system.

Staff will be encouraged to assess and enter their Welsh language competency through an improved, more user friendly front page on Employee Self Service. The Workforce Intelligence team are also able to enter information centrally if a skills audit questionnaire is returned to them (See Appendix 2).

Once completed, the results will be available and analysed by a manager of a service/team who will provide them with the baseline of existing skills levels.

6.2 Identifying current skills gap

Managers will assess the results of the Skills Audit.

Within the audit, each service/team is required to outline how it will provide a bilingual service in English, Welsh or bilingually.

It is vital that any assessment is based on what is **needed** rather than looking at the skill complement of current staff and what could be provided within that. Services/teams will be required to evaluate the number of staff able to work in Welsh needed by the Service to enable it to deliver bilingual services.

In order to identify the skills gap, a comparison will be made between the existing skill levels of staff within the team and the Welsh language skills needs of the service. An action plan can then be developed to close the skills gap.

A RAG (Red, Amber, Green) rating can be applied to assess which teams may need additional support when dealing with telephone calls, meetings or correspondence in Welsh. The RAG rating also helps us with our priority areas for releasing staff for Welsh language training and establishing which vacancies may need to be assessed as 'Welsh Essential' for future recruitment.

RAG Rating	Level of competency	Conclusion
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Green	50%-100% of staff in that team have declared their Welsh language competency to be Foundation level or higher.	Strong foundation of Welsh speaking staff in the team.
Amber	30%-50% have declared their Welsh language competency to be Foundation level or higher.	<p>Medium foundation of Welsh speaking staff in the team.</p> <p>Existing staff to be encouraged to develop skills in PADR discussions.</p> <p>Future vacancies to be considered as 'Welsh Essential'.</p>
Red	Less than 30% have declared their Welsh language competency to be Foundation level or higher.	<p>Low foundation of Welsh speaking staff in the team.</p> <p>Existing staff to be encouraged to develop skills in PADR discussions.</p> <p>Future Vacancies to be considered as 'Welsh Essential' as a key priority.</p>

It is important to emphasise that there is absolutely no question that any current member of staff will be moved against their will, either because they do, or do not, have Welsh language skills. The purpose of the Policy/action plan is to take advantage of opportunities as they arise and to ensure that all staff are aware of the importance of service prioritisation in an individual's language need.

An example of a skills gap analysis and action plan is included within Appendix 3.

6.3 Welsh Language Skills Action Plan

Each service/team will be required to close the skills gap within a set time period. They will develop a workforce action plan to outline how creative workforce planning, training and recruitment will be used to close the gap. Services can be supported by a member of the Workforce & OD Team when developing this action plan. An example is included within Appendix 3.

6.3.1 Creative ways of working

The aim is for staff to work naturally bilingually or in Welsh or English. Services should make the best use of the skills of current staff. Consideration should therefore be given to how work is allocated. This could include various creative ways of working, such as those suggested below in order to provide a bilingual service:

- Respect and acceptance amongst staff of the Welsh language and its significance to Welsh speaking patients/service users and colleagues.

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- Identify Welsh language needs of patients/service users and colleagues at initial contact and whenever possible match those wanting to communicate in Welsh to Welsh speaking employees.
- For services to make arrangements for transferring Welsh speaking callers, in the first instance to Welsh speaking staff able to deal with the enquiry; or if this is not feasible, for a Welsh speaker who is able to assist with the telephone call by making a note of the query.
- For Welsh speakers to assist in reception/help desk/helplines areas.
- For Welsh speakers to take part in meetings and/or presentations in Welsh/bilingually with the public/service users/patients or colleagues.
- Ensure that all Welsh speaking staff are identified on all shifts in order to support colleagues.

Heads of services should consider making better use of their department's existing skills by flexible and creative workforce planning. As well as considering the options stated above, heads of services should also, for example, consider transferring certain tasks from existing Welsh speakers within the department whose posts have a front-line element, to English speaking colleagues and vice versa. This flexibility would enable Welsh speakers to provide a bilingual service when and where required. The plans should also specify how managers will use training and recruitment, as well as the utilisation of existing staff.

6.4 Updating Welsh Language skills

Employees may access training which may increase the level of their initial skills assessment recorded on ESR. Employees and managers have a responsibility during the annual Performance Appraisal Development Review (PADR) discussion to review any improvement in the level of Welsh Language skill and ensure any change is updated on ESR.

7. Learning and Development provision (See Appendix 1: Standards 97-102)

The Policy is not intending to stipulate that staff are fluent Welsh speakers, but that they are able to provide a service to patients/service users or colleagues in their language of need. This can be achieved on many levels either through confidence in communicating basic phrases or providing a full service in Welsh.

Heads of Service are responsible for setting their own targets for developing bilingual skills within their teams. They should consider whether Welsh language training will help to meet the linguistic needs of their department, the level at which training is required and those staff who would most benefit.

Developing Welsh language skills should be included as part of the PADR meeting and recorded on the individual's Personal Development Plan (PDP) arising from the PADR discussion (or via ESR for self/manager service users). Before undertaking training, the learner and manager must complete the necessary administration forms, i.e. study leave form and a learning contract. Line managers should also review the progress of staff regularly as part of the performance review process please refer to the Learning & Development Policy on the Hywel Dda Health Board Intranet).

There is a range of Welsh language education currently available from in-house, short courses focused on basic tasks (for example telephone greetings and pronunciation) to regular courses

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delivered by Canolfan Dysgu Cymraeg Cenedlaethol within the community and within the workplace on a weekly basis.

Welsh language education is supported by the central education budget in line with the learning and development policy and will focus on building bilingual skills to meet business needs.

Employees should be encouraged and supported to attend Welsh language classes, but not pressed to learn against their wishes.

Before registering for any training programme, the learner and their line manager will complete a learning contract. This will act as a contract, setting out the objectives for the learner and the line manager on how the learning will be used in the workplace, the level of time to be devoted to Welsh classes and support that the learner can expect.

There are 5 levels of Welsh language training:

- Entry
- Foundation
- Intermediate
- Higher Level
- Proficiency.

7.1 E-learning

There are a number of e-learning courses to suit all levels. The link to these can be found on the Welsh Language Services Team intranet page:

<http://howis.wales.nhs.uk/sitesplus/862/page/43179>

The team is always available to support staff to find the most appropriate course.

7.2 Welsh language awareness training

The health board's Welsh language Services participate in a weekly 25 minute slot on the Corporate Induction Programme for new employees; an opportunity to promote the Welsh language, to convey the importance of using Welsh with vulnerable patients, raise awareness of the Welsh Language Standards and More Than Just Words Active Offer, provide information on learning opportunities and ensure Welsh language awareness training reaches all new staff within the health board. During the awareness session, laith Gwaith lanyards and badges are provided for Welsh speaking staff, learner lanyards and badges are provided for staff whom are actively learning, along with other useful Welsh merchandise.

A workshop or a presentation can be delivered to teams or services on request to help raise awareness of the statutory requirement to deliver services bilingually and to develop action plans to improve Welsh medium services. Contact the Health Board's Welsh Language Services Team for more details.

8. Recruitment (See Appendix 1: Standards 106-109 and 117)

There is a necessity to attract greater numbers of staff with Welsh language skills who are able to work bilingually.

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8.1 Assessing Language requirements of posts

Language should be discussed as a matter of routine when a post is created or when a vacancy arises. The basic requirement is that directorates treat Welsh language skills in the same way as they would treat any other job-related skills, whether they be computer skills, numeracy skills, management skills, specialist knowledge, professional qualifications, etc.

Standard 106: When you assess the requirements for a new or vacant post, you must assess the need for Welsh language skills, and categorise it as a post where one or more of the following apply:

- a) Welsh language skills are essential
- b) Welsh language skills need to be learnt when appointed to the post
- c) Welsh language skills are desirable
- ch) Welsh language skills are not necessary.

The relevant statement is to be selected on Trac and is to be included within the advert and personal specification for the vacancy.

Once the Welsh language skills assessment has been made, a decision will need to be made on the precise level of skills required in terms of speaking, writing, reading and understanding Welsh. This can be determined by referring to the language skills matrix at **Appendix X: Welsh Language Skills Matrix**. The level of skills required must be included within the advert, on Trac and the personal specification for the vacancy.

Standard 106A: If you have categorised a post as one where Welsh language skills are essential, desirable or need to be learnt you must:

- (a) specify this when advertising the post, and
- (b) advertise the post in Welsh

Standard 107A: If you publish:

- (a) application forms for posts
- (b) material that explains your procedure for applying for posts
- (c) information about your interview process, or about other assessment methods when applying for posts
- (ch) job description;

you must publish them in Welsh; and you must ensure that the Welsh language versions of the documents are treated no less favourably than any English language versions of those documents.

Standard 107B: You must not treat an application for a post made in Welsh less favourably than you treat an application made in English (including, amongst other matters, in relation to the closing date you set for receiving applications and in relation to any timescale for informing applicants of decisions).

Standard 108: Application forms will provide a space for applicants to indicate that they wish an interview or other method of assessment in Welsh and if an applicant so wishes, you must

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conduct any interview or other method of assessment in Welsh, or, if necessary, provide a simultaneous or consecutive translation service from Welsh to English for that purpose.

Standard 109: When you inform an applicant of your decision in relation to an application for a post, you must do so in Welsh if the application was made in Welsh.

On occasion, where difficulty is experienced in recruiting staff with the necessary Welsh essential skills, the Welsh Language Commissioner guidance states that 'such posts should be advertised and offered on the understanding that non-Welsh speakers will need, as a condition of employment' to learn the language to a satisfactory level of fluency within a reasonable agreed timescale. It also states that 'Organisations proceeding on this basis should provide the time and support necessary to enable the member of staff to meet the condition, and should ensure, if at all possible, that the member of staff is not disadvantaged in other ways as a result of meeting the condition (such as losing out on other training opportunities which are relevant to the post.)

Once the Welsh language skills assessment has been made, a decision will need to be made on the precise level of skills required in terms of speaking, writing, reading and understanding Welsh. This can be determined by referring to the language skills matrix in Appendix 2: **"Welsh Language Skills Self-Assessment Too – NHS Wales"**.

8.2 Failing to recruit

If a post is advertised as being "Welsh essential" and the Service is unable to fill it on that basis, there are several options available.

If it is an internal post, the obvious step is to advertise externally in line with usual procedures when it is not possible to fill vacancies with suitable internal candidates.

If external recruitment fails to secure a Welsh speaker where an ability in Welsh was essential, the Welsh Language Board Guidelines: Recruitment and the Welsh Language – Guidance under Section 3 of the Welsh Language Act 1993; states-

'the person appointed may be required to give a firm commitment that they will learn Welsh within a specified period to the skill level required for the post. They will be provided with the training to do so'.

Failing this, the situation may have to be reassessed to see if it would be possible to provide the service in question in Welsh by other means e.g. by restructuring the division of work. If this were impossible then the department concerned would have to place a high priority on Welsh language training for existing staff.

9. Responsibilities

9.1 Director of Workforce and OD

- Act as the Executive Director sponsor of the Policy.
- Promote a culture shift towards a recognition of the benefits that an increasingly bilingual workforce can contribute to the delivery of excellent healthcare services.

9.2 Head of Workforce: Resourcing and Utilisation

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- Ensure the Policy is regularly reviewed.
- Ensure that the Policy is effectively communicated throughout the Health Board.
- Monitor progress against the aims of the Policy.
- Report progress against the aims of the Policy to the People, Planning, Performance and Assurance Committee (PPPAC).
- Report progress to Welsh Government on compliance with the Standards in relation to the bilingual skills of the workforce.
- Respond to any enquiries from the Welsh Language Commissioner in relation to the bilingual skills of the workforce.

9.3 Digital Workforce Systems Programme Lead

- Ensure accurate recording of Welsh language skills on ESR.
- Support managers to ensure that Welsh language skills of their teams are recorded on the ESR in a timely way.
- Report progress on the percentage of staff who have Welsh language skills recorded on ESR on a regular basis to PPPAC.
- Provide reports to managers to enable them to monitor their compliance against percentage of staff who have Welsh language skills recorded on ESR.
- Ensure the procurement of all new workforce systems/software has fully considered Welsh language with regard to interfaces and apps.

9.4 Welsh Language Team

- Provide advice and guidance on the interpretation of the Standards in relation to developing the bilingual skills of the workforce.
- Lead on the promotion, delivery and recording of Welsh language training and education delivered to the workforce.
- Support the Head of Workforce: Resourcing and Utilisation with a communication plan to launch the Policy and maintain the awareness of its importance using existing channels of communication within the Health Board.

9.5 Senior Workforce Manager: Recruitment

- Ensure that the requirements of the Standards which relate to recruitment practices are embedded into the Health Board's recruitment practice.
- Provide statistical information relating to the number of 'Welsh Essential' and 'Welsh Desirable' posts advertised to be included in progress reports against the aims of the Policy.
- Provide advice regarding the selection process for posts where Welsh language skills are identified as essential.

9.6 Managers

- Supporting a culture shift towards a recognition of the benefits that an increasingly bilingual workforce can contribute to the delivery of excellent healthcare services.
- Responsible for ensuring that their teams comply with the Standards.
- Ensuring that the Welsh language skills of their teams are recorded on ESR.th

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- Identifying current skills gap and developing an action plan to address any gap identified.
- Ensure provision of internal administrative arrangements through the medium of Welsh.
- Identify any training needs relating to the Welsh Language at PADR meetings with their teams.
- Ensuring any change in Welsh Language skill set is discussed at PADR and an update is made to ESR if applicable.

9.7 Employees

- Everyone who works for the Health Board is responsible for complying with the Standards.
- Identify any training needs relating to the Welsh language at the PADR meeting with their manager.
- Ensuring that any change in Welsh language skill initially recorded on ESR is updated following attendance at any training.

10. Key performance indicators

Strategies are only useful if they lead to action and improvement. PPPAC will receive reports twice per annum on the Health Board's performance against the objectives set out in this Policy. Key performance indicators will be as follows:

Bilingual Skills	
Number and % of employees with Welsh Language skills recorded on ESR	Data will be presented as at 30 th September and 31 st March each year. The expectation is that this is 100% over time.
Number and % of departments with Welsh Language skills recorded on ESR	Data will be presented as at 30 th September and 31 st March each year. The expectation is that this is 100% over time.
Decrease the % of employees with no Welsh Language skills	Data will be presented as at 30 th September and 31 st March each year. The expectation is that this is 100% over time.
Increase the % of employees with Welsh Language skills recorded at Intermediate level and above.	Data will be presented as at 30 th September and 31 st March each year. The expectation is that this is 100% over time.
Recruitment	
Number of Welsh Essential vacancies advertised.	Data will be presented as at 30 th September and 31 st March each year. The expectation is that the number of vacancies advertised as 'Welsh Essential' will increase.
Number of Welsh Essential vacancies which were filled.	Data will be presented as at 30 th September and 31 st March each year. The expectation is that the number of vacancies advertised as 'Welsh Essential' which were filled will increase.
Number of Welsh speakers who apply for vacancies	Currently unable to report on this KPI.
Education and Training	

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Number of employees accessing Welsh Language training	Data will be presented as at 30 th September and 31 st March year. The expectation is that the number of employees accessing courses will increase.
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11. References

Section 44 Welsh Language (Wales) Measure 2011.

Welsh Language Use Survey 2018.

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Appendices

Appendix 1

Standards which apply to the bilingual skills of the workforce

Skills Assessment

96	You must assess the Welsh language skills of your employees.
116	You must keep a record (following assessments of your employees' Welsh language skills made in accordance with standard 96), of the number of employees who have Welsh language skills at the end of each financial year and, where you have that information, you must keep a record of the skill level of those employees.

Learning and Development – updating Welsh Language Skills

99	You must provide opportunities during working hours - (a) for your employees to receive basic Welsh language lessons, and (b) for employees who manage others to receive training on using the Welsh language in their role as managers.
100	You must provide opportunities for employees who have completed basic Welsh language training to receive further training, free of charge, to develop their language skills.
101	You must provide opportunities for employees to receive training, free of charge, to improve their Welsh language skills.
102	You must provide training courses so that your employees can develop - (a) awareness of the Welsh language (including awareness of its history and its role in Welsh culture); (b) an understanding of the duty to operate in accordance with the Welsh language standards; and (c) an understanding of how the Welsh language can be used in the workplace.

Recruitment

106	When you assess the requirements for a new or vacant post, you must assess the need for Welsh language skills, and categorise it as a post where one or more of the following apply - (a) Welsh language skills are essential; (b) Welsh language skills need to be learnt when appointed to the post; (c) Welsh language skills are desirable; or (ch) Welsh language skills are not necessary.
106A	If you have categorised a post as one where Welsh language skills are essential, desirable or need to be learnt you must - (a) specify that when advertising the post, and (b) advertise the post in Welsh
107	When you advertise a post, you must state that applications may be submitted in Welsh, and that an application submitted in Welsh will not be treated less favourably than an application submitted in English.

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107A	<p>If you publish -</p> <ul style="list-style-type: none"> (a) application forms for posts; (b) material that explains your procedure for applying for posts; (c) information about your interview process, or about other assessment methods when applying for posts; or (ch) job descriptions; <p>you must publish them in Welsh; and you must ensure that the Welsh language versions of the documents are treated no less favourably than any English language versions of those documents.</p>
107B	<p>You must not treat an application for a post made in Welsh less favourably than you treat an application made in English (including, amongst other matters, in relation to the closing date you set for receiving applications and in relation to any timescale for informing applicants of decisions).</p>
108	<p>You must ensure that your application forms for posts provide a space for applicants to indicate that they wish an interview, or other method of assessment in Welsh and if an applicant so wishes, you must conduct any interview or other method of assessment in Welsh, or, if necessary, provide a simultaneous or consecutive translation service from Welsh to English for that purpose.</p>
109	<p>When you inform an applicant of your decision in relation to an application for a post, you must do so in Welsh if the application was made in Welsh.</p>
117	<p>You must keep a record, in relation to each financial year, of the number of new and vacant posts which were categorised (in accordance with standard 106) as posts where—</p> <ul style="list-style-type: none"> (a) Welsh language skills are essential; (b) Welsh language skills need to be learnt when appointed to the post; (c) Welsh language skills are desirable; or (ch) Welsh language skills are not necessary.

Skills Audit Questionnaire

Why conduct a Survey of Welsh Language Skills?

- Hywel Dda University Health Board aims to deliver 'customer focused' services, i.e. services that meet the needs and preferences of our patients. To achieve this, the Health Board needs to have, among other things, sufficient numbers of Welsh speaking staff with the relevant skills, knowledge and expertise in key areas. This is particularly important when dealing with the four recognised 'key groups' i.e. children, older persons, people with mental health problems and people with learning difficulties. A survey of Welsh language skills will provide information to managers about the availability of Welsh speaking staff and where there are shortages. It will also help us to identify the steps required to be taken to rectify any shortages.
- The Health Board also needs to ensure that it has sufficient Welsh speaking staff in appropriate departments to deliver employment and corporate services to staff who wish to receive them through the medium of Welsh.
- Hywel Dda University Health Board is required to report annually to the Welsh Language Commissioner on the number and percentage of Welsh speaking staff in each service area.

What will we do with the information?

- Where statistical reports are required to be provided on numbers of Welsh speaking staff, information will be provided in anonymised and statistical format and no personal identifiable information will be included.
- Information about the language skills of individual members of staff will be made available only to the service managers.
- The information provided will help to identify any shortages of bilingual staff.

It is important that you complete the questionnaire whether you have any Welsh language skills or not. If you hold more than one job with the organisation, please complete a questionnaire for your 'main' job only, i.e. the job that you spend the most of your time doing.

Thank you for your time and co-operation

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Welsh Language Skills Survey

1. Personal Details

First Name	
Middle Name(s)	
Surname	
Employee Staff Number	
National Insurance Number	
Your Job Title	
Department	
Location	

2. Welsh Skills Assessment

Please use the 'Welsh Language Skills Self-Assessment Guide' (overleaf) to help you identify your level of ability in each skill, then tick only one box for each of the following skills:

Levels	Welsh Language Rating Scales	Listening/Speaking	Reading	Writing
Level 0	No Skills			
Level 1	Entry			
Level 2	Foundation			
Level 3	Intermediate			
Level 4	Higher			
Level 5	Proficiency			

3. Public Contact

Do you have direct patient or service user contact?
(either face to face or telephone contact)

Yes No

Would you like the opportunity to learn Welsh or improve your Welsh language skills?

Yes No

WELSH LANGUAGE SKILLS SELF-ASSESSMENT TOOL – NHS WALES

	LISTENING / SPEAKING	READING / UNDERSTANDING	WRITING
LEVEL 0 NO SKILL	<ul style="list-style-type: none"> ● No appreciable ability 	<ul style="list-style-type: none"> ● No appreciable ability 	<ul style="list-style-type: none"> ● No appreciable ability
LEVEL 1 ENTRY	<ul style="list-style-type: none"> ● Pronounce Welsh words, place names, department names, etc. ● Greet and understand a greeting. ● Use basic every day words and phrases, e.g. thank you, please, excuse me, etc. ● Understand / pass on simple verbal requests of a routine / familiar / predictable kind using simple language, e.g. 'May I speak to...' ● State simple requests and follow up with extra questions / requests in a limited way 	<ul style="list-style-type: none"> ● Understand simple key words and sentences on familiar / predictable matters relating to my own job area, e.g. on signs, in letters. 	<ul style="list-style-type: none"> ● Fill in simple forms, note down simple information, e.g. date and venue of a meeting, Welsh address, etc.
LEVEL 2 FOUNDATION	<ul style="list-style-type: none"> ● Understand the gist of Welsh conversations in work ● Respond to simple job-related requests and requests for factual information ● Ask simple questions and understand simple responses ● Express opinions in a limited way as long as the topic is familiar ● Understand instructions when simple language is used 	<ul style="list-style-type: none"> ● Understand factual, routine information and the gist of non-routine information on familiar matters related to my own job area, e.g. in standard letters, leaflets, etc. 	<ul style="list-style-type: none"> ● Write short simple notes / letters / messages on a limited range of predictable topics related to my personal experiences or my own job area
LEVEL 3 INTERMEDIATE	<ul style="list-style-type: none"> ● an office, meeting, etc. ● Keep up a simple conversation on a work related topic, but may need to revert to English to discuss / report on complex or technical information ● Answer predictable or factual questions ● Take and pass on most messages that are likely to require attention ● Offer advice on simple job-related matters 	<ul style="list-style-type: none"> ● Scan texts for relevant information ● Understand a fair range of job-related routine and non-routine correspondence, factual literature, etc. when standard language is used. 	<ul style="list-style-type: none"> ● Write a detailed / descriptive letter relating to my own job area, but will need to have it checked by a Welsh speaker ● Make reasonably accurate notes while someone is talking
LEVEL 4 HIGHER	<ul style="list-style-type: none"> ● Keep up an extended casual work related conversation or give a presentation with a good degree of fluency and range of expression but may need to revert to English to answer unpredictable questions or explain complex points or technical information ● Contribute effectively to meetings and seminars within own area of work ● Argue for/against a case 	<ul style="list-style-type: none"> ● Read and understand information fairly quickly as long as no unusual vocabulary is used and no particularly complex or technical information is involved 	<ul style="list-style-type: none"> ● Prepare formal letters of many familiar types such as enquiry, complaint, request and application ● Take reasonably accurate notes in meetings or straightforward dictation ● Write a report / document relating to my own job area, but will need to have it checked by a Welsh speaker
LEVEL 5 PROFICIENCY	<ul style="list-style-type: none"> ● Advise on / talk about routine, non-routine, complex, contentious or sensitive issues related to own experiences ● Give a presentation/demonstration ● Deal confidently with hostile or unpredictable questions ● Carry out negotiations using complex / technical terms ● Give media interviews 	<ul style="list-style-type: none"> ● Understand complex ideas and information expressed in complex or specialist language in documents, reports correspondence and articles, etc. 	<ul style="list-style-type: none"> ● Write letters on any subject ● Write full / accurate notes of meetings while continuing to follow discussions and participate in them ● Write reports / documents with confidence but they may need to be checked for minor errors in terms of spelling and grammar

Example of a skills gap analysis - The template is for illustration purposes only and should be amended with specific department/service data.

Profile of Welsh Language Competence of staff within the Example Department

The Welsh Language Use Survey 2018 showed that 47% per cent of the population in the Hywel Dda geographical location are able to speak Welsh. 57% of Directorate staff have declared their Welsh language competency to be Foundation level or higher. This profile ensures we have a strong foundation of Welsh speaking staff to promote the use of the Welsh language both within the Directorate and when staff within the Health Board access our services.

The Directorate has 79 members of staff. The profile of their Welsh language competence is as set out below.

A RAG rating has been applied to assess which teams may need more support when dealing with telephone calls, meetings or correspondence in Welsh. The RAG rating also helps us with our priority areas for releasing staff for Welsh Language training and establishing which vacancies may need to be assessed as 'Welsh Essential' for future recruitment.

RAG Rating	Level of competency	Conclusion
Green	50%-100% of staff in that team have declared their Welsh language competency to be Foundation level or higher.	Strong foundation of Welsh speaking staff in the team.
Amber	30%-50% have declared their Welsh language competency to be Foundation level or higher.	Medium foundation of Welsh speaking staff in the team. Existing staff to be encouraged to develop skills in PADR discussions. Future vacancies to be considered as 'Welsh Essential'.
Red	Less than 30% have declared their Welsh language competency to be Foundation level or higher.	Low foundation of Welsh speaking staff in the team. Existing staff to be encouraged to develop skills in PADR discussions. Future Vacancies to be considered as 'Welsh Essential' as a key priority.

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Outpatients	RAG Rating	Total in the team	No Skills	Entry	Foundation	Intermediate	Higher	Proficient	No information Recorded
Team 1	Green	30	4	2	11	5	4	2	2
Team 2	Green	21	3	3	7	3	2	3	0
Team 3	Amber	13	3	4	1	2	1	1	1
Team 4	Red	15	5	4	2	1	0	0	3
Total		79	15	13	21	11	7	6	6
%			19%	16.5%	26.6%	13.9%	8.9%	7.6%	7.5%

ACTION PLAN

Action	Lead	By when	Progress
Ensure the 6 members of staff who do not have their Welsh competencies on recorded on ESR update their records	Manager/All	ASAP	Discuss at 1to1 meeting
Provide opportunities for staff to develop their Welsh language skills	Manager	ASAP	Discuss at 1to1 meeting
Ensure staff wear appropriate 'dysgwyr' or 'cymraeg' lanyard	Manager	ASAP	Discuss at 1to1 meeting
Public/patient-facing staff to greet bilingually	Manager	ASAP	Discuss at 1to1 meeting
Review vacancies as to whether they need to be Welsh Essential	Manager	As vacancies arise	