



Grŵp Tai
PENNAF
Housing Group

Cynllun Iaith Gymraeg Welsh Language Scheme

GRŴP PENNAF GROUP

This Welsh Language Scheme was approved by the
Welsh Language Commissioner on 04/11/2014.

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1. Opening Statement

1.1 Aim of the Scheme:

The Pennaf Group has adopted the principle that in the conduct of its business in Wales it will treat the English and Welsh languages on the basis of equality so far as is both appropriate in the circumstances and reasonably practical.

Much of the Group's funding is public money. Therefore we have a duty to make bilingual provision for the public in accordance with our funding guidelines. More importantly, Pennaf believes that offering services to the public in their preferred language is good practice. This Scheme outlines how Pennaf will achieve this in the provision of services to the public in Wales. Under the law, Wales has two official languages – Welsh and English. It is the official policy of the Welsh Government to promote the use of Welsh in all domains, including the workplace. In Wales' public life, while Welsh has official parity, English is still much the dominant norm. This carries into the work of the Group too, and a pro-active approach to building our bilingual skills capacity and supporting and using Welsh as well as English is needed if the right language balance is to be achieved.

The Pennaf Group's Welsh Language Scheme sets out how the Group will treat the Welsh and English languages on a basis of equality in the conduct of public business in Wales.

The Group will promote the use of the Welsh language through its activities and services and we will encourage Welsh speakers who deal with us to use Welsh in their interaction with the Group. We will seek to develop services which focus on the individual, whereby that individual feels comfortable using English or Welsh.

2. Introduction

2.1 Background

Clwyd Alyn Housing Association was formed in 1978 as a non-charitable Registered Social Landlord (RSL) to answer the growing housing needs of the community throughout the former County of Clwyd and the District of Aberconwy. Over its 36 years of existence it has expanded to manage 5,553 units in the six North and Mid Wales unitary authority areas (Denbighshire, Flintshire, Conwy, Wrexham, Powys and Anglesey) as at December 2013. Clwyd Alyn's primary role is the provision of housing and related services to meet a range of needs in the community.

Tŷ Glas Housing Society was established in February 2000 by Clwyd Alyn and manages the Group's Care & Repair project covering Wrexham.

Pennaf Limited was incorporated in January 2003 as the new parent body in the Group to provide corporate services, Committee/Administration, Finance, Information Systems, Human Resources, Leasehold & Sales, Development & Technical Services, and specialist advice on any general Supported Housing related issues, to Group members and other organisations.

In April 2008, Offa was incorporated as an unregistered subsidiary of Pennaf to undertake projects which fall outside of Clwyd Alyn's charitable objects. It now provides a private lettings and management services agency and is involved in dealing with problem HMO's (Houses of Multiple Occupation) and bringing empty homes back into use in conjunction with statutory partners. Tir Tai was incorporated in April 2009 as an unregistered subsidiary of Pennaf to act as the Development arm of the Group.

Following a detailed feasibility report, the Group resolved in March 2012 to bring its maintenance services in-house. As a result PenAlyn and PenElwy were incorporated in September 2012. PenAlyn provides maintenance services within the Group to Clwyd Alyn whereas PenElwy will provide maintenance services to leaseholders and externally.

Careful planning has ensured that the expansion programme has been built upon firm foundations and has provided a strong financial structure to carry the Group forward in its role as a major provider of cost effective, quality housing and related services in North and Mid Wales.

2.2 Corporate Objectives and Values

The Group's Primary Purpose is '**Opening Doors, Enhancing Lives**'. Objectives (called 'Priorities') to achieve the Group's 'Primary Purpose' are categorised under four themed 'Outcomes':

- i. We provide homes people want to live in
- ii. Our people drive our services.
- iii. We are financially viable
- iv. We are governed effectively

The first two Outcomes reflect the focus on working with stakeholders, particularly Residents, to continually improve services and meet the needs within the Community. The last two themed Outcomes centre around Governance and Finance, reflecting the internal infrastructure within in the Group to deliver high quality, cost effective and efficient services and ensure resilience to the current external environment.

A Group Business Plan sets out the Group's strategy for achieving its purpose. It is updated annually following a review of the environment, resources and competencies.

Due to the inter-relationship of Group Members in providing complimentary services and maximising available resources, a joint Business Plan has been agreed by all Members of the Group.

Underpinning all the work of the Group, are its Core Principles. The following agreed Core Principles commit both staff and Board Members to undertake their duties within this framework of underlying values;

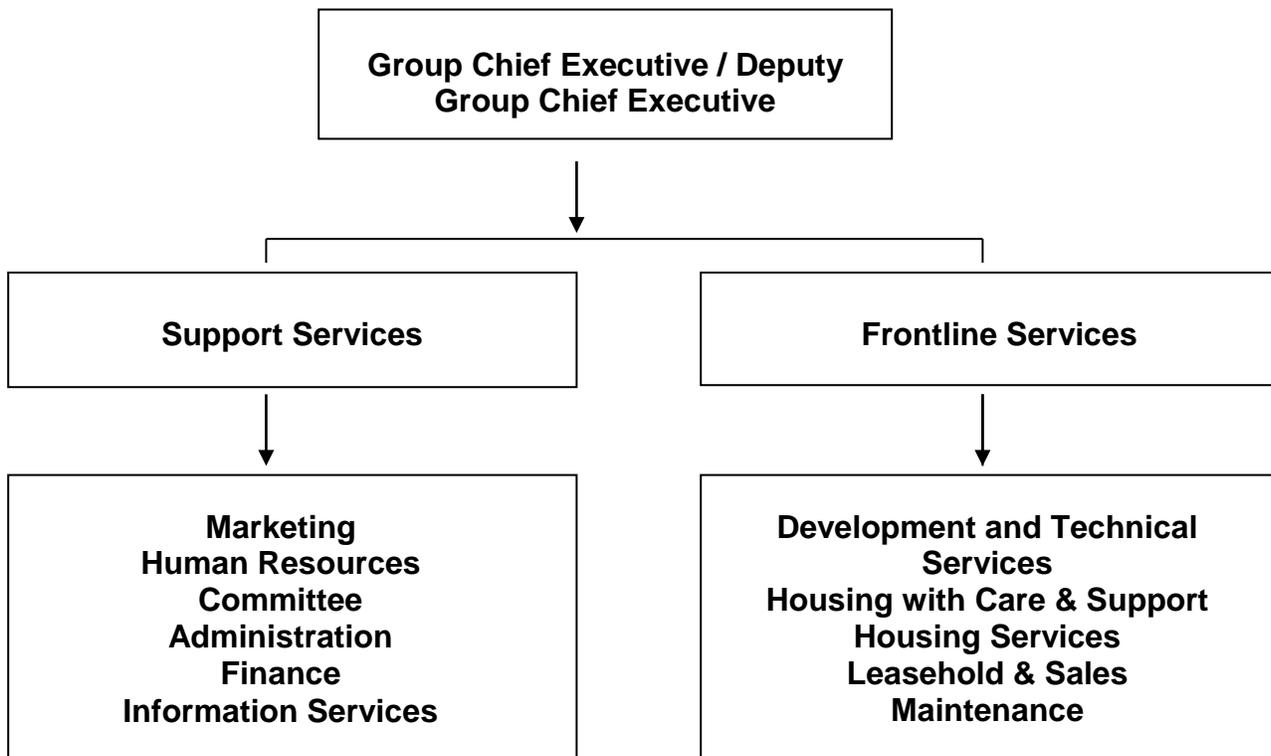
- **I**ntegrity – Honesty and trust in all that we do.
- **C**are – Looking after yourself, others and communities.
- **A**ccountable – Taking responsibility for all our actions.
- **R**espect – Respect yourself and others.
- **E**quality – Accepting differences and treating everyone fairly.

These principles are reflected in the Group's 'Customer Quality Standards'.

2.3 Structure and Area of Operation

The Pennaf Group (comprising Pennaf Limited, Clwyd Alyn Housing Association, Tŷ Glas Housing Society, Tir Tai Limited, Offa Limited, PenALyn Limited and PenElwy Limited) collectively provides housing, care and support to a wide variety of client groups including: families, single persons, low cost home ownership, elderly, disabled and a range of schemes for persons with supported housing needs. The Group also provides central support services to related organisations.

The functional operational structure within the Group is as follows:



Each organisation within the Group is governed by a voluntary Board of Management who have an interest in Housing and possess the necessary skills and experience relevant to the operations of the Group. Members of the respective Boards receive no remuneration for their services.

Each Board of Management determines the policy of the organisation and is responsible for ensuring that this is implemented in an efficient, cost-effective and caring manner. In order to ensure consistency across the Group, Group policies, procedures and strategies are agreed, wherever possible. Group Committees oversee common areas across the Group, such as Audit, Diversity, Remuneration and Joint Consultative/Staff Consultative Forum.

2.4 Service Users

Services Provided by Pennaf

Pennaf provides general corporate management support services and specialist services, as well as the benefits of a Group structure for subsidiaries. Support services include Finance, Human Resources and Training, Corporate Services / Committee Administration and Information Systems. Specialist services include Development, Maintenance and Leasehold Management, as well as general strategic advice on the range of direct housing and related issues.

The Leasehold Management section provides a sales service to Leaseholders, low cost home ownership options (e.g. Homebuy, Flexi-tenure, Do-It-Yourself Home Ownership, etc) and sales advice to tenants regarding Right-to-Buy. The service includes counselling to all prospective purchasers to ensure they are aware of the obligations they are entering into and that they have sufficient resources to meet these. The Group also has a self funded Mortgage Rescue Scheme, aimed primarily at Clwyd Alyn's shared owners.

Services Provided by Clwyd Alyn

The Association provides a range of accommodation and services, categorised into three operational service areas ie General Needs, Low Cost Home Ownership and Housing with Care and Support. Clwyd Alyn had an establishment of 296 staff (FTE) at February 2014.

At 28th February 2014, the Association manages 5553 units of accommodation, comprising the following:

- ◆ 3,144 general needs homes providing accommodation for families, single people/couples and mature persons not requiring specific services;
- ◆ 1571 Care and Support units of accommodation comprising of 600 sheltered homes, 249 extra care apartments for the elderly, 54 bed nursing home, 47 care home bed spaces, 40 spaces very sheltered housing (Plas yn Rhos) and 581 hostel and group home bed spaces including Foyer which are staffed and managed by experienced professionals with relevant training and expertise, who facilitate the delivery of care and/or support to individual tenants/clients who have a range of needs, whether they live in directly or indirectly managed schemes. Specific types of projects managed by the Care and Support Section includes:
 - ◆ Supported Living Projects for young single homeless people between the ages of 16–25 years;
 - ◆ Homeless families accommodation;
 - ◆ Units of dispersed accommodation for young single homeless people;
 - ◆ Floating Support services;
 - ◆ A Foyer providing Housing, Training and Support;
 - ◆ Flats for Ex-Offenders in partnership with NACRO;

- ◆ Night Shelter, providing 16-bed spaces, developed in partnership with Wrexham County Borough Council;
- ◆ Group Homes for adults with learning disabilities;
- ◆ Group Homes for adults with a mental illness;
- ◆ Group Home, managed by CAIS providing services for users with substance misuse issues;
- ◆ Four Registered Residential Care Homes, one for 10 adults who have an enduring mental illness, and the other two providing for 27 and 10 elderly people respectively and one new 54 bed Nursing Home;
- ◆ Single person accommodation in partnership with, and managed by, Hafan Cymru;
- ◆ Women's Refuges;
- ◆ Very Sheltered Housing scheme for 40 frail elderly people;
- ◆ Five modern and purpose built Extra Care housing schemes for the elderly.
- ◆ 576 part-ownership homes: properties available to all tenure groups where a proportion of the equity has been purchased and a rent is payable on the remainder. This includes 80 Leasehold Schemes for Elderly which are managed by the Association. In addition there are 127 Home Buy properties where 70% of the equity is purchased with the remainder left as an interest free loan; and 64 DIYHO (Do-It-Yourself-Home Ownership);
- ◆ 39 properties let on an Intermediate Rent basis and managed by Offa;
- ◆ A further 32 units are managed on behalf of other organisations;

In addition, 8 garages are also available for letting for general needs use.

Services Provided by Tŷ Glas

Tŷ Glas currently directly manages the Care & Repair Agency covering the Wrexham County. The Agency provides advice and assistance to the elderly and persons with disabilities to enable them to remain in their homes rather than having to move into residential/nursing care projects. Tŷ Glas employed 10 staff (FTE) at February 2014.

Services Provided by Tir Tai

Tir Tai Limited undertakes all of the design and build development work for the Group. The employing organisation, normally Clwyd Alyn, contracts with Tir Tai to procure its new-build housing schemes, and Tir Tai then contracts with the various development consultants, i.e. architects, employer's agents etc, and the development contractor to undertake the development. Tir Tai manages the whole process on the employer's behalf and charges an agreed fee for its services. Tir Tai does not employ any staff but rather contracts with Pennaf Limited for the development staff (see 1.06 above). Tir Tai is able to recover VAT on the consultants' costs which normally have been lost, and is thus able to gift aid to either Clwyd Alyn or Tŷ Glas depending on its performance during the year.

Services Provided by Offa

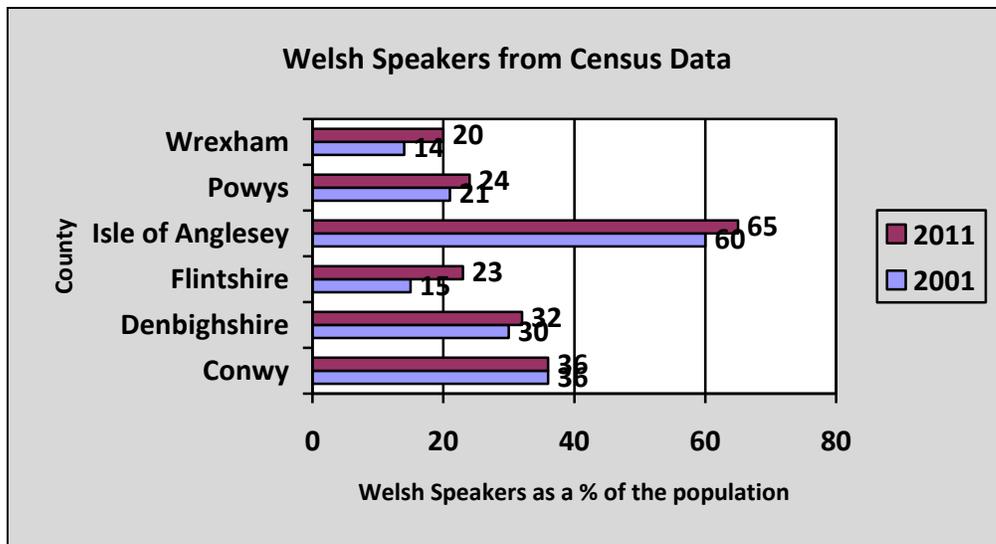
Offa Limited is a private Letting and Property Management Agency for residential rental properties and provides a full range of lettings services to landlords. It has a particular emphasis working with Local Authority partners to bring empty homes back into use and improve conditions in Houses of Multiple Occupation. The company also provides a useful source of move on accommodation for clients able to move on from supported living accommodation. At February 2014, Offa managed 173 privately owned residential rental properties and 32 market rent homes for Clwyd Alyn.

Services Provided by PenAlyn / PenElwy

PenAlyn Limited and PenElwy Limited provide property maintenance services. The former provides services within the Group (to Clwyd Alyn) and the latter externally to other organisations and individuals. PenAlyn/PenElwy employed 80 staff (FTE) at February 2014.

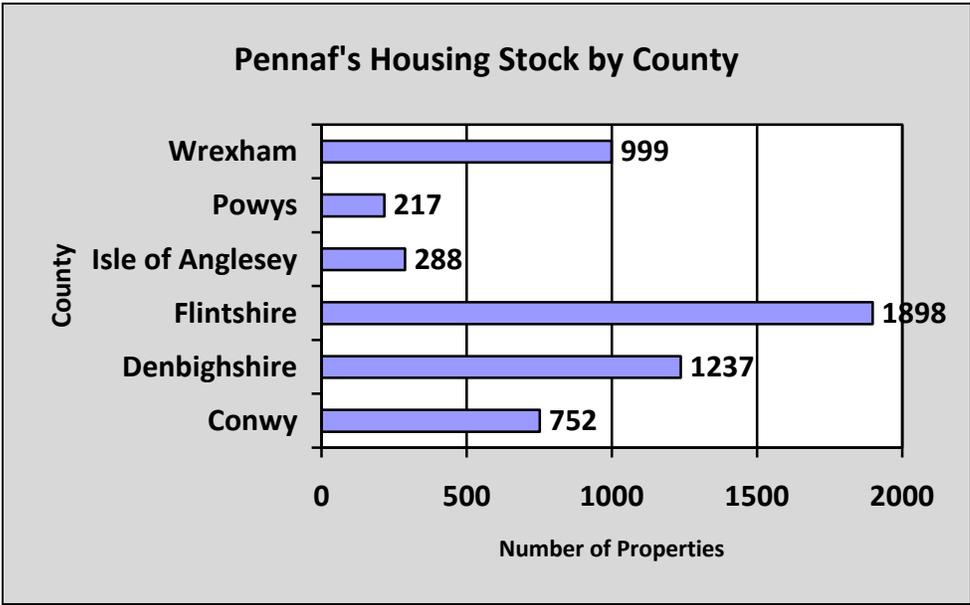
2.5 The Welsh Language

The Group provides services in six counties in the North and Mid-Wales regions ie Anglesey, Conwy, Denbighshire, Flintshire, Wrexham and Powys. The percentage of the population by county that is categorised as Welsh speakers from the 2001 and 2011 Census is represented in the following graph:



The percentage of Welsh speakers ranges from 72% in Gwynedd down to 20% in Wrexham. By contrast the Group's greatest stock concentration is in Flintshire (36%) with the lowest stock held in Anglesey (3%).

This is illustrated in the following breakdown of the Group's properties by County:



The Census 2011 indicates that 19% of people living in Wales can speak Welsh. The Group therefore is seeking to not only be able to provide services through the medium of Welsh to current service users and prospective service users, but also meet the growing need to provide such services in the future. The Welsh Language Scheme facilitates this.

3. Planning and Delivering Services

3.1 New Policies and Initiatives

- 3.1.1 In planning new and revised policies or initiatives, Pennaf will assess the language implications in order to adhere to the terms of this Scheme.
- 3.1.2 Staff who draw up and implement new policies and initiatives will be made aware of this Welsh Language Scheme as well as the contractual requirements placed on the organisation by working with other organisations and the Welsh Language Act 1993. A check list will be available to staff identifying matters to be considered when developing new policies and initiatives.
- 3.1.3 Pennaf's Equality, Diversity and Welsh Language Committee, chaired by a Voluntary Board Member, will monitor the implementation of the Scheme.
- 3.1.4 This Welsh Language Scheme will not be altered without the agreement of the Welsh Language Commissioner.

3.2 Delivery of Services

- 3.2.1 Pennaf's aim is to provide a consistent and reliable service for Welsh speakers. As set out in the timescales we will work towards providing a comprehensive service of the same high standard in English and Welsh by:
- a. ensuring that all staff/volunteers know how to refer individuals to Welsh language services,
 - b. ensuring that service users are aware of which staff/volunteers speak Welsh by using the Working Welsh badges and posters,
 - c. providing training and guidance for staff/volunteers to facilitate the implementation of the Scheme. Free training packs and language awareness DVDs available from the Welsh Government will be used as necessary,
 - d. promoting bilingual workplaces in our offices. Resources available from the Welsh Language Commissioner to assist with this will also be used as considered necessary,
 - e. finding reliable translation services of a high standard to ensure that all relevant material is translated quickly and reliably. As recommended by the Welsh Language Commissioner, the Group will use professional translators.
- 3.2.2 The Group will carry out the commitments noted in the Scheme by implementing the following arrangements:
- organise service teams so that staff who can speak Welsh can deal with the public who speak Welsh;

- enable officers from one Team who can speak Welsh to assist another Team when the need arises at the same location or another location;
- adopt systems or procedures which facilitate the provision of service in the chosen language of the person receiving the service;
- employ professional translators;
- raise awareness among the Group's staff of the Welsh Language Scheme;
- consider the need to increase the availability of Welsh language skills by means of training and recruitment.

3.2.3 The Group will prepare a schedule of services available fully bilingually and plans to make other services fully bilingual.

3.3 Services Provided For The Public By Other Organisations

Regulatory Functions And Third Party Services

3.3.1 Any contracts or arrangements made with a third party will be consistent with relevant sections of this Scheme. Our aim is to ensure that third party bodies understand the requirements and operate as necessary in order for the Group to meet the requirements of the Language Scheme.

3.3.2 In letting a contract the relevant Director will consider Welsh language implications and be responsible for ensuring that the agency or company undertaking relevant work on behalf of the Group complies with the relevant sections of the Scheme, as appropriate.

3.3.3 This will be done by including relevant details about the requirements of the Scheme in the tendering documents, contracts and conditions sent to the relevant agency or company.

3.3.4 The Group will encourage others in the community including voluntary bodies and companies to make use of the Welsh language.

Partnerships

3.3.5 The Group works in partnership with public bodies, organisations from the voluntary sector, private sector and other agencies. The Group operates on many levels when working with others:

- when the Group is the strategic and financial leader within a partnership, it will ensure that the public service provision is compliant with the Language Scheme
- when the Group joins a partnership led by another body, the Group's input to the partnership will comply, in so far as is practicable, with its own Welsh Language Scheme and the Group will encourage other parties to comply if the Partnership does not develop its own Welsh Language Scheme.

- when the Group is a partner in a consortium, it will encourage the consortium to adopt a language policy. When acting publicly in the name of the consortium, the Group will act in accordance with the Language Scheme.

3.3.6 When the Group joins or forms a partnership, it will ask prospective partners about their Welsh language schemes, language policies or the means by which they will operate bilingually. Within any partnership, the Group will offer advice and support to the other partner organisations.

3.4 Quality Standards

3.4.1 Services provided in Welsh and in English will be equal in quality and they will be provided within the same timetable.

4. Dealing with the Welsh Speaking Public

4.1 Written Communication

- 4.1.1 Customers are welcome to send Welsh language correspondence to the Group and those writing in Welsh will receive a signed answer in Welsh on official bilingual headed paper.
- a. Correspondence through the medium of Welsh in itself will not lead to delay.
 - b. All letters received in Welsh will be answered in Welsh.
 - c. Following Welsh language contact face to face or over the phone, any subsequent correspondence will be sent in Welsh or bilingually.
 - d. If it is known that a customer prefers to receive correspondence in Welsh, wherever practical we will correspond with that person in Welsh.
 - e. Pennaf will maintain a database of Residents who prefer to receive correspondence in Welsh, in English or bilingually.
 - f. In order to facilitate communication with customers in Welsh, Pennaf will maintain and provide to staff a list of translators.
 - g. Where an individual's preference is not known, for example in sending standard letters, written correspondence with the public in Wales will be bilingual.
 - h. The headed paper and e-mail signature will include a note at the bottom welcoming correspondence in English or Welsh.

4.2 Communication Over The Telephone

- 4.2.1 Customers will be welcome to conduct telephone conversations with us in English or Welsh. Pennaf will maintain a helpline and Welsh-speaking operators will be available, with the aim of having Welsh speakers available for at least eight hours a day.

- 4.2.2 Guidelines will be issued to staff on the steps to be taken when answering the telephone. All external calls will be answered with a standard bilingual greeting:

'Bore da <NAME OF ORGANIZATION>' or 'Prynhawn da <NAME OF ORGANIZATION>'

- 4.2.3 If a member of staff is unable to provide a bilingual service, they will explain the situation to the individual and offer a Welsh language service from another volunteer/member of staff. If no Welsh speakers are available the caller may choose to:
- a. have a Welsh speaker phone them back;
 - b. submit the request in writing (hard copy/e-mail); or
 - c. continue the conversation in English.

- 4.2.4 The Group will provide an internal directory of Welsh speakers in the organization to whom calls may be transferred.
- 4.2.5 Following a telephone conversation in Welsh, all subsequent communications, whether written or verbal, will be in Welsh or bilingually at the request of the caller.
- 4.2.6 Answer machine messages will be bilingual in our offices in Wales.

4.3 Face to Face Communication

- 4.3.1 People visiting the Pennaf offices in Wales that are open to the public will be welcome to discuss their business in Welsh if they wish. The Group will endeavour to ensure that Welsh speakers are present in their offices to deal with enquiries in Welsh. If the member of staff is unable to deal with the matter fully, every effort will be made to find a suitable person, in the office or over the phone. If this is not possible, the customer will be given an opportunity to discuss the matter in English or the enquiry will be noted and transferred to an appropriate member of staff for a written reply to the customer in Welsh.

4.4 Public Meetings and Events

- 4.4.1 When Pennaf arranges large public meetings in Wales, we will establish standard practices for bilingual provision. Notices of all public meetings, events and conferences will be bilingual, and will include a statement that the right of those attending to speak English or Welsh will be respected. Translation needs will be assessed before holding any public meeting or conference. The appropriate translation facilities will be provided on the basis of this assessment. If translation facilities are provided prior notice will be given that anyone will be welcome to speak Welsh. If, on the basis of the assessment, it is considered that translation facilities are not necessary or practical, this will be made clear beforehand. The assessment will be made on the basis of the purpose or subject matter of the meeting, its location, those likely to attend and any prior information regarding language choice, including specifically requesting attendees to notify the Group before the meeting of their language preference at the meeting. Equally an assessment will be made of the requirement for Welsh-speaking staff members to receive and welcome the public at meetings.
- 4.4.2 Working Welsh badges denoting Welsh speakers will be worn to show which members of staff or volunteers speak Welsh.

4.5 Other Meetings

- 4.5.1 The Group welcomes meetings with the public in Welsh or in English, but due to the shortage of Welsh speakers in some fields, we cannot guarantee a face to face meeting in Welsh on all occasions.

- 4.5.2 When we arrange or attend a face-to-face meeting with the public, we will find out their chosen language at the first opportunity and, wherever possible, we will ensure that a qualified member of staff who speaks Welsh deals with those who have chosen Welsh as their preferred language.
- 4.5.3 If no suitable Welsh speaker is available, we will offer them the option of continuing with the meeting in English or dealing with the matter by correspondence in Welsh.
- 4.5.4 If it is obvious that there is a consistent demand for face to face meetings through the medium of Welsh, and that we regularly fail to meet that demand, we will take appropriate action such as training or appointing bilingual staff or locating Welsh speaking staff in workplaces where Welsh speaking members of the public often desire to discuss matters with the Group.

5. The Public Face of the Group

5.1 Corporate Identity

- 5.1.1 Pennaf and its main contractors will adopt a completely bilingual corporate image in Wales. Written material, logos and slogans will be bilingual. Headed paper, compliment slips and appointment cards will all be bilingual with both languages equal in terms of format, size, clarity and prominence.
- 5.1.2 All general and public notices and job advertisements issued to the media in Wales will be bilingual. Display material and information used in exhibitions and events in Wales will be bilingual.

5.2 Signs

- 5.2.1 The Pennaf Group is committed to providing information signage bilingually including within its offices. The signage will uphold the principle of equality, with the Welsh appearing above the English. New signage in future will be completely bilingual with both languages displayed in the same way and with the same prominence.

5.3 Documents

- 5.3.1 When printing and publishing material for the public, Pennaf will follow the normal practice of making it bilingual. Bilingual documents will include those distributed to or provided for the public in general, and which:
 - a. provide information on the services of Pennaf
 - b. explain and advise on Pennaf's new policies, initiatives, developments and services
 - c. seek the public's opinion by consulting them
- 5.3.2 Bilingual publications will include pamphlets, booklets, newsletters, corporate publications and general published material distributed to customers in Wales by Pennaf or on its behalf.
- 5.3.3 Customers will be able to choose to receive information in English or Welsh. We will ensure that the Welsh text is of a high standard and in the correct format, and is mindful of the target audience. If it is not possible or appropriate to produce bilingual material, separate English and Welsh versions will be produced. In this case, both versions will be of the same standard and will be published and distributed at the same time and will include a note that an English/Welsh version is available.

5.4 Press Releases

- 5.4.1 Press releases are a prominent part of the Group's public face and we are committed to issuing bilingual statements and notices to the press and the media in Wales whenever possible. However this may not always be appropriate and the Group may not always have control over the publication.
- 5.4.2 Press releases for the press and media in Wales will be issued bilingually. It is understood that occasionally, in an emergency, it will be necessary to issue press releases in English only, but in all other circumstances the translation process will be incorporated into the planning timescales.
- 5.4.3 Where relevant, all press releases will include contact details of a Welsh-speaking representative from the Group. This person will be authorised to fully represent the Group within the boundaries of their knowledge. We will keep a list of suitable contact names.

5.5 Website and Information Technology

- 5.5.1 The Group's websites will be fully bilingual and all English pages will have an equivalent identical Welsh page. Both languages will appear separately and it will be possible for the user to move from one language to the other at any time by using the prominent language switch. Material published on the Group's websites will appear in English and Welsh and will be uploaded at the same time wherever possible.
- 5.5.2 If the English and Welsh content does not appear together at any time, then the English content will appear with a note informing the user when the Welsh page will be available, and the Welsh version will appear within 2 working days.
- 5.5.3 When planning or redeveloping websites or any other Information Technology service, we will consider the Welsh Language Commissioner's guidelines: 'technology, websites and software: Welsh language considerations'.
- 5.5.4 When referring to the website in public documents or e-mails, the Welsh language web address will be used for Welsh documents and the English language web address will be used for English documents. Both will be used when the content is bilingual e.g. on 'pop-up' display material. This should be done in line with the website's branding guidelines.
- 5.5.5 In order to help staff and volunteers work through the medium of Welsh, IT software such as the Cysgliad dictionary and spellchecker will be available on computers. Welsh-language versions of Microsoft Windows and Office will also be available to staff and volunteers who wish to use them. Copies can be downloaded free of charge from the Commissioner's website.

5.6 Forms and Explanatory Material

- 5.6.1 We will prepare a programme to increase the number of forms which are available bilingually, aiming to ensure that all our public forms are bilingual by the end of the lifetime of this Scheme.
- 5.6.2 Our standard practice will be to produce bilingual forms with both languages appearing together in the same document.
- 5.6.3 In some cases (perhaps due to the complexity of a form) production of a bilingual version will not be practical, and separate Welsh and English versions may be more appropriate. In such cases, the Welsh and English versions should:
- be published at the same time
 - be equally as easy to obtain in offices and other distribution centres
 - be distributed together, and
 - include a message which confirms that the form is also available in the other language.
- 5.6.4 The Group will try to establish the chosen language of members of the public by including a “language choice” question on the first form in a series. Once the chosen language of an individual is known, we will distribute material in Welsh, English, or bilingually from then on, as appropriate.
- 5.6.5 We will ensure that consistency of terms is a regular practice in the preparation of forms.
- 5.6.6 Any development to establish electronic provision for filling in forms will ensure equality for the Welsh language.

5.7 Marketing and Publicity Campaigns

- 5.7.1 In implementing advertising and publicity activities, including production of pamphlets, audio materials, advertising campaigns and market research, we will implement the following objectives:
- produce all publicity materials in Welsh and in English
 - conduct advertising in the press in Welsh and in English
 - advertise on posters and information boards in Welsh and in English
 - conduct public surveys bilingually, whether through the post or face to face
 - set up bilingual exhibitions and information stalls.

5.8 Official Notifications, Public Notifications and Staff Recruitment Advertisements

5.8.1 Our standard practice will be to ensure that our official notifications, public notifications and staff recruitment advertisements appear bilingually with the Welsh and English versions together. They will be equal as regards form, size, quality, clarity and prominence.

5.8.2 Fully bilingual information packs including job descriptions and person specifications will be prepared in Welsh and in English for every post where Welsh language skills are essential.

Generic information contained in information packs, such as quality and diversity to monitoring form and application form will be prepared in Welsh and in English for all our posts.

5.8.3 Advertisements for posts for which Welsh language skills are essential will appear in Welsh in all publications, with an explanatory note in English for English or bilingual publications.

6. Implementation and Review of the Scheme

6.1 Staffing

- 6.1.1 The Pennaf Group will endeavour to ensure that staff and volunteers can provide a service for Welsh speakers in all offices and projects which have contact with the public.
- 6.1.2 All office and project posts will be reviewed to establish where the need for oral Welsh and/or written Welsh is essential or desirable. Any such requirements will be included in job descriptions and person specifications. Criteria for assessing the requirement will be established, including the nature of the post and frequency of contact with Welsh-speaking members of the public.
- 6.1.3 If there has been difficulty in recruiting an individual who speaks Welsh to a post where Welsh is essential, perhaps it will be necessary to consider appointing someone who does not speak Welsh. In this case, the practice will be to do one of the following:
- to advertise again, stating that non-Welsh speaking applicants will be considered on condition that they commit themselves to learning Welsh to a particular standard within a specific time, with the level of competence to be tested,
 - to advertise a temporary appointment and to review it in order to meet the need in another way, or
 - to re-advertise after a specific period of time.
- 6.1.4 If an applicant who cannot speak Welsh is appointed to a post where the ability to speak Welsh is considered essential then the ability to learn the language up to a specific level of skill, within a reasonable period of time to be agreed, will be one of the conditions of appointment. Progress towards the target will be monitored regularly.
- 6.1.5 Each year a list of staff members providing a service to the public in Wales who are able to speak and write in Welsh will be provided. Every effort will be made to recruit Welsh-speaking staff to certain posts when a vacancy occurs.
- 6.1.6 Support and training will be provided to staff and volunteers in the use of Welsh so that they may gain new skills and improve current skills. Pennaf's resources (i.e. direct funding and time during working hours) will be allocated depending on the training needs assessment and priorities regarding the benefit to service provision.
- 6.1.7 Approaches to monitoring the service, identifying defects and determining what to do will be established.
- 6.1.8 Language awareness training will be offered to all employees, directors and volunteers, making use of the free pack and DVD which is available from the Welsh Government.

6.1.9 Whilst the Group's usual internal business language is English, the Group will look for opportunities to enable members of staff to use Welsh in the workplace.

6.2 Learning Welsh

6.2.1 Pennaf will encourage and support staff who wish to learn or improve their Welsh and encourage Welsh speakers to use the language whenever practical. We will assess the training needs of employees in order to identify staff who may benefit from training programmes, financial support or dedicated working hours by the Group in order to:

- a. Assist Welsh-speaking employees who need to develop their language skills in order to fulfil their duties
- b. Provide Welsh-speaking staff members with the appropriate administrative, technical or operational skills to provide a Welsh language service to customers
- c. Provide specific information on aspects of the services
- d. Develop the Welsh language skills of non-Welsh speaking members of staff.

6.2.2 Pennaf will introduce measures to monitor those who are developing and/or learning Welsh language skills and Pennaf's human resources departments and main contractors will maintain a register of Welsh speakers and learners.

6.3 Services Delivered by Contractors on behalf of the Organisation

6.3.1 Through its contracting arrangements Pennaf will use its best endeavours to ensure that contractors implement all relevant sections of the Scheme when dealing with customers or the public.

6.3.2 Provision will be made to monitor compliance by Pennaf and contractors with the relevant sections of the Scheme within the standard monitoring arrangements, including regular performance reports by contractors.

6.3.3 Contracts or arrangements may be of short duration and for a specific task or activity where it is not practical to require full compliance with the Scheme. In such cases the fullest possible compliance under the circumstances will be sought, e.g. van hire, producing guidebooks etc.

6.4 Monitoring

6.4.1 This Scheme has the full authority, support and approval of the Group. The Group Chief Executive has the overall responsibility for the implementation of the Language Scheme and all the Group's members of staff have a responsibility to know how to implement the Scheme effectively.

6.4.2 Pennaf will measure the implementation of the Scheme in accordance with the implementation plan and timescales attached to this Scheme.

- 6.4.3 Each year, an annual report will be presented to the Equality, Diversity and Welsh Language Committee and copied to the Management Board and submitted to the Welsh Language Commissioner for feedback.
- 6.4.4 A section on compliance with this Scheme will be included in the corporate annual report.
- 6.4.5 The Group will review and revise the Scheme every three years in consultation with the Welsh Language Commissioner.

6.5 Complaints and Feedback

- 6.5.1 Pennaf's current complaints procedure will encompass any complaints made regarding the implementation of the Scheme or Welsh language service.
- 6.5.2 Pennaf welcomes suggestions from the public, its staff and Members for improving its Scheme and Welsh language service. Any suggestions should be sent to the Chief Executive and will be considered during the monitoring period.

6.6 Advertising the Scheme and Raising Public Awareness

- 6.6.1 Pennaf will advertise its Welsh Language Scheme to the public, staff, members and agencies on a continuous basis. We will ensure that those dealing with Pennaf are aware of the Scheme and its contents. Copies of the Scheme will be available at all our offices in the form of a free bilingual document. The following means of publicity will be used:
 - a. Issuing information and guidelines to staff
 - b. Ensuring that copies of the Scheme are available to all members of Pennaf and the public in general by placing it on our website and issuing it on demand
 - c. Workshops and presentations for clients and stakeholders

IMPLEMENTATION PLAN

Area of Activity		Implementation	By Whom	Timescales
3.1.2	New Policies and initiatives	Prepare a checklist of matters for staff to consider when developing new policies and initiatives	Deputy Group Chief Executive	December 2014
3.2.2	Delivery of Services	Implement interventions to bridge the gap in service areas that have been assessed as under represented with Welsh speakers	Director of Human Resources	June 2015 on ongoing
3.2.3	Delivery of Services	Assess and prepare a schedule of services which are available fully bilingually and a plan to make other services bilingual	Director of Housing Services	June 2015
4.2.2	Communication with Welsh Speaking Public	Prepare and publicise on the Group's Intranet guidance for communication e.g. answering phones, phrases, technical word, translations etc.	Deputy Group Chief Executive	March 2015
4.2.4	Communication with Welsh Speaking Public	Update and maintain a schedule of Welsh Speakers available at the Group's head office at St Asaph.	Director of Human Resources	August 2015
4.4	Public Meetings and event	Provide and instruct staff and volunteers to use Welsh Speaker badges at public events.	Group Chief Executive	September 2014
5.6.1	Forms and Explanatory Materials	Review all Forms and Explanatory Materials to ensure they are available in Welsh and English, and if not prepare an action plan to make them available bilingually.	Directors of Care & Support, Housing Services and Development & Technical Services	June 2015
5.6.4	Communication with Welsh Speaking Public	Validate Resident Welsh Language preference data held on the Group's housing system	Director of Housing Services	June 2015
6.2	Learning Welsh	Facilitate Welsh learning through arranging / publicising / supporting in-house Welsh Language classes, intensive one week courses, night time classes, in-house library of CD and Online learning through the Group's Welsh learning training providers	Director of Human Resources	August 2014 and at least annually thereafter
6.2.2	Implementation	Update and maintain a schedule of Welsh speakers and learners across the Group.	Director of Human Resources	August 2015
6.3.2	Contractor Monitoring	Develop and implement a system to monitor and report on compliance with the Welsh Language Scheme by Contractors	Director of Technical Services	December 2014
6.4	Monitoring	Review and update Key Performance Indicators relating to this Welsh Language Scheme	Deputy Group Chief Executive	March 2015