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CENTRE

Welsh Language Scheme

prepared in accordance with the Welsh Language Act 1993



BWRDD YR IAITH
GYMRAEG • WELSH
LANGUAGE BOARD

This document contains the Welsh Language Scheme for Wales Millennium Centre. The Centre has adopted the statutory principle that in the conduct of its public business in Wales, it will treat the Welsh and English languages on a basis of equality. This Scheme sets out how Wales Millennium Centre will give effect to this principle in its services and activities.

This Scheme updates and supersedes the previous version operated since September 2005. It has been prepared in accordance with Sections 12 to 14 of the Welsh Language Act and the guidelines issued by the Welsh Language Board under Section 9 of the Act. It was endorsed by the Welsh Language Board on 3 June, 2010

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PART I: INTRODUCTION TO WALES MILLENNIUM CENTRE'S WELSH LANGUAGE SCHEME

Part I of the Scheme is an Introduction that places the document in the context of the Centre's aims and objectives, and gives the guiding principles that will govern our approach.

Part II sets out in detail the use of Welsh in Wales Millennium Centre's services and activities at the public interface.

Part III deals with the internal arrangements for managing the implementation of the Scheme

The Scheme has been approved by Wales Millennium Centre's Board, and carries its full authority.

1.0 The Scheme and Wales Millennium Centre's constitution, aims and objectives

1.1 Wales Millennium Centre

1.1.1 Wales Millennium Centre is a company limited by guarantee and has charitable status.

1.1.2 It has a Board of non-executive directors who are the trustees of the charity. Currently there are 14 trustees, with a range of skills and experience necessary for the effective governance of the charity, including Welsh language skills. The Board meets six times a year, supplemented by committee meetings, and special project meetings.

1.1.3 The Chief Executive reports to the Board and is responsible for the management of the company. He/she is supported by an Executive and senior management team.

1.1.4 The Centre's income is derived from a variety of sources, the main ones being ticket sales, commercial activity, fundraising from businesses, trusts and foundations, individual giving, and revenue funding from Welsh Assembly Government. The Centre's business plan is endorsed by the Welsh Assembly Government.

1.2 Wales Millennium Centre's aims and objectives

1.2.1 Wales Millennium Centre's Board, Executive and senior management team are committed to achieving the dual ambitions of being internationally recognised whilst being strongly connected to Welsh culture. However, simply telling the world that the Centre is internationally significant will not establish this reputation. Consequently, the priorities over 2009 – 14 will be to establish a sustainable base by creating a strong relationship with Welsh artists and audiences. It is from this connection to the local that Wales Millennium Centre's international reputation can continue to grow. Placing the Welsh language at the heart of our work is important in realising this aim.

1.2.2 If the Centre is to be truly recognised as internationally significant, then a programme of commissioning and/or producing creative product with national and international

partners is essential – it is through this process that the Centre brings Welsh culture to the world.

- 1.2.3 People are at the heart of Wales Millennium Centre – in particular the Centre’s staff, and that of the resident organisations and all of its resident retail partners. There are eight resident organisations that form a core part of Wales Millennium Centre:

Academi
BBC National Orchestra of Wales
Hijinx Theatre Company
National Dance Company Wales
Touch Trust
Tŷ Cerdd
Urdd Gobaith Cymru
Welsh National Opera

They are important partners in contributing to the realisation of the creative ambition for the Centre as a whole. Wales Millennium Centre has an agreed Strategic Partnership Agreement with each of these organisations, as well as a shared creative vision which demonstrates a commitment to working together, collaborating on artistic programming, solving issues and pursuing business improvement initiatives. These agreements articulate a commitment to ensuring the relationships make the whole successful and greater than the sum of its parts, providing opportunities for creative working between residents as well as maximising individual potential. Respecting and facilitating the use of the Welsh language is an intrinsic part of that goal.

CORPORATE VISION AND ORGANISATIONAL GOALS

Mission

To create, in a Millennium landmark building, a focal point for the culture, identity and talents of Wales, and to provide a world class showcase for musicals, opera, dance, entertainment, education and exhibitions with long lasting benefits for the whole community.

Vision

Wales Millennium Centre aims to be an internationally significant cultural landmark and centre for performing arts, renowned for excellence, leadership and innovation. Attracting audiences and visitors from the whole of Wales and well beyond, it will continue to provide a creative home for Wales’ leading arts and cultural organisations. In short, Wales Millennium Centre aims to:

‘. . . bring the best of the world to Wales and to showcase the best of Wales to the world . . .’

Organisational goals

- Goal 1:** To be a world-class theatre and arts centre, promoting, creating and presenting the best international, national and local events across a wide arts spectrum.
- Goal 2** To be a creative, high-quality production base and home for the Centre’s residents – Welsh National Opera, the BBC National Orchestra of Wales, Urdd Gobaith Cymru, Tŷ Cerdd, Academi, National Dance Company Wales, Hijinx Theatre Company and Touch Trust.

- Goal 3** To be a dynamic cultural destination, attracting local, national and international visitors
- Goal 4.** To be a sustainable, financially viable operation
- Goal 5** To provide a first-rate customer experience
- Goal 6** A place for people of all ages, background and experience to learn about and participate in the arts
- Goal 7** Maintain a building and a working environment recognised for its architecture, its facilities as well as its cultural activity.

1.3 Structure

1.3.1 Wales Millennium Centre is structured into a number of portfolios, each headed by a Director who reports to the Chief Executive. The portfolios are:

- Arts and Audience Development portfolio, which includes programming, learning and participation, marketing and communications
- Venue Operations portfolio, which includes facilities management & estates functions, safety & security, and stage & technical services.
- Finance and Administration portfolio, which also includes People and Learning and IT
- Business Development portfolio, which includes all front of house services, Hospitality, ticketing and events sales
- Development portfolio, which includes all fundraising activity, and management of the Centre's corporate and individual subscribers

1.4 Responsibility for the Scheme

1.4.1 This Scheme belongs to Wales Millennium Centre corporately, and responsibility for its successful implementation lies with the Centre's Board of Trustees, the Chief Executive and management team and all members of staff. Overall responsibility in terms of corporate compliance lies with the Chief Executive, with the Head of Corporate Affairs acting as the day to day gatekeeper. The Board has established a Welsh Language Committee to underline the importance the Centre attaches to securing progress. The role of the Committee is to advise the Board on its Welsh language policies, and to monitor and scrutinise the implementation of this Scheme and its associated Action Plan on behalf of the Board. The Committee will be chaired by a Board Trustee. The composition of the Committee will include at least one other Trustee, and up to five co-opted members representing a broad cross section from relevant fields. This Committee will meet at least quarterly to receive portfolio and topic reports, consider initiatives and scrutinise activity relating to the Scheme.

1.4.2 The Executive Team has responsibility for implementation of the Scheme within each of their individual portfolios and the Head of Corporate Affairs will act as a liaison officer for the Executive, as well as providing secretariat services to the Committee. All Directors are responsible for implementing those aspects of the Scheme relevant to the work of their portfolios, and for ensuring that their portfolios deliver services and develop and adopt policies and practices in line with the Scheme. Each director and manager has his or her own key performance indicators with regard to implementation of the scheme against which they have to report on a monthly basis. This Language Scheme nor its associated timetable can be changed without the authority of the Welsh Language Board.

1.5 *Co-ordinating implementation*

1.5.1 In order to aid effective Scheme implementation, and ensure that consideration of Welsh language issues is mainstreamed across functions and services, the Board's Welsh Language Committee will scrutinise the relevant activities within each portfolio on a regular basis. It will meet quarterly and report to the full Board.

1.5.2 An Action Plan has been in support of the Scheme in order to detail and focus its implementation. The plan includes targets and allocates responsibilities, and will be monitored and updated regularly by the Board's Welsh Language Committee. Each portfolio also has its own action plan, which feeds into the overall Centre-wide plan.

1.6 *Awareness and involvement*

1.6.1 Through general and task specific guidance and training, staff will be made aware of what they have to do to implement the Scheme successfully, and the encouragement and support available to them. The Welsh Language Scheme and Language and Cultural Awareness training will form part of the induction programme for every new member of staff.

1.7 *Tuning operations to the Scheme*

1.7.1 Internal procedures and processes will be adjusted where needed, to facilitate effective Scheme implementation, and to provide controls for ensuring proposals and practices are assessed for compatibility with the Scheme before they are adopted.

2.0 Wales Millennium Centre's approach to bilingualism

2.1 The guiding principles

- 2.1.1 This Scheme sets out how Wales Millennium Centre will continue to give effect to the need to treat the English and Welsh languages on a basis of equality in accordance with the Welsh Language Act. Our commitments, however, are not just driven by the spirit of legislation and public policy steers. The key driver is that we believe this is an important part of realising our aims and objectives for the future success of the Centre and meeting public expectations. In short, it makes sound business sense.
- 2.1.2 For the purposes of this Scheme, the term 'public' in the Welsh Language Act is taken to include all those individuals and organisations with whom Wales Millennium Centre has contact - the Centre's audiences and visitors, its resident companies, partners, retailers and visiting companies and sponsors. From hereon, they are collectively referred to as our 'customers'.
- 2.1.3 Wales Millennium Centre will provide an equally high standard of service to all of its customers, and recognises that enabling its customers to use Welsh if they wish is a matter of good practice, that enhances the quality of the service provided.
- 2.1.4 In welcoming approaches from its customers, Wales Millennium Centre will:
- ensure that the same aims and professional standards in providing a service in Welsh and in English to its customers are adhered to, to enable its customers to use Welsh in dealing with Wales Millennium Centre
 - and ensure they are informed up-front of the Centre's bilingual service
 - promote the Centre's bilingual image and corporate identity.
- 2.1.5 In commissioning and delivering artistic events and programmes, Wales Millennium Centre will:
- be proactive in building awareness, understanding and support for bilingualism at the Centre from partners, visiting companies and sponsors
 - facilitate the use of Welsh in events and activities at the Centre, and provide guidance about the use of Welsh for those who are arranging them.
- 2.1.7 In the conduct of its business, Wales Millennium Centre will:
- create a bilingual culture where use of Welsh is a natural part of day to day working
 - provide staff with Welsh language skills development opportunities to enable the Centre's Welsh language service commitments to be realised
 - support the implementation of the Scheme through planned application and resources at the highest level within the organisation

2.1.8 Wales Millennium Centre will not alter this Scheme without prior consultation with and approval from the Welsh Language Board.

2.2 Policies, practices, plans and initiatives

2.2.1 In order to deliver its services and activities successfully and meet its responsibilities under the Welsh Language Act, Wales Millennium Centre is committed to mainstreaming the Welsh language into its work as far as possible. Bilingualism is a cross-cutting consideration relating to all of the Centre's services and activities.

2.2.2 To achieve this, measures contained in this Scheme will be applied to all of our policies and services with a view to promoting, facilitating and embedding the use of Welsh with our customers, and taking advantage of every opportunity to promote and demonstrate the Centre's bilingual policies.

2.2.3 Wales Millennium Centre staff and advisers will assess the linguistic consequences of new proposals when they are being formulated. Proposed changes affecting service delivery will be referred to the Centre's Head of Corporate Affairs in the first instance. Issues of major policy or practice consequence will be referred to the Executive Team and subsequently to the Welsh Language Committee for guidance.

2.2.4 A 'Scheme test' has been introduced into decision processes in order to assist staff to identify Welsh language considerations at the appropriate stages, and deal with them in a way that is consistent with this Scheme. Board papers, too, will include a regular summary of progress regarding the implementation of the scheme and current action plan.

[More details about how implementation of the Scheme will be managed and facilitated are included in Part III.]

Enquiries and comments

Any enquiries about this Scheme should be addressed to:

**The Chief Executive
Wales Millennium Centre
Bute Place
Cardiff
CF10 5AL**

Wales Millennium Centre welcomes and records suggestions for improvements from customers.

PART II: WALES MILLENNIUM CENTRE'S SERVICES AND ACTIVITIES

Part II deals with Welsh medium services and activities on two dimensions. The first dimension [in section 3.0 below] covers events and performances housed at the Centre. The second dimension [sections 4.0, 5.0 and 6.0] deals with the administrative aspects of our contact with customers at Wales Millennium Centre, and covers situations where the contact is fronted by our contractors and partners. Section 7 deals with Internal communications within the Centre.

3.0 Events and performances at Wales Millennium Centre

3.1 Introduction

- 3.1.1 Celebrating and promoting the culture of Wales, including its Welsh language inheritance, lies at the heart of Wales Millennium Centre's corporate aims. This applies not only to the Centre's customers, but also to the way we brand and market our activities on the world stage.
- 3.1.2 We are also aware of our contribution in shaping the image of Wales in the minds of performers and potential visitors alike, a country that embraces the best the world has to offer, and which proudly shares with the world its own unique performing arts traditions. We also realise how Wales Millennium Centre can contribute towards realising the Welsh Assembly's 'bilingual Wales' objectives, allowing those who do not speak Welsh to share and enjoy the Centre's bilingual experience.
- 3.1.3 In our business development plans, therefore, we have sought to make sure the Welsh language is appropriately represented in the various types of events and performances housed at the Centre. The commitments below set out what we aim to achieve over the next three years.

3.2 Free and Participatory Activity

- 3.2.1 The Centre's programme of free and participatory activity aims to interest and enthuse visitors by providing entry points to the arts for everyone – from first-time visitors to regular attendees. It also provides the opportunities for Wales Millennium Centre's resident organisations to contribute to the life of the building – ensuring that the whole is greater than the sum of the parts.

Learning and Participation gives a strong commitment to bilingualism, as all activities involve direct interface with the public. This commitment is realised through activities in the following categories

- Schools, HE/FE – in and outreach
- Lifelong learning – in and outreach
- Digital content / distance learning
- Emerging Artist programme

Education programme: The standard education programme support materials and workshops will be offered in Welsh and English, wherever possible. (We will

encourage and assist all visiting companies to provide materials bilingually, but there could be exceptions where a company only has its materials in English). The programme will relate to the National Curriculum in Wales and we will work with the Cwricwlwm Cymreig Advisory Service. Welsh speaking staff will be linked with Welsh medium schools. The needs of Welsh medium schools will be met in terms of all aspects of their visit. The Centre will also develop a network with Welsh medium and English medium schools, to encourage performance opportunities, work experience and teacher placements.

Outreach: Wales Millennium Centre provides a valuable platform for Welsh talent. The Centre has a commitment to working with artists and participants from all parts of Wales to create unique projects, and this includes expression in the medium of Welsh. The Centre will ensure that artists working on outreach programmes in Welsh speaking areas and Welsh medium schools will be bilingual

3.2.2 **Dy Le Di/Make it Yours:** Welsh culture is a vital part of Dy Le Di/ Make it Yours, the Centre's programme of free and participatory events in the Glanfa. From performances by young Welsh and Wales-based professionals, community brassbands, talks on leading Welsh composers to literary events and book launches, the Glanfa programme expresses a wide range of Welsh culture. Wales Millennium Centre will continue to ensure the programme includes an appropriate balance of Welsh medium product, and encourage performers to reflect the Centre's bilingual policy in the background information they give about their work, whatever the language of their performance. The Centre will also endeavour to collaborate with the Urdd to enhance residential courses with performance experiences. develop more Welsh language cultural activity in partnership with the Urdd.

The four strands of the Make it Yours/Dy Le Di programme are Hanfod, Dan y Pared, Curiad and AnturCelf:

Hanfod reflects the national identity of Wales, with a programme inspired by Wales' culture and history. Hanfod is a collection of the art of not only the many cultures that make up Wales; its society and its diverse arts scene, but also those that visit the country and the Centre throughout the year.

Dan y Pared takes its meaning from the ancient Welsh tradition of singing Christmas or summer carols, door to door in exchange for treats such as beer, sugar, ginger, nutmeg and cinnamon. The Dan y Pared strand of the Centre's Make it Yours/Dy Le Di programme presents the very best of Wales' rich and diverse music scene, from folk to rock. The Centre is committed to developing this strand over the next three years.

Curiad provides a stage for young people developing their skills in an artform, in the language of their choice. This means working with many of Wales' schools and further and higher education institutions, as well as youth organisations, such as Urdd Gobaith Cymru.

AnturCelf celebrates the interaction between audiences and artists. Through AnturCelf visitors of all ages can explore, discover and reflect upon art in its many forms, and above all, interact and get involved. The AnturCelf programme makes provision for Welsh audiences, with Welsh Language family days, with performances, workshops, tours and trails dedicated exclusively to Welsh speakers and learners.

Guided tours: Wales Millennium Centre provides guided tours of the building for visiting groups and individuals. When visits are planned, Wales Millennium Centre establishes the language choice of the group, and allocates a Welsh speaking guide when Welsh is chosen. All Welsh medium school groups are given Welsh tours.

Canfod and other exhibitions:

A new space, called Canfod, has been established in the foyer area of Wales Millennium Centre, encouraging visitors to discover more about the arts. All information provided as part of this space programme, as well as other exhibitions, will be fully bilingual. Bilingual staff will be allocated to exhibition areas whenever possible. When a Welsh speaking artist is exhibiting simultaneous translation facilities will be provided for previews/ launches, wherever possible.

Timetable for 3.2: ongoing

3.3 Theatre Programmes

3.3.1 We are determined that Welsh or bilingual performances form part of our theatre programmes (Donald Gordon Theatre and Weston Studio). At the same time, however, we must be mindful of quality and cultural integrity, financial realities and risks, and the extent to which they may place a limit on the nature and frequency of events that realistically can be staged in the Welsh language at the Centre, particularly in the main Donald Gordon Theatre.

3.3.2 With this in mind, our approach is as follows:

The Donald Gordon Theatre: The Donald Gordon Theatre is driven by an artistic policy that aims to achieve an annual programme of lyric-based performing arts activity that is distinctive, diverse and of the highest artistic and technical quality. Part of realising that policy is the recognition of Welsh artistic talent and honouring Wales' most talented performers. To that end, in determining the annual programme and as part of its commitment to the Welsh language, Wales Millennium Centre will:

- ensure that the Welsh language features in all supporting marketing materials where the Centre is the producer of a show ;
- encourage the inclusion of Welsh language in the performance where the Centre is a producing / presenting partner,;
- encourage the inclusion of Welsh language in the performance, where the Centre has no financial risks in a performance (i.e. commercial hire)

Wales Millennium Centre will pro-actively seek producing partners to present viable Welsh language events and performances.

The Weston Studio: The Weston Studio, when available to Wales Millennium Centre*, is programmed to attract a range of smaller-scale work across a wide cross-section of artistic forms which reflect the local, national and international ambitions of Wales Millennium Centre, and to respond to the aspirations of the resident organisations through enabling them

to present public activities in the Centre. Wales Millennium Centre has a commitment to developing Welsh performance artists and small to medium scale Welsh companies, for whom the Studio is a suitable performance space, and to provide them with a platform for presenting their work to a wider audience than they would otherwise achieve. To that end, Wales Millennium Centre proactively seeks out artists and companies who work through the medium of Welsh to present their programmes in the Studio. The Centre also runs an Incubator Project aimed at encouraging new work amongst Welsh theatre companies. In selecting the companies Wales Millennium Centre ensures that Welsh and bilingual companies are considered.

* The Weston Studio, due to contractual agreements with Welsh National Opera, is only available to Wales Millennium Centre some 26 weeks of any year.

In addition, Wales Millennium Centre will take the following off-stage steps to maintain the theatre audience's bilingual experience:

- There will be a full Welsh language service in the Ticket Office and Information Desk
- Theatre foyer announcements will be bilingual, as will electronic information;
- Opera performances by the Centre's resident Welsh National Opera sung in Italian, German or other languages will be sur-titled in both English and Welsh on the electronic screens in the main theatre;
- Actively encouraging and assisting visiting companies to consider a bilingual approach to information about their programmes, and how they present it;
- Working with show promoters to develop a collaborative approach to using the Welsh language and culture in all show campaigns;
- Actively encouraging and assisting sponsors to reflect Wales Millennium Centre's bi-lingual policy in any relevant bespoke sponsorship/partnership literature.
- Encouraging Welsh learners through the introduction of an English captioning service for Welsh language productions. English synopses will also be produced for such productions. This will be piloted in 2010.

Timetable for 3.3: In place and on-going, with captioning piloted before end of 2010.

4.0 Service to customers in Welsh at Wales Millennium Centre

4.1 Planning and organising our own service

- 4.1.1 Teams are organised and located in such a way as to implement Wales Millennium Centre's functions effectively. This includes being able to offer customers language choice in their dealings with Wales Millennium Centre.
- 4.1.2 Wales Millennium Centre **aims** to provide a personal service in Welsh of similar quality and accessibility to its service in English. Effective recruitment plans are in place to ensure a continuation of this service.
- 4.1.3 When service or team arrangements are reviewed, the need to provide a bilingual service will be fully taken into account.

Timetable for 4.1: in place and on-going

4.2 Service delivery approach and standards

- 4.2.1 Wales Millennium Centre is committed to providing a high quality of service in both languages and will ensure that the Welsh and English languages are treated on a basis of equality. This central principle applies to all its functions and activities, and will be stated in Wales Millennium Centre's key documents such as the Annual Review, Business Plans, recruitment adverts etc.
- 4.2.2 Wales Millennium Centre's customers are welcome to conduct their dealings with the organisation through the language of their choice, and are encouraged to do so. Signs are displayed in all public areas stating this. It will also be clear in Wales Millennium Centre's literature about its services and programmes, and on its website.
- 4.2.3 Language choice will be automatically offered in Wales Millennium Centre's personal verbal dealings with customers. A systematic approach to offering, establishing, recording and following up language choice is being followed, with the aim of providing, as far as possible, a seamless and continuous service in the customer's chosen language, once known.
- 4.2.4 As part of its quality control and Scheme monitoring arrangements, Wales Millennium Centre will test its success in delivering services in Welsh from time to time. This will include testing the consistency in service standard in different situations.
- 4.2.5 We will also sample monitor the percentage of visitors and audiences who are bilingual as part of fine tuning our marketing activity and testing service quality. This will include analysing the views of existing and potential visitors and audiences about bilingualism, and how they see its role in our service delivery and arts activities.
- 4.2.6 Wales Millennium Centre has established service standards and complaints procedures which pay due regard to the Welsh language and culture. The provision of services in Welsh is integrated, with the aim of ensuring that the quality and standard of service through the medium of Welsh is equal to that provided in English. We are committed to monitoring these standards, and their implementation. Day to day

responsibility for Welsh language service standards and complaints will lie with the Centre's Chief Executive and Executive team. All complaints regarding Welsh language issues are logged on the Centre's data management system, as part of the Centre's comprehensive CRM approach, as are customers' language preferences. Complainants are advised that should they not receive a satisfactory response from Wales Millennium Centre, they can raise their complaint with the Welsh Language Board.

- 4.2.7 As with all corporate responsibilities, the Scheme will also be addressed in our risk management process.

Timetable for 4.2: ongoing

4.3 Resident partners

- 4.3.1 We share the Centre with two categories of resident partners:

- arts and cultural organisations based at Wales Millennium Centre [see section 1.2.3];
- retail outlets [food and goods]:

They are independent organisations with their own identity, but they are also part of the Wales Millennium Centre experience for visitors and audiences, and shape the image they have of the Centre. Some are already using Welsh extensively in their work, while others have little or no bilingual experience.

- 4.3.2 Wales Millennium Centre aims to deliver a quality customer experience throughout the Centre. At the heart of its customer care policy is the objective to create a warm Welsh welcome. This will not be achieved unless the service is delivered in Welsh as well as in English. We want to attract people from every background, and ensure their experience here is such that they feel welcome and want to return and bring others with them. This is in the interest of all the resident partners.

- 4.3.3 Wales Millennium Centre has involved all resident partners in the development and implementation of its bilingual brand strategy, and therefore encourages them to secure a consistent bilingual experience for visitors and audiences in every part of the Centre where there is communal public access. This will include:

- a bilingual welcome for customers;
- bilingual signage and display information;
- bilingual leaflets, menus and promotional material;
- use of Welsh at counters and receptions.

Members of the centre's Business Development senior management team will regularly monitor progress on this front amongst retailers.

- 4.3.4 We assist partners who are not confident in using Welsh in their business with guidance and practical support, such as translation of front line material and 'welcome host' training. All partners are encouraged to participate in Welsh language training arranged by the Centre for our own staff.

4.4 Services delivered on Wales Millennium Centre's behalf by others

- 4.4.1 All agents/contractors will be required, wherever appropriate to comply with relevant aspects of our Scheme. 'Relevant aspects' means those sections or sentences in the

Scheme that would apply if Wales Millennium Centre undertook the activity itself. The only exception to this requirement will be third parties who have no contact with Wales Millennium Centre's customers. The ability of contractors to deliver the required service in Welsh will be tested during selection processes.

- 4.4.2 The nature of the service required in Welsh will be detailed up-front in briefs, specifications and tendering documents, so that contractors are aware of what is needed when they price and plan the work. The obligation will then be tied into contracts or service level agreements, as applicable.
- 4.4.3 Instructions and guidance linked to core purchasing procedures will be provided to staff for dealing with agents and contractors.
- 4.4.4 Written guidance will also be provided to contractors and agents on how to deliver services in accordance with the Scheme. The performance of contractors in meeting Scheme conditions will be monitored and evaluated by the contract manager, and the results used to inform future contractor selection and Scheme implementation progress reports.
- 4.4.5 At all times, Wales Millennium Centre will encourage and guide contractors in the use of Welsh for Wales Millennium Centre business. It expects, however, that its contractors and sub-contractors will commit to delivering the Welsh language aspects of the contract activity to the same standard as Wales Millennium Centre sets for itself.

Timetable for 4.4: ongoing and applicable to all outsourced services going out to tender

4.5 Other partnerships

- 4.5.1 Wales Millennium Centre often works in partnership with other organisations from the public, private and voluntary sector on many different levels.

When Wales Millennium Centre leads a partnership or consortium of bodies, it will ensure the customer service aspect of the partnership is consistent with Wales Millennium Centre's Scheme, or a jointly agreed language policy based on Wales Millennium Centre standards.

- When Wales Millennium Centre joins a partnership or consortium in which another body with a Scheme is leading, Wales Millennium Centre's input to the customer service aspect of the partnership will comply with that Scheme, and it will encourage the other parties to comply.
- When Wales Millennium Centre joins a partnership or consortium where none of the other bodies operate Schemes, it will encourage the consortium to adopt a bilingual policy in respect of its services to customers. Otherwise, when acting publicly in the name of the consortium, Wales Millennium Centre will act in accordance with its own Welsh Language Scheme.

4.5.2 Within any partnership, Wales Millennium Centre will offer advice and support to the other partner organisations on Welsh language issues, if needed.

Timetable for 4.5: in place and on-going

5.0 Wales Millennium Centre's personal contact with customers

5.1 In writing

- 5.1.1 Wales Millennium Centre welcomes letters and other written correspondence such as faxes, e-mail and Braille in Welsh and in English.
- 5.1.2 Correspondence received in Welsh will be replied to in that language, in accordance with Wales Millennium Centre's customer service policies. All hard-copy Welsh letters that we issue in response will be signed.
- 5.1.3 All circular letters will be issued bilingually
- 5.1.4 All building-wide and organisation-wide (WMC All) e-mail correspondence will be issued bilingually. One to one e-mail correspondence originated by Wales Millennium Centre members of staff who are not confident to write bilingually, and which is generated in English, will include a bilingual footnote indicating that the recipient may respond in either Welsh or English, according to their preference. Any subsequent replies to responses received will be in the language of those responses although it should be noted that the response times for e-mails that need to be translated, in exceptional circumstances, might be greater than those sent in English only.
- 5.1.5 All marketing correspondence – letters, e-newsletters and e-flyers etc will **always** be bilingual. When telephone communication is undertaken directly with a Welsh speaking previous customer he/she will be communicated with in his/her chosen language.
- 5.1.6 Opening correspondence to recipients in Wales, either businesses or individuals, where the language preference of the recipient is not known, will be sent out bilingually. Subsequent correspondence will then be in the language preferred by the respondent.
- 5.1.7 Sometimes, a document may be issued in English only in accordance with the language preference of the document's primary target audience.
- 5.1.8 The customer data base will include an active language column. The information will be inputted and updated on an ongoing basis from contact-points intelligence.

Timetable for 5.1: In place and ongoing

5.2 By telephone

- 5.2.1 Wales Millennium Centre welcomes telephone calls from its customers in Welsh and English.
- 5.2.2 All calls made to Wales Millennium Centre's administration, stage door and ticket office will be answered with a bilingual greeting and dealt with in the caller's preferred language, either by the receptionist or another member of staff.

- 5.2.3 If a member of staff who cannot speak Welsh answers a call from a customer wishing to converse in Welsh, then the call will be transferred to a Welsh speaking member of staff within the relevant team or portfolio to deal with the enquiry.
- 5.2.4 In the event that a Welsh-speaking person is not available to take a call, then arrangements will be made for a Welsh speaker to return the call as soon as possible.
- 5.2.5 Wales Millennium Centre's main switchboard and ticket office voicemail service contains a fully bilingual message, and customers are welcome to leave messages in Welsh or English.
- 5.2.6 Customers will also be welcome to leave messages in Welsh or English on the personal voicemail service of Wales Millennium Centre staff. Bilingual staff will provide bilingual voicemail directions for callers.

Timetable for 5.2: in place and ongoing

5.3 *Our main foyer reception*

- 5.3.1 Customers are welcome to speak Welsh with our foyer reception staff. Not all our foyer staff are Welsh speaking, but those who do will display 'working Welsh' identifiers at their customer point.
- 5.3.2 We aim to provide as complete a bilingual service as possible in our reception area, and our staffing and training measures [see Part III] will prioritise this aspect of our work.
- 5.3.3 We will also provide Welsh speaking guides for tours wherever possible. Our tours' co-ordinator will identify preferred language when advance arrangements are made.

Timetable for 5.3: in place and ongoing

5.4 *Open business meetings*

- 5.4.1 Those attending receptions, public meetings, workshops or conferences held by Wales Millennium Centre will be welcome to contribute through the medium of Welsh. Invitations and advertisements for meetings will be bilingual, and will either note that translation facilities will be provided, or ask people to let the event organisers know their preferred language in advance so that translation facilities can be arranged when needed.
- 5.4.2 Although open business meetings will use simultaneous translation facilities in the plenary session, decisions will be made on an individual basis as to whether or not workshops will also contain simultaneous translation services. Decisions will be based on logistics, demand and cost effectiveness.
- 5.4.3 Welsh speaking members of staff will be present at all Wales Millennium Centre business events to welcome the public and deal with any queries. They will be identifiable through badges. An assessment will be made beforehand to determine the level of staffing at all public meetings/ seminar/ conferences and how many Welsh speaking staff are required.

Timetable for 5.4: in place and ongoing

5.5 Other business contact with customers

- 5.5.1 Customers visiting Wales Millennium Centre's offices are welcome to address their enquiries through the medium of Welsh or English. Bilingual reception staff wear badges to show that they speak both languages and a bilingual notice is displayed in the reception area to make it clear to visitors that they can deal with the organisation in either language.
- 5.5.2 Arrangements will be made for Welsh-speaking staff to be available to deal in Welsh with any face-to-face enquiries on more specific issues, as required. This will apply to any video link discussions too.

Timetable for 5.5: in place and ongoing

6.0 Wales Millennium Centre's Public Face

6.1 Brand Identity

- 6.1.1 Wales Millennium Centre's brand identity is fully and consistently bilingual wherever it is used. This applies to its name, address, logo and other standard pre-printed information on official stationery as well as on other official material, goods and publications.
- 6.1.2 Our brand strategy reflects our bilingual status, and we share our brand values and goals with all partners and stakeholders. We will work with all creative agency partners to develop best practice in bilingual design.
- 6.1.3 All e-mail auto-signatures, disclaimers and other standard information will be bilingual.

Timetable for 6.1: in place and ongoing

6.2 Signs

- 6.2.1 All Wales Millennium Centre's internal and external signs are bilingual, with both languages displayed together. Should separate Welsh and English signs be provided, they will be equal in terms of format, size, quality, legibility, and prominence.
- 6.2.2 All signs are proof checked for accuracy by the Centre's copywriter, a recognised translator or other suitably qualified Welsh speakers prior to installation.
- 6.2.3 Where signs and notices provided by others are used on our premises, we shall ensure that bilingual versions are obtained and used, including temporary signs.
- 6.2.4 Not all the signs erected by our retail outlet tenants are currently bilingual, but we are continually working with them to provide a consistent bilingual standard throughout the Centre. The Centre provides a translation/proofreading service to retailers to ensure accuracy and consistency of signage.

Timetable for 6.2: 6.2.1, 6.2.2 and 6.2.3 in place and ongoing. 6.2.4 To be achieved with the co-operation of our tenants

6.3 Publications and Written Material

[A methodology has been adopted for dealing on a consistent and objective basis with the need to provide items bilingually. This methodology applies to internal communications (see 7.3), information on our website (see 6.4), and to forms and associated papers (see 6.6), as well as to items under this section. This is set out in Annex 1.]

- 6.3.1 The standard approach for material produced exclusively by Wales Millennium Centre, targeted at our customers, will be to publish it bilingually as one document, wherever possible. All house pages commercial programmes are bilingual. In addition

Wales Millennium Centre encourages commercial producers to include dedicated bilingual editorial written exclusively for audience members in Wales by the Centre's own copywriter. Any variation from this presumed approach will need to be justified and cleared in advance by the Head of Marketing and Communications.

- 6.3.2 In some cases, for practical reasons, it may be necessary to publish documents in separate Welsh and English versions; for example, due to their size. Where this happens, they will be of equal quality, issued simultaneously, equally accessible to our customers, and distributed and displayed together. They will also contain a bilingual message on both versions stating that the document is available in the other language.
- 6.3.3 Where a document is intended for a specialist audience, this may be in English only if it is considered to be disproportionately expensive to translate, given the likely low demand for the translated version. This is not meant to be to the detriment of our treatment of the Welsh language but is aimed at targeting and prioritising our translation activities effectively, and avoiding unnecessary costs.
- 6.3.4 Where marketing publications are aimed solely at Wales Millennium Centre's customers outside Wales, they will not be in Welsh. Wales Millennium Centre's bilingual brand identity will however be fully represented on them, and they may contain messages or details in Welsh in accordance with our aims of projecting Wales internationally.
- 6.3.5 Other materials such as posters displayed in Wales will treat the two languages in a manner that respects and conveys both languages.
- 6.3.6 Written specifications will be prepared (detailing content, standards, and timetable, quality and project costs) for providing bilingual documents for customers' use; this will be for use by staff who will be preparing the material as well as designers, printers and publishers.

Timetable for 6.3: In place and ongoing.

6.4 Website

- 6.4.1 Wales Millennium Centre's website is fully bilingual.
- 6.4.2 The same policy and criteria apply to documents placed on the web as for printed publications (see section 6.3). The Welsh and English language versions of documents will be published simultaneously on the website.
- 6.4.3 However, as the Centre develops its new website for 2010 more material will be written in the future for discrete Welsh speaking audiences, rather than translated from English into Welsh, better tailoring the message to meet its customers' needs and cultural differences. Blogging will also be encouraged through the medium of Welsh.
- 6.4.4 The Centre will be seeking standards accreditation from the Welsh Language Board for its new website.

Timetable for 6.4: in place and evolving. 6.4.3 and 6.4.4 by end of 2010

6.5 *Forms and Associated Explanatory Material*

- 6.5.1 Wales Millennium Centre forms and explanatory material for our customers in Wales will usually be bilingual in a single document (except as set out in 6.3 above).
- 6.5.2 Occasionally it may be necessary to produce Welsh and English versions separately due to, for example, the size rendering a document unwieldy. When this happens, they will be issued simultaneously, be equally available in our offices and other distribution points, displayed together, and issued together via the post or in person. They will carry a bilingual message to the effect that the form is also available in the other language.

Timetable for 6.5: in place and on-going

6.6 *Press Releases and briefings*

- 6.6.1 Press releases are normally issued in both English and Welsh to the respective English and Welsh media. The only exception will be press releases sent outside Wales (including overseas), where other languages are used as appropriate.
- 6.6.2 Wales Millennium Centre always endeavours to make staff available for interview in accordance with the chosen language of the media concerned. Welsh is essential for key media staff, ensuring a Welsh spokesperson is always available.
- 6.6.3 If participating in a television interview or photo-shoot in which a Wales Millennium Centre background notice is displayed, Wales Millennium Centre will ensure it is bilingual.

Timetable for 6.6: in place and ongoing

6.7 *Public Relations and Marketing*

- 6.7.1 All marketing literature produced by Wales Millennium Centre for use in Wales will be provided bilingually, including brochures, posters and leaflets designed to promote, publicise or explain services and events; DVD's and other audio-visual materials.
- 6.7.2 Wales Millennium Centre - commissioned press advertising campaigns in Wales will be run in Welsh and English, treating the two languages equally in terms of format, size, quality, legibility and prominence. Where Wales Millennium Centre is contributing an article for publication in a specialist journal or to appear in a newspaper supplement outside Wales, it will normally be in the language of the journal concerned. However, any advertisements outside Wales will carry the Wales Millennium Centre bilingual brand identity.
- 6.7.3 Should Wales Millennium Centre run television and radio publicity campaigns in Wales, the following will be conducted in Welsh:
- Television campaigns which appear on S4C during Welsh programme hours;
 - Radio campaigns broadcast on the Welsh language programmes of commercial radio stations.

- 6.7.4 Should Wales Millennium Centre use cinema advertising in Wales, it will project Wales Millennium Centre's bilingual brand identity, with voiceover and advertising text being delivered bilingually.
- 6.7.5 Advertising on posters and hoardings displayed in Wales will treat the two languages in a manner that respects and conveys both languages.
- 6.7.6 Market research and customer surveys conducted in Wales by post will be conducted using fully bilingual questionnaires. Where face-to-face interviews are carried out, a choice of language will be offered to the respondent. Focus groups will be conducted in Welsh, as and when the demand arises. If focus groups are held the Centre will to conduct some through the medium of Welsh, where there are Welsh respondents
- 6.7.7 Direct marketing campaigns in Wales will be conducted in Welsh and English, treating the two languages equally in terms of format, size, quality, legibility and prominence.
- 6.7.8 Response mechanisms linked to advertising and publicity activities in Wales will enable communication through the medium of Welsh and English. Where the response mechanism is provided by an agent, the need for bilingual service will be inserted in the contract.
- 6.7.9 Wales Millennium Centre exhibitions in the Centre and elsewhere in Wales will be bilingual. Where any literature is displayed, which is in separate Welsh and English versions, both will be displayed together and a choice offered to the recipient. Printed material with a wide and general distribution will normally be published bilingually as one document. Displays outside Wales will also include some bilingual material.
- 6.7.10 Wales Millennium Centre staff, and any third parties contracted by Wales Millennium Centre to undertake public relations or marketing related activities, will be provided with guidelines on how to meet the requirements within this section by the Head of Marketing and Communications or her delegated manager.

Timetable for 6.7: in place and ongoing

6.8 *Public Notices and Recruitment Advertising*

- 6.8.1 Public notices and recruitment adverts will be bilingual in English language media, appearing mainly or wholly in Wales, with Welsh and English wording being shown together. They will be in Welsh only in Welsh language media.
- 6.8.2 Advertisements in the major UK newspapers and professional journals will be in English only. However, they will carry the Centre's bilingual brand and corporate details.

Timetable for 6.8: in place and ongoing

6.9 *Publicising Wales Millennium Centre's Welsh Language Services and Activities*

- 6.9.1 Wales Millennium Centre will continue to publicise its Scheme through PR activity, on its website, and in its Annual Review.
- 6.9.2 Copies of Wales Millennium Centre's Scheme will be readily available at our offices, or through the post from the Head of Corporate Affairs, as well as on our website.

6.9.3 It is our intention that wherever someone comes into contact with any aspect of our services, it will be immediately apparent that the service is available in either language. This will be done

- automatically [e.g. as in the case of bilingual publications; on the website; bilingual telephone greetings].
- by our approach to establishing the language choice when we make contact with service users [e.g. at our reception desks, when arranging meetings or conferences; when discussing matters that will lead to further contact - written or oral];
- by drawing specific attention to the fact [e.g. use of 'Iaith Gwaith' (Working Welsh) material; when chairing meetings; by messages on forms and leaflets].

Timetable for 6.9: in place and ongoing

PART III MANAGING AND FACILITATING IMPLEMENTATION

7.0 Administrative Arrangements for Supporting Implementation

7.1 Leadership and direction

- 7.1.1 As part of Wales Millennium Centre's implementation of its performance management system Welsh Language and Culture has been introduced as one of the eight core competencies for all members of Wales Millennium Centre's senior management. This means each senior manager has to take full ownership of the Centre's Welsh Language Scheme; establishing an action plan for his/her Department which takes full account of it in relation to staff, customers and stakeholders.
- 7.1.2 Managers are required to ensure that their teams are able to deliver a fully bilingual (Welsh and English) service, and that they embed Welsh cultural awareness across all of their teams to ensure that all staff (regardless of role or department) know what to do and how to do it in order to deliver the Scheme well in their part of the business. Welsh language targets/objectives are incorporated into the personal Performance Development Review of each member of senior management team and those of their team members.
- 7.1.3 As part of Wales Millennium Centre's People and Learning policies relating to the Welsh Language and culture, each member of the Executive and Senior Management is expected to:
- Take full ownership and responsibility for the Welsh Language Scheme
 - Implement a Welsh Language Plan for their Department, which flows out of the overall corporate Welsh Language Scheme.
 - Incorporate Welsh language targets/objectives into their and their team's PDR
 - Map out which posts/groups of staff in the Department need Welsh language skills and the level of skills needed, in order to deliver the Welsh Language Scheme
 - Have up to date data on the Welsh language skills of staff in his/her department, and have a plan of action for dealing with shortfalls
 - Apply the skills map when recruiting staff, or deploying them
 - Encourage staff to undertake Welsh Language Training and monitor their progress if they do so
 - Ensure that all staff are aware of the bilingual culture and performing arts in Wales and how that impacts on the Centre and their own jobs
 - Ensure that all staff greet visitors bilingually
 - Encourage Welsh speakers and learners to use the language in the workplace
 - Ensure that documentation is issued bilingually in accordance with the Welsh Language Scheme

Timetable for 7.1: In place and ongoing

7.2 Instructions and Guidance

- 7.2.1 A suite of instructions and guidance dealing with different Scheme aspects will be provided to staff through the office of the Chief Executive. This will include both policy and practice matters.
- 7.2.2 Wales Millennium Centre's core procedures and processes will be linked to this suite by including control points and process loops at the appropriate planning or approval stage. These will require staff to refer to the guidance to inform their decisions, and assist them to act in accordance with the Scheme. If unsure, they will be able to seek advice from the appropriate support staff.
- 7.2.3 The guidance will be overseen by each Director and the Head of Corporate Affairs. He/she will work with designated staff in their teams to make sure the guidance is complete and kept up to date.
- 7.2.4 Procedures and guidance relating to other aspects of Wales Millennium Centre's work have been adjusted, as necessary, to harmonise with Scheme implementation needs. New or revised versions will take Scheme requirements fully on board.

Timetable for 7.2: In place and ongoing

7.3 Internal Communications

- 7.3.1 Whilst English is the main language for internal administrative purposes within Wales Millennium Centre, bilingual staff across the organisation can communicate in writing and verbally with each other in Welsh within the work environment. Newly recruited staff will be advised of this at their induction and during their Welsh Language and Culture Awareness Training.
- 7.3.2 Written announcements targeted at all staff, and also at all resident organisations within the building will be issued bilingually. This includes all electronic communication, staff notices and newsletters. All voicemail messages and out of office email and messages, email signatures will also be bilingual.
- 7.3.3 All Wales Millennium Centre staff are encouraged to answer the telephone with a bilingual greeting. New recruits will be advised of this at their induction and Welsh Language and Culture Awareness Training.
- 7.3.4 Job applications forms are bilingual and candidates may apply in the language of their choice. Where Welsh is essential for a position a Welsh speaker will sit on the appointment panel, and part or all of the interview will be conducted in Welsh.

7.4 Training and Awareness Raising

- 7.4.1 Managers are required to ensure that their teams are able to deliver a fully bilingual (English and Welsh) service, and that they embed Welsh cultural awareness across all of their teams to ensure that all staff (regardless of role or department) know what to do and how to do it in order to deliver the Scheme well in their part of the business. All members of staff are made actively aware of the content of the Scheme and its supporting Action Plan, and new recruits' induction includes a Welsh language awareness programme. The objective is for the needs of the Welsh language and its speakers to be taken into account in all aspects of Wales Millennium Centre's work,

and for staff to confidently embrace this as part of delivering Wales Millennium Centre's work.

- 7.4.2 The implications for staff, and their part in securing success, is explained through receiving copies, written guidance and instructions, and by participating in team briefings, and general and applied training sessions. Copies are placed on the Centre's People and Learning open section of the internal x Drive. Awareness raising is programmed and targeted, placing bilingualism within the context of every team and employee's work. Briefing about the Scheme is included in the general and team induction programme of new staff.
- 7.4.3 Staff are provided with guidance about how to approach situations where Welsh is spoken, such as over the telephone or in meetings. Front line staff will receive specific training linked to customer care as part of the Centre's Warm Welsh Welcome training programme. Help with pronunciation is provided where necessary.
- 7.4.4 Wales Millennium Centre maintains an up-to-date list of Welsh speakers within each Portfolio and location who can support and assist non-Welsh speaking members of staff to provide a quality service through the medium of Welsh to partners and customers. The list is available to all staff in the "Staff Information" section of Wales Millennium Centre's People and Learning part of the X Drive.

Timetable for 7.4: In place and on-going

7.5 Translation Services

- 7.5.1 Wales Millennium Centre's translation services are managed and monitored by the Arts and Audience Development Portfolio. An in house Welsh copywriter with translation skills has been employed, and also external translation agencies are used as appropriate. The copywriter's role is to create unique, original Welsh copy exclusively for Welsh speaking audiences rather than translated versions. Simultaneous translation services for meetings are outsourced. A list of call-off arrangements with translators is maintained, based on periodic competitive quotations and this list is available to all staff. The quality of translations is an essential factor in the process of selecting translators.
- 7.5.2 Quality assurance for external and internal work will be tasked to the Head of Corporate Affairs, supported for proof-reading by the in-house Welsh copywriter, Corporate Affairs Officer and /or suitably qualified external editors.

Timetable for 7.5: in place and ongoing.

7.6 Information Technology

- 7.6.1 Wales Millennium Centre will ensure that its IT facilities do not impede the implementation of the commitments and measures set out in this Scheme. Any specifications for new or replacement computer programmes will take the needs of the Scheme into account.
- 7.6.2 Up-to-date Welsh spell-checking and dictionary software, and other software aid packages that may be developed in future, will be available to staff on their office word processors, as necessary. Welsh speaking staff may opt to use Welsh as their language of choice through the Windows interface on the Wales Millennium Centre IT system.

- 7.6.3 Shortcuts to Welsh fonts and accents will be installed on PCs for the use of Welsh speaking staff to facilitate their work, and enable a higher degree of accuracy in Wales Millennium Centre's written communication in Welsh.

Timetable for 7.6: in place and on-going

8.0 Managing Wales Millennium Centre's Bilingual Skill Needs

8.1 A Strategic Approach

8.1.1 Wales Millennium Centre recognises that if it is to deliver its services in Welsh effectively and efficiently, it needs staff with appropriate bilingual skills in the right places. It recognises too that without adequate planning and management, this will not be achieved. Wales Millennium Centre has therefore adopted a strategic approach to meeting its bilingual skill needs. It has also been fostering a bilingual ethos, so that using both languages is a natural and practical part of working for the organisation.

8.1.2 As part of its human resource management, the Centre has adopted a 'Language Skills Strategy'. The Strategy is founded on a Wales Millennium Centre-wide team and post analysis of bilingual skill needs, and a matching analysis of its existing capacity. [Skills in languages other than English and Welsh will also be recorded and accessed as appropriate.] The information from these exercises will inform recruitment and language training, enabling priority areas to be identified and managed. Liaison arrangements between People and Learning staff and managers will ensure suitable opportunities are seen and taken. The information will be kept up to date through tracking recruitment and language learning, using the Personnel systems. This will enable Wales Millennium Centre to gain and maintain an overview of its bilingual skills capacity. This will be monitored by the Welsh Language Committee.

8.1.3 In order to operate its Language Skills Strategy, Wales Millennium Centre is taking the following steps:

- Those workplaces and posts where the ability to speak Welsh is essential or desirable have been identified. The level of proficiency required will be assessed.
- An audit will be regularly undertaken by the Head of People and Learning to establish which staff speak Welsh or are learning Welsh, and their level of proficiency. The audit will also establish which staff wish to learn Welsh or are required to do so.
- Information on the bilingual skill needs of each post and the bilingual skill level of the existing post holder will be inserted in the central Personnel record system. The system will enable the information to be accessed and sorted in such a way as to allow an overview of progress to be maintained, and reports to be produced.
- Staff development and appraisal processes will be linked with this database, as will new appointments, enabling personnel staff to track changes and keep the system up to date without separate audits in future.
- Posts where bilingual skills are considered to be within the desirable-to-essential range will be 'tagged', which means they will be prioritised for language training, and appropriate bilingual abilities will be attached to the job description should the post become vacant.
- The Welsh Language Committee will receive regular reports from People and Learning about bilingual skills capacity and management.

Timetable for 8.1: In place September 2009.

8.2 *Learning and using Welsh*

- 8.2.1 Wales Millennium Centre promotes the use of Welsh among staff and encourages them to learn or improve their skills. As part of its People and Learning strategy, Wales Millennium Centre operates a language training programme. The programme is work-based, and includes opportunities for staff to learn Welsh or improve their competence and confidence to speak, read and write through the medium of Welsh. Unless they prefer to, staff will not be expected to improve their Welsh language skills during their own time, and any training that is arranged for WMC staff will be conducted during work time.
- 8.2.2 While opportunities to learn Welsh will be open to all staff, the learning programme will need to ensure that the learning needs of committed staff in 'tagged' posts are being addressed. The aim will be to ensure the learning programme is contributing effectively towards achieving the Language Skills Strategy.
- 8.2.3 A 'learning and using' workplace approach is fostered, and Welsh speaking staff are encouraged to support and bring-on those who are learning. Dictionaries, learning tapes and a CD-ROM packages, including the Welsh Language Board's *Swnio'n Dda*, for Welsh learners will be available for use by members of staff in the Centre's training room.

Timetable for 8.2: New programme operational from November 2009.

8.3 *Recruitment and Deployment Opportunities*

- 8.3.1 The organisation takes steps, wherever possible, to place people with appropriate language skills in posts where the ability to communicate in Welsh is essential to fulfilling the duties effectively. Should a tagged post become vacant, the opportunity will be taken via recruitment or deployment to try and fill it with someone matching its bilingual skill needs.
- 8.3.2 Where bilingual ability is considered essential or desirable for any post within Wales Millennium Centre this will be specified in advertisements when recruiting to that post. Other posts that do not require the post holder to be able to communicate in Welsh, but where the ability to do so is desirable, shall state this. All advertisements will state that WMC is providing a bilingual service, and working towards bilingualism.
- 8.3.3 In the event of a non-Welsh speaker being appointed to a post where a certain level of bilingual skills is considered essential, then it will be a condition of employment to learn the language to that level, with the full support of Wales Millennium Centre within a planned learning programme. The programme will be linked to staff development and appraisal processes.
- 8.3.4 Where Welsh is essential for a post, a Welsh only advertisement may be placed in the general Press containing an English footnote explaining the content of the advert and that Welsh is essential.
- 8.3.5 Wales Millennium Centre aims to provide a consistent standard of service in Welsh in all of its teams. Where a team does not currently have sufficient bilingual staff, special arrangements will be put in place to provide a bilingual service.

Timetable for 8.3: in place and ongoing

8.4 *Job Focused Language Training*

- 8.4.1 Job focused language training will be provided during work time to facilitate aspects of Scheme implementation, such as dealing face-to-face or over the phone with customers, or for more demanding situations such as formal presentations or media interviews.
- 8.4.2 Wales Millennium Centre will assess the need for job focused training to develop the ability of Welsh speakers to operate through the medium of Welsh. Welsh speaking members of staff will be offered job-focused training through the medium of Welsh where such a need is identified.
- 8.4.3 Wales Millennium Centre will also regularly organise a series of Cultural awareness training sessions, to ensure that all staff, from managers to temporary staff, are able to meet the requirements of the Scheme and their own Performance Development Reviews. This will include bilingual 'meet and greet' and telephone answering training.

Timetable for 8.4: New programme from January 2010

9.0 Monitoring the Scheme and Reporting on Performance

9.1 Wales Millennium Centre's Monitoring Approach

9.1.1 The Chief Executive has responsibility for the overall monitoring of the implementation of the Scheme, with the Board's Welsh Language Committee regularly scrutinising progress

9.1.2 Wales Millennium Centre operates a Monitoring Plan for the Scheme, endorsed by the Welsh Language Committee. Aspects contained in the Plan are set out in Annex 2 below. All aspects of the Scheme are covered in turn, and the work will be structured and ongoing. The Monitoring Plan includes a package of clearance and testing measures that, together, have the purpose of:

- assisting staff to operate the Scheme correctly and effectively, and
- enabling the Board (with support from the Welsh Language Committee) to judge whether Wales Millennium Centre is complying with its Scheme, and how well it is implementing it - on a departmental basis as well as corporately and thematically.

9.1.3 These measures are based on the following approaches:

- cyclical team reporting and discussion;
- 'Welsh language compatibility checks' in processes and procedures;
- internal checks on the use of Welsh in services and activities, including investigating complaints;
- occasional external testing – customer views on service and policy aspects, and mystery shopper testing of front line service;
- Welsh Language Committee scrutiny, portfolio and topic reports, and discussions;
- and internal audit compliance checks.

9.1.4 The Monitoring Plan links to Wales Millennium Centre's performance management system. Responsibility for coordinating this Plan lies with the Head of Corporate Affairs.

Timetable for 9.1: Revised Monitoring Plan November 2009 – updated annually

9.2 Reporting on Progress

9.2.1 We regularly update a detailed action plan setting out how we try and ensure that we operate in accordance with this Scheme. The plan includes targets, deadlines and, in due course, a report on progress against each target.

9.2.2 The Board's Welsh Language Committee will receive regular progress reports in accordance with the Monitoring Plan. These reports will be prepared by those with lead responsibility for particular areas related to the Scheme. Where shortcomings are identified, the Committee will make recommendations to the Executive for taking corrective action, copied to the Board.

- 9.2.3 The Board Committee's reports will also inform the cycle of reporting on progress to the Wales Millennium Centre's full Board, and any feedback on progress requested by the Welsh Language Board.
- 9.2.4 A comprehensive report giving a position statement on Scheme implementation will be provided for Wales Millennium Centre's Board after the end of the first year of implementing this revised Scheme, and annually thereon. These reports will be submitted to the Welsh Language Board, if required. At the end of the 3rd year of operation, the Scheme document will be reviewed independently and achievement evaluated.

Timetable for 9.2: Ongoing

9.3 *Publishing Information about Progress*

- 9.3.1 A summary of the Centre's progress in implementing the Scheme, based on the year-end report, will be posted on its website.
- 9.3.2 Staff will be kept informed about progress through regular updates on activities via team briefings, team meetings and through circulation of reports and papers.

<p>POLICY ON WHICH DOCUMENTS SHOULD BE BILINGUAL (OR IN ENGLISH AND WELSH SEPARATELY)</p>
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This policy refers to documents that are commissioned by Wales Millennium Centre, and does not cover materials produced by its partners that are displayed at the Centre or circulated.

Category A items: to be bilingual (or in Welsh and English separately)

- advertisements
- booklets
- brochures/leaflets/pamphlets/cards
- forms for the public
- items for public display e.g. stickers, posters, passes, warning notices
- recruitment adverts, job application forms and packs
- maps
- questionnaires / surveys for the public
- standard letters
- newsletters
- corporate publications e.g. annual reviews, and corporate and operational plans for public consumption
- conference and seminar Powerpoint presentations
- tickets

Category B: their language status will be determined in each case according to the nature of the target audience and number of copies produced. Consistent criteria will be applied- these will be included in internal guidance and linked to purchasing approval.

- Fliers and leaflets in one language where the main material supplied by a third party is in the other language only
- codes of practice
- consultation documents
- forms for specialist groups
- guidance documents
- reports
- speeches

Category C items: will usually be monolingual English

- accounts (unless they form part of the annual review)
- Board minutes
- material for circulation outside Wales only
- contract documentation (unless in specific situations)
- conference handouts supplied by other bodies or individuals
- items distributed on behalf of other organizations, if not available bilingually
- papers supplied by third parties not under contract
- working drafts

Topics for scrutiny in the Scheme's Implementation Monitoring Plan

Over the 3 year Scheme implementation period, the flow of quarterly and annual reporting will aim to analyse and evaluate Wales Millennium Centre's progress in the following areas:

- *Policies and practices:* How we have ensured that our policies and services, including new policies and practices, are consistent with the Scheme.
- *Our artistic programmes and events:* The success of our programmes and events in meeting the commitments of the Scheme.
- *Using the influence of our commissioning and facilitating role:* The way in which we have required, encouraged or facilitated the use of Welsh language in the activities of other parties; how well they have responded, and how it was monitored.
- *Organising services and facilitating language choice:* The effectiveness of the arrangements made to deliver Wales Millennium Centre's services in Welsh, and how language choice was publicised, offered, enabled and continued in dealings with customers, and how this was monitored.
- *Dealing with customers:* Our arrangements for dealing with our Welsh-speaking customers, including: responding to letters and messages; our service in Welsh in our public areas and ticket office; dealing with telephone calls; the arrangements for various types of public and private events and meetings.
- *Wales Millennium Centre's public face:* The use of our bilingual policy on our corporate material: e.g. website, signs, displays, printed information, publications, forms, pamphlets, leaflets, notices and adverts, and in press and advertising campaigns, surveys and exhibitions.
- *Services on our behalf:* The use of Welsh by our contractors and agents when in contact with customers on our behalf, and how this was monitored.
- *Managing our bilingual skills:* How we are dealing with our bilingual skill needs and capacity, and what progress we are making to address any shortfalls through recruitment and language training.
- *Support arrangements:* Whether Scheme coordination is working effectively; the adequacy of leadership direction, guidance and procedures; the quality and capacity of translation services; staff awareness of Scheme implications and the need for awareness training; the adequacy of resources allocated to support implementation; the adequacy of monitoring and reporting arrangements.
- *Views, suggestions and grievances:* What our visitors and audiences are telling us about our Welsh language activities and services; the number and nature of complaints about Wales Millennium Centre's Welsh language services and policies, both written and oral, and the steps taken to deal with the issues that were raised.
- *Implementation Timetable:* Achievement against the timetable in the Scheme.