

Welsh Language Standards

Standard 110

**“Increasing the ability to offer clinical consultations through the medium
Welsh language”**

Betsi Cadwaladr University Health Board Action Plan for 2023 – 2028

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Executive Summary

In line with Section 44 Welsh Language (Wales) Measure 2011, in particular Standard 110, the Health Board is required to publish a plan for each 5- year period setting out –

- (a) The extent to which you are able to offer to carry out a clinical consultation in Welsh;
- (b) A timetable for the actions that you have detailed in (a).

It is imperative that Betsi Cadwaladr University Health Board (the Health Board) understands the full need of the population and the capacity for Welsh Language service provision within north Wales and from that develop a workforce to be able to provide services through the medium of Welsh. . The Electronic Staff Record (ESR) data indicates that 94% of staff have completed their individual assessment of Welsh language competency. Therefore ensuring continuous review of ESR Welsh language competencies is a priority for the Health Board in order to maintain a metrics to monitor progress and to ascertain an accurate baseline of the workforce's Welsh language skills.

Welsh Language Awareness is delivered on the Corporate orientation session to ensure new staff are fully aware of the importance of the 'Active Offer' and the requirements of the Welsh Language Standards. An E-Learning Pack has been introduced as part of the Mandatory training programme for all staff on ESR, and compliance is monitored annually.

Our in-house Welsh Language Training Team also offers a wide variety of Welsh language courses for staff to improve their Welsh language skills.

Addressing the population need is a key factor in formulating the 5-year plan required by the Welsh Language Standards to demonstrate an increase in our ability to offer clinical consultations through the medium of Welsh.

Particular focus will also be given to increase the offer of Welsh clinical consultation in services accessed by the 'vulnerable groups' noted in the 'More than Just Words' Strategy. These groups are:

- Children and young people
- Older people
- People with learning disabilities
- Mental health service users
- People living with Dementia
- People accessing Speech and Language Therapy services
- People accessing stroke services

The 5 year plan gives a clear strategic direction for the health board in complying with Standard 110.

SECTION 1: ANNUAL REPORT

2. Introduction and background

The Welsh Language (Wales) Measure 2011 was approved by the National Assembly for Wales and was given royal assent on 09 February 2011. This legislation gives the Welsh language official status in Wales, and reinforces the principle that, in Wales, the Welsh language should not be treated less favourably than the English language. The Measure also:

- Created the procedure for placing duties on organisations in the form of Welsh Language Standards (“the Standards”).
- Established the role of the Welsh Language Commissioner (“the Commissioner”) to scrutinise compliance.
- Gave the Commissioner power to investigate any allegations of interference with someone’s freedom to use the Welsh language.

This document has been produced in accordance with the requirements placed on the Health Board under the Welsh Language Standards, Section 26 of the Welsh Language (Wales) Measure 2011. Section 26 of the 2011 Measure enables the Welsh Ministers to specify Standards, and Section 39 enables them to provide that a Standard is specifically applicable to a person by authorising the Commissioner to issue a notice of regulatory compliance. A notice of regulatory compliance was placed on the Health Board in 30th May 2019, in the form of Standards. The guidance for Standard 110 was released in 2022.

According to the 2021 Census 55.8% of people living in Anglesey are Welsh speaking; 64.4% in Gwynedd; 25.9% in Conwy; 22.5% in Denbighshire, 11.6% in Flintshire and 12.2% in Wrexham.

Standard 110 requires the Health Board to publish a corporate 5 year Welsh language plan, setting out the extent to which it is able to offer to carry out a clinical consultation in Welsh and the actions it intends to take to increase its ability to offer to carry out a clinical consultation in Welsh.

3. Our approach to ensuring an increase in the offer of delivering Welsh language clinical consultations

The Health Board vision is that by 2028, our capacity to offer Welsh language clinical consultations to our service users in north Wales shall be comparable with the linguistic needs of the communities we serve. Betsi Cadwaladr University Health Board Welsh Language Programme has been created to allow Standard 110 and “Active Offer” to become normalised as part of the offering to the patients of north Wales. Therefore, the aim of the BCUHB Welsh Language Programme is.

“To deliver the Welsh Language Standard 110 and “Active Offer” as part of the business as usual offering across BCUHB and improve planning to allow BCUHB to understand when the needs of patients are not met and institute corrective action plans to overcome this.”

Our Objectives for increasing the offer of delivering Welsh language clinical consultations for the Programme are:

- Create a 5 year Plan for the achievement of Welsh Language Standard 110
- A clear and accurate understanding of our Welsh Language population across north Wales
- A clear and accurate understanding of the Welsh language proficiency of the workforce
- A clear and accurate target for the required volume and proficiency of the workforce
- An Action Plan to raise the baseline of Welsh Language Population and Proficiency to the required level
- Create reporting that allows targeted operational decision making in Welsh Language Department
- Targeted interventions to improve any locally underperforming areas.
- Increased Communication and Engagement with BCUHB colleagues on the Welsh Language needs and the availability of Welsh Language training within BCUHB
- Input Welsh Language planning into all operational areas from recruitment to shift planning
- Create reporting to highlight progress to Strategic Welsh Strategic Forum
- To achieve these objectives BCUHB must drive through a number of Outcomes, these are;
 - Improved Recruitment Processes identifying Welsh Language ability at the point of joining, supporting the delivery of Welsh Language Standard 110
 - Improved Orientation Processes highlighting the importance of Welsh Language at BCUHB and delivery of the “Active Offer” also communicating the opportunities available for Welsh Language training
 - Full and accurate identification of Welsh Language proficiency across the health board at a level that will support Operational Planning
 - Local Planning at Hospital and Speciality level allowing Welsh Language availability and proficiency to be one of the criteria to be met
 - Increased Operational Processes supporting and underpinning the use of Welsh Language Standard 110 in acute and community settings
 - Improved Communication and Engagement on Welsh Language Training and Availability across BCUHB
 - Implement a reporting Framework that supports the operational planning and highlights progress made

This document aims to identify the areas of change required for the Welsh Language Programme to be successful in driving the improvements to deliver Welsh Language Standard 110 and the “Active Offer”. This document will then outline the expected actions over the 5 year plan by Outcome to drive the improvements required. The document will;

- identify how the baseline for Betsi Cadwaladr University Health Board is captured;
- set out how the progress we make against each of our Outcomes will be measured;
- highlight the actions and deliverables required within each Outcome journey over 5 years.

4. Outcome 1: Improved Recruitment Processes identifying Welsh Language ability at the point of joining, supporting the delivery of Welsh Language Standard 110

Progress against this outcome will be measured by the following indicators:

- **Measure 1** : No. of New Colleagues who speak/ understand Welsh - Quarterly
- **Measure 2**: % of New Colleagues who speak/ understand Welsh – Quarterly

Secondary Measures: No. and % of Welsh Speakers by Region/ Specialty by Level 1 through 5 – 6 monthly

5. Outcome 2: Improved Orientation Processes highlighting the importance of Welsh Language at BCUHB and delivery of the “Active Offer” and communicating the opportunities available for Welsh Language training

Progress against this outcome will be measured by the following indicators:

- **Measure 3**: Volume of Colleagues undertaking Welsh Courses (split by course type) – bi-annually
- **Measure 4**: Volume of Colleagues passing Welsh Courses (split by course type) – bi-annually
- **Measure 5**: % of Colleagues undertaking Welsh Language E learning Pack – Annually

Secondary Measures: No. and % of Welsh Speakers by Region/ Specialty by Level 1 through 5 – 6 monthly

6. Outcome 3: Full and accurate identification of Welsh Language availability and proficiency across BCUHB at a level that will support Operational Planning

Progress against this outcome will be measured by the following indicators:

- **Measure 6**: No. of Welsh Speakers by Region/ Specialty by Level 1 through Level 5 – 6 monthly
- **Measure 7**: % of Welsh Speakers by Region/ Specialty by Level 1 through Level 5 – 6 monthly

Secondary Measures: None

7. Outcome 4: Local Planning at Hospital and Speciality level allowing Welsh Language availability and proficiency to be one of the criteria to be met

This will require a Process Change and the development of Minimum Standards by shift by Region by Speciality. This will then need to be met by the colleague creating the shift manning

- **Requirement 1:** Understanding of the Welsh Language Speaking Population of that region
- **Requirement 2:** Development of minimum Welsh Language Staffing requirements by shift
- **Requirement 3:** Shift Planning to include minimum m requirement criteria
- **Measure 8:** % Satisfaction with Welsh Provision

8. Outcome 5: Improved Operational Processes supporting and underpinning the use of Welsh Language Standard 110 in the Hospital setting

Progress against this outcome will be measured by the following indicators:

- **Measure 9:** % Hospital/ Department wearing Iaith Gwaith badges (Identifying Welsh Speakers) – Mystery Shopper exercise and feedback (Quarterly)
- **Measure 10:** Volume/ % Active Offer for Welsh Consultations – Mystery Shopper exercise and feedback (Quarterly)
- **Secondary Measures:** % of Colleagues undertaking Welsh Language E learning Pack – Annually

9. Outcome 6: Improved Communication and Engagement on Welsh Language Training and Availability across BCUHB

Progress against this outcome will be measured by the following indicators:

- **Measure 11:** No. of Welsh Language Page - New Visitors - Monthly
- **Measure 12:** No. of Welsh Language Page – Visits – Monthly
- **Measure 13:** No. of Welsh Language Page – Hits – Monthly
- **Measure 14:** Top 5 pages - Welsh Language Site - Monthly
- **Secondary Measures:** % of Colleagues undertaking Welsh Language E learning Pack – Annually

10. Outcome 7: Implement a reporting Framework that supports the operational planning and highlights progress made

Progress against this outcome will be measured by the following indicators:

- **Measure 15:** % Welsh Language Programme Reporting Packs produced on time - Monthly
- **Measure 16:** % Welsh Language Programme Review Action Plans produced on time - Monthly
- **Secondary Measures:** Improvements in all measures 1 to 16

The Health Board is required to produce and publish a plan to identify, monitor and evaluate action needed within timescales. The Health Board's Executive

Lead is the responsible role for Welsh language. Progress is reported formally to the Board via established governance arrangements, which include a Strategic Welsh Language Forum.

Reporting of progress to the Board will be published on our website as required after a 3 and 5 year period. Having reviewed our progress against our annual report to the Welsh Language Commissioner's Office produced in 2023, we have updated our action plan to ensure that it will enable us to better respond to the challenges identified by our review. This will ensure that the organisation is in a position to meet the requirements of Standard 110.

11. Development of an Betsi Cadwaladr University Health Board Action Plan for Standard 110 (2019 – 2024)

Following our assessment of progress against priorities, we have reviewed how service provision may need to change. We have developed actions to be undertaken during the period of this plan and in particular, actions and outcomes we want to see happen over the coming 5 year period.

It has been necessary to identify all the data collection to set the baselines for measurement as of, final Quarter 2022-23 as a baseline to measure to monitor progress as an outcome for all the stages of this plan.

12. Priorities for the coming year

The Action Plan sets out to improve outcomes between now and 2028. We have also identified within the plan priorities for 2023 - 2024 that reflect our local challenges. There are to increase the:

- Number of staff completing ESR Welsh language competencies:
 - Increase the volume of staff completing the E Learning Pack
 - Increase the volume of staff undertaking Welsh Language training – all levels
 - Increase the volume of Executive Board Members understanding and Speaking Welsh
- Communication and Engagement with the Welsh Language pages on BetsiNet
- Understand the need for Welsh Language provision by Region by Specialty
- Provide further Departmental Welsh Language Training Packs
- Agree Processes, within Departments, to improve the provision of Welsh Language on all shifts in all Regions
- Undertake a Welsh Language learning campaign underpinned by posters in Receptions on Betsi Cadwaladr sites
- Increase availability of “Active Offer” pamphlets across all Betsi Cadwaladr sites
- Increase the usage of the Orange “Cymraeg” Magnets in wards across Betsi Cadwaladr
- Increase the use of Welsh Nursing Care Records to strengthen the use and availability of Welsh Language preference for patients on wards
- Underpin Welsh Language “Active Offer” in Emergency Departments and Accident & Emergency Departments by using Symphony Software potential
- Uptake of Welsh Language Awareness training with particular focus on the ‘vulnerable groups’ noted in the More than Just Words Strategic Framework.

SECTION 2 - ACTION PLAN AND PRIORITIES FOR 2019 - 2024

The Strategy Review published in year 3 will build on best practice and inform identified actions to implement across the remaining boroughs to embed this strategy across the Health Board.

1. Performance measures and management

The Welsh Language Strategic Group will agreed the outcome measures identified in Section1 with performance measures that will be used to monitor progress.

2. Outcome 1 – Actions and Deliverables

Outcome 1: Improved Recruitment Processes identifying Welsh Language ability at the point of joining, supporting the delivery of Welsh Language Standard 110

Year 1	Year 2	Year 3	Year 4	Year 5
<p>Actions</p> <ul style="list-style-type: none"> • All the Job Descriptions & Person Requirements will state that Welsh Language proficiency is essential or desirable; • All Job Descriptions & Person Requirements to highlight Welsh Language Training is available within BCUHB and that time taken to train will be included in Shift Time; • Start Training to Hiring Mangers on the level of priority given to Welsh 	<p>Actions:</p> <ul style="list-style-type: none"> • Complete Training to Hiring Mangers on the level of priority given to Welsh Language proficiency in rating candidates • Identify any further actions to improve the Recruitment Processes for Welsh Language Proficiency 	<p>Actions:</p> <ul style="list-style-type: none"> • Strategy review to evaluate first 3 years - evaluation to inform actions in year 4; • Targeted refresher Training to Hiring Mangers on the level of priority for Welsh Language proficiency • Identify any further actions to improve the Recruitment Processes for Welsh Language Proficiency • Implement actions to improve Recruitment Processes for Welsh Language Proficiency 	<p>Actions:</p> <ul style="list-style-type: none"> • Targeted refresher Training to Hiring Mangers on the level of priority for Welsh Language proficiency • Identify any further actions to improve the Recruitment Processes for Welsh Language Proficiency • Implement actions to improve Recruitment Processes for Welsh Language Proficiency 	<p>Actions:</p> <ul style="list-style-type: none"> • Publish strategy review to evaluate 5 year plan – measures to sustain and include actions for the next 5 year period; • Targeted refresher Training to Hiring Mangers on the level of priority for Welsh Language proficiency • Identify any further actions to improve the Recruitment Processes for Welsh Language Proficiency • Implement actions to improve Recruitment Processes for Welsh

Language proficiency in rating candidates				Language Proficiency
Deliverables: <ul style="list-style-type: none"> Reporting of Welsh Language availability and proficiency from New Starters 	Deliverables: <ul style="list-style-type: none"> Reporting of Welsh Language availability and proficiency from New Starters 	Deliverables: <ul style="list-style-type: none"> Reporting of Welsh Language availability and proficiency from New Starters 	Deliverables: <ul style="list-style-type: none"> Reporting of Welsh Language availability and proficiency from New Starters 	Deliverables: <ul style="list-style-type: none"> Reporting of Welsh Language availability and proficiency from New Starters

3. Outcome 2 – Actions and Deliverables

Outcome 2: Improved Orienting Processes high lighting the importance of Welsh Language and delivery of the “Active Offer” at BCUHB, and communicating the opportunities available for Welsh Language training

Year 1	Year 2	Year 3	Year 4	Year 5
Actions: <ul style="list-style-type: none"> Include the Welsh Language Training Video as part of the orientation pack; Improve collection of Welsh Language Proficiency on ESR Highlight all Welsh Language training available at BCUHB, as part of shift hours. 	Actions: <ul style="list-style-type: none"> Review the Welsh Language Training Video, and enhance as required for the orientation pack; Review collection of Welsh Language Proficiency on ESR Identify any actions or feedback to enhance the orienting process. 	Actions: <ul style="list-style-type: none"> Strategic Review the Welsh Language Training Video, and enhance as required for the orientation pack; Implement any actions identified in Year 2 Identify any actions or feedback to enhance the orienting process. 	Actions: <ul style="list-style-type: none"> Update Welsh Language orientation from actions identified in year 3 Highlight all Welsh Language training available at BCUHB, as part of shift hours; 	Actions: <ul style="list-style-type: none"> Conduct and report on the 5 year progress on Outcome 2 Implement any actions identified in Year 4 Identify opportunities to improve in next 5 year cycle

<p>Deliverables:</p> <ul style="list-style-type: none"> Revised orientation pack for New starters; Reporting of Welsh Language availability and proficiency from New Starters 	<p>Deliverables:</p> <ul style="list-style-type: none"> Revised orientation pack for New starters; Reporting of Welsh Language availability and proficiency from New Starters 	<p>Deliverables:</p> <ul style="list-style-type: none"> Strategic Review document for 1st 3 years of Welsh Language Programme Orientation Pack; Reporting of Welsh Language availability and proficiency from New Starters 	<p>Deliverables:</p> <ul style="list-style-type: none"> Revised orientation pack for New starters; Reporting of Welsh Language availability and proficiency from New Starters 	<p>Deliverables:</p> <ul style="list-style-type: none"> Strategic Review document for 5 years - WPL Orienting Pack; Revised orientation pack for New starters; Reporting of Welsh Language availability and proficiency from New Starters
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4. Outcome 3 – Actions and Deliverables

Outcome 3: Full and accurate identification of Welsh Language availability and proficiency across BCUHB at a level that will support Operational Planning

Year 1	Year 2	Year 3	Year 4	Year 5
<p>Actions:</p> <ul style="list-style-type: none"> Create reporting mechanism to feedback and compare Regional/ Speciality compliance; Identify Non Compliance on Welsh Language within ESR; Develop and launch an engagement 	<p>Actions:</p> <ul style="list-style-type: none"> Evaluate Year 1 - Compare Regional and Speciality Welsh Language availability & proficiency; Identify Targets of Welsh Language availability and proficiency by Region and Speciality. 	<p>Actions:</p> <ul style="list-style-type: none"> Strategy review to evaluate first 3 years - evaluation to inform actions to be rolled out across all counties; Publish report on progress; Ensure published data is analysed at a local level and targeted 	<p>Actions:</p> <ul style="list-style-type: none"> Monitor outcome of actions in years 1-3 and consider further targeted interventions 	<p>Actions:</p> <ul style="list-style-type: none"> Publish strategy review to evaluate 5 year plan – Identify measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; Ensure published data is analysed at a local level and any

<p>campaign on Welsh Language compliance in ESR;</p> <ul style="list-style-type: none"> Feedback compliance through Welsh Language governance arrangements; 		<p>interventions are considered and implemented;</p> <ul style="list-style-type: none"> Implementation of targeted interventions to improve Welsh Language compliance on ESR. 		<p>potential service improvements are considered and implemented where necessary.</p>
<p>Deliverables:</p> <ul style="list-style-type: none"> Over 95% Welsh Language identification on ESR Bi annual Welsh Compliance Reports from ESR 	<p>Deliverables:</p> <ul style="list-style-type: none"> Gap Analysis and plans for targeted campaigns Bi annual Welsh Compliance Reports from ESR 	<p>Deliverables:</p> <ul style="list-style-type: none"> Welsh Programme Review Document to identify successes and Lessons Learnt Bi annual Welsh Compliance Reports 	<p>Deliverables:</p> <ul style="list-style-type: none"> Plans for targeted campaigns Bi annual Welsh Compliance Reports from ESR 	<p>Deliverables:</p> <ul style="list-style-type: none"> Create 5 year Strategy Review Document for Welsh Language Programme Bi annual Welsh Compliance Reports from ESR

5. Outcome 4 – Actions and Deliverables

Outcome 4: Local Planning at Hospital and Speciality level allowing Welsh Language availability and proficiency to be one of the criteria to be met

Year 1	Year 2	Year 3	Year 4	Year 5
<p>Actions:</p> <ul style="list-style-type: none"> Identification of all Welsh speaking available colleagues Identification of the Welsh speaking % of the local population 	<p>Actions:</p> <ul style="list-style-type: none"> Creation of minimum standard shift levels for Welsh speaking colleagues in all Hospitals 	<p>Actions:</p> <ul style="list-style-type: none"> Strategy review to evaluate first 3 years - evaluation to inform actions to be rolled out across all counties; 	<p>Actions:</p> <ul style="list-style-type: none"> Highlight any further actions to improve or update the minimum standards 	<p>Actions:</p> <ul style="list-style-type: none"> Conduct and report on the 5 year progress on Outcome 4

<ul style="list-style-type: none"> • Creation of minimum standard shift levels for Welsh speaking colleagues in Hospitals • Initial training in E-rostering to include provision of minimum standard shift level for Welsh speaking colleagues 	<ul style="list-style-type: none"> • Completion of training in, new e rostering to include provision of minimum standard shift level for Welsh speaking colleagues 	<ul style="list-style-type: none"> • Publish report on progress; • Highlight any further actions to improve or update the minimum standards 		<ul style="list-style-type: none"> • Implement any actions identified in Year 4 • Identify opportunities to improve in next 5 year cycle • Highlight any further actions to improve or update the minimum standards
<p>Deliverables:</p> <ul style="list-style-type: none"> • Minimum standard shift levels for Welsh Language speaking colleagues in major Hospitals • Initial training in the requirement for E Rostering and Standard 110 plus “Active Offer” 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Minimum standard shift levels for Welsh Language speaking colleagues in all Hospitals • Completion of training in the requirement for E Rostering and Standard 110 plus “Active Offer” 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Strategy Review of Minimum Standard shift levels for Welsh Language speaking colleagues • Implementation of any further actions or adjustments for minimum Standard Shift Levels 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Implementation of any further actions or adjustments for minimum Standard Shift Levels 	<p>Deliverables:</p> <ul style="list-style-type: none"> • 5 Year Review Document • Implementation plans for any further actions or adjustments for minimum Standard Shift Levels

6. Outcome 5 – Actions and Deliverables

Outcome 5: Improved Operational Processes supporting and underpinning the use of Welsh Language Standard 110 in the Hospital setting

Year 1	Year 2	Year 3	Year 4	Year 5
<p>Increase visibility of Welsh language in clinical areas - distribution of active offer posters across all clinical areas; • Snapshot audits of targeted clinical areas to monitor compliance; • Create and cascade active offer toolkit; • Provision of Welsh Language Awareness Sessions for targeted departments/divisions; • Increase uptake of targeted staff of Welsh language eLearning</p> <p>Establish a Welsh Language Patient Forum in the</p>	<p>Actions:</p> <p>Evaluation of snapshot audits conducted during year 1 – set targets to improve compliance; • Evaluate and review toolkit; • Evaluate uptake of Year 1 Welsh Language Awareness sessions for targeted departments/divisions; • Evaluate uptake of Year 1 Welsh language eLearning.</p> <p>Communications Campaign to share patient experiences with health board staff.</p>	<p>Actions:</p> <p>Strategy review to evaluate first 3 years - evaluation to inform actions to be rolled out across other counties in year 4; • Publish report on progress; • Ensure published data is analysed at a local level and any potential service improvements are considered and implemented where necessary</p> <p>Strategy review to evaluate first 3 years - evaluation to inform actions to be rolled out across other counties in year 4; • Publish report on progress; • Ensure published data is analysed at a local</p>	<p>Actions:</p> <p>Establish a formal mechanism for recognition of exceptional contribution to the delivery of the Welsh Language agenda ; • Monitor outcome of actions in years 1-3 and consider potential within other counties</p> <p>Monitor outcome of actions in years 1-3 and consider potential within other counties; • Establish Welsh Language Patient Forums across all counties.</p>	<p>Actions:</p> <p>Publish strategy review to evaluate 5-year plan – measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; • Ensure published data is analysed at a local level and any potential service improvements are considered and implemented where necessary. • Paper to Executive team to establish Welsh Language Awareness sessions on all relevant programmes.</p> <p>Publish strategy review to evaluate 5 year plan – measures to sustain achieved actions over the past 5 year period and actions for the next 5 year period; • Ensure published data is</p>

targeted area to engage with service users; • Engagement with service users to obtain patient experience; • Monitor number of Welsh speaking service users requesting Welsh clinical consultation.		level and any potential service improvements are considered and implemented where necessary.		analysed at a local level and any potential service improvements are considered and implemented where necessary.
Deliverables:	Deliverables:	Deliverables:	Deliverables:	Deliverables:

7. Outcome 6 – Actions and Deliverables

Outcome 6: Improved Communication and Engagement on Welsh Language Training and Availability across BCUHB				
Year 1	Year 2	Year 3	Year 4	Year 5
<p>Actions:</p> <ul style="list-style-type: none"> Identify the main points during the year when the Welsh Language can be celebrated and create a Communication Plan based around these key times; Design, create, and locate posters for Welsh Language Training Engagement campaign Deliver the Coms Plan & Engagement Campaign Review the BetsiNet data and identify the Impact of Communication 	<p>Actions:</p> <ul style="list-style-type: none"> Create Plan to enhance the availability of Welsh Language Training via E-learning and Communicate Ensure data from previous year is analysed any potential lessons are learnt Identify the Communication and Engagement Plan for year and implement 	<p>Actions:</p> <ul style="list-style-type: none"> Conduct 3 tear Strategic Review of Comms and Engagement Plan Create Comms and Engagement plan for the following 2 years Identify any future campaigns for local training and feed into the Comms and Engagement Plan 	<p>Actions:</p> <ul style="list-style-type: none"> Review 2 Year Comms and Engagement Plan Identify any future campaigns for local training and feed into the Comms and Engagement Plan 	<p>Actions:</p> <ul style="list-style-type: none"> Conduct 5 year Review of Comms and Engagement Plan Create Welsh Language Comms and Engagement high level plan for the following 5 years Identify any future campaigns for local training and feed into the Comms and Engagement Plan
<p>Deliverables:</p> <ul style="list-style-type: none"> Annual Communication Plan 	<p>Deliverables:</p> <ul style="list-style-type: none"> Annual Communication Plan 	<p>Deliverables:</p> <ul style="list-style-type: none"> 3 Year Strategic Review Document 	<p>Deliverables:</p> <ul style="list-style-type: none"> Updated 2 Year Comms and Engagement Plan 	<p>Deliverables:</p> <ul style="list-style-type: none"> 5 Year Comms and Engagement Plan

<ul style="list-style-type: none"> Engagement campaign on Welsh Language offering plus Welsh Language Standard 110 a Produce Reporting data for Comms and Engagement 	<ul style="list-style-type: none"> Produce Reporting data for Comms and Engagement 	<ul style="list-style-type: none"> 2 Year Comms and Engagement Plan Produce Reporting data for Comms and Engagement 	<ul style="list-style-type: none"> Produce Reporting data for Comms and Engagement 	<ul style="list-style-type: none"> Produce Reporting data for Comms and Engagement
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8. Outcome 7 – Actions and Deliverables

Outcome 7: Implement a reporting Framework that supports the operational planning and highlights progress

Year 1	Year 2	Year 3	Year 4	Year 5
<p>Actions:</p> <ul style="list-style-type: none"> Identify full lists of all the “desired” measures to support the Welsh Language Programme Identify the derivation, audience and RACI for these measures Gap analysis and of desired/ required/ available Create reporting templates for all reports required and timescales of actions for reporting 	<p>Actions:</p> <ul style="list-style-type: none"> Gap analysis and of desired/ required/ available Create action plans for required measures Conduct review for any new measures required Adjust reporting templates for all reports required and timescales of actions for reporting 	<p>Actions:</p> <ul style="list-style-type: none"> 3 year Strategic Review of Welsh Language Programme measures Create action plans for any new required measures Adjust reporting templates for all new reports required and timescales of actions for reporting 	<p>Actions:</p> <ul style="list-style-type: none"> Gap analysis and of desired/ required/ available Create action plans for required measures Conduct review for any new measures required Adjust reporting templates for all reports required and timescales of actions for reporting 	<p>Actions:</p> <ul style="list-style-type: none"> Conduct and report on the 5 year progress on Outcome 7 Create action plans for required measures Adjust reporting templates for all reports required and timescales of actions for reporting

<p>Deliverables:</p> <ul style="list-style-type: none"> • List of all Welsh Language project measures identified by desired/ required/ available • Action Plan to obtain “required” KPIs • All reports produced for the relevant Welsh Language Programme review forums 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Adjusted List of all Welsh Language project measures identified by desired/ required/ available • Action Plan to obtain “required” KPIs • All reports produced for the relevant Welsh Language Programme review forums 	<p>Deliverables:</p> <ul style="list-style-type: none"> • 3 year Strategic Review of Welsh Language Programme • List of all Welsh Language project measures identified by desired/ required/ available • All reports produced for the relevant Welsh Language Programme review forums 	<p>Deliverables:</p> <ul style="list-style-type: none"> • Action Plan to obtain any new “required” KPIs • All reports produced for the relevant Welsh Language Programme review forums 	<p>Deliverables:</p> <ul style="list-style-type: none"> • 5 year Review of Welsh Language Programme • Action Plan for next stage of Welsh Language Programme • All reports produced for the relevant Welsh Language Programme review forums
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