

Developing a policy for internal use of the Welsh language





What is a policy on the internal use of Welsh?

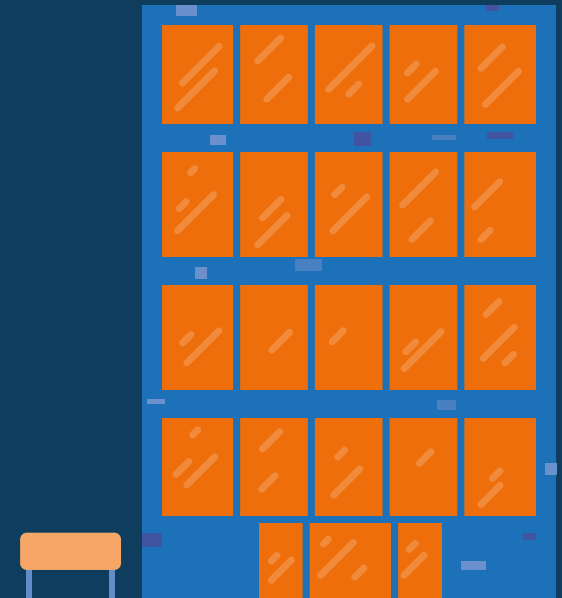
One of the Welsh language standards state:

“You must develop a policy on using Welsh internally for the purpose of promoting and facilitating the use of the language, and you must publish that policy on your intranet.”

The purpose of the standard is:

To get all organisations working towards increasing opportunities for staff to use Welsh at work.

Ensure that organisations think beyond compliance with the standards.





What is the Commissioner's ambition for policies on the internal use of Welsh?

We want to see organisations develop policies that increase opportunities for staff to use their Welsh in meaningful ways, creating an environment where the language is a part of everyday activities.

We want to encourage organisations to go beyond compliance with the standards alone, by adopting an operational and strategic way of using the Welsh language internally.

We want to see organisations work towards achieving our regulatory outcomes, including:

“Organisations increase the use of Welsh in their workplace, enabling staff to work in Welsh on a day-to-day basis.”



Why is having a policy on the internal use of Welsh important?

An internal use policy sets out your vision for how the Welsh language is used day-to-day within your organisation.

The workplace plays a vital role in efforts to increase the number of Welsh speakers, and the use of the Welsh language. Your support can empower individuals to use their Cymraeg confidently and help normalise its use across your organisation.

Without an internal use policy, there is a tendency to focus on the 'external'. While this is important, often organisations need to consider how they foster an environment that actively encourages and promotes the Welsh language.





What are the key elements of an internal use policy?

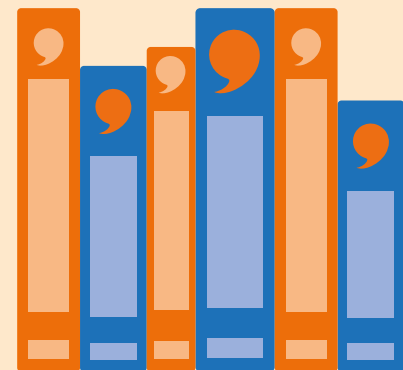
1. Overall vision: set out a clear and ambitious vision for the Welsh language within your organisation.

2. Clear objectives: identify specific priorities so that everyone understands how you intend to increase the use of Welsh.

3. Actions: outline the practical steps you'll take to promote both formal use (e.g. planned actions) and informal (e.g. everyday conversations).

4. Support your workforce: provide training, resources and opportunities to practice and build confidence in using their Cymraeg.

5. Strategic integration: embed the Welsh language into your organisation's core processes, staff events, and projects to ensure it becomes a natural part of everyday work.





What are the key elements of an internal use policy?

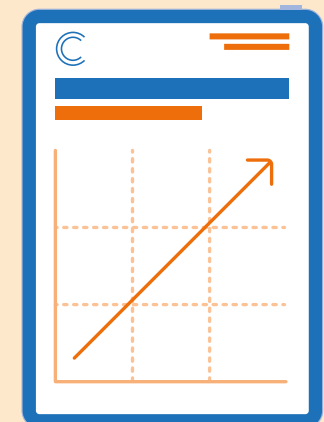
6. Identify a baseline: understand the current level of Welsh language use and compare consistently to identify progress.

7. Comprehensive overview: bring together everything your organisation currently does to support the Welsh language to demonstrate commitment and coordination.

8. Bring your workforce with you: maintain regular and open communication with colleagues throughout the process - their involvement is essential.

9. Operational plan: set clear targets, responsibilities, timetables and review periods.

10. People first: remember that the individuals using Cymraeg are central to success – supporting and valuing them is key.





How to use this pack

STEP 1: select your policy model

Decide which level of policy is appropriate for your organisation.

STEP 2: download and save

Download the Word document to your systems so that you can edit and adapt to suit your needs.

STEP 3: amend the document to create your policy

Use the document to create your internal use policy – feel free to adapt, expand, or revise the existing text.

STEP 4: set objectives

Select objectives from the example documents provided, or create your own to reflect your organisation's priorities.

STEP 5: action plan

Develop a clear action plan with defined targets, responsibilities and timelines.

STEP 6: put the policy into action

Implement the internal use policy and ensure your workforce understands its aims and how they can contribute.



STEP 1





STEP 1: select your level

Factors such as skill level, location, public-facing responsibilities, capacity for change, and the leadership team's willingness to act all influence what kind of internal use policy is most suitable for your organisation.

To reflect this, we have developed a range of model policies for you to choose from.

They are situated along a language continuum – from initial steps to more advanced approaches. This offers flexibility and ensures that organisations of all sizes and capacities can find a policy that fits their context and ambitions.



* Your level is a matter for your organisation; you won't be expected to share this publicly.



How to select your level

Foundation

This is the most basic policy model and is designed for organisations that:

- **are keen to establish a robust internal use policy**
- **want to demonstrate a commitment to developing their use of Welsh**
- **may have limited resources or capacity.**

It outlines your compliance with the standards relating to internal use. It's a suitable starting point for organisations that:

- **may have been operating the standards for a short time**
- **have limited capacity to implement wide-ranging changes**
- **are looking to develop their use of Welsh gradually.**



The policy model should act as your starting point. The next steps explain how to adapt the document to suit your organisation by setting relevant aims and objectives that encourage the use of Welsh.



How to select your level

Proactive

This model goes beyond the basic requirements of the Welsh language standards. Its aim is to:

- **develop favourable conditions for using Welsh in the workplace**
- **support staff to use Welsh both formally (e.g. meetings, documents) and informally (e.g. in everyday conversations)**

It's suitable for organisations that:

- **have a solid foundation of operating the standards**
- **are keen to develop their use of Welsh in a progressive way**
- **are ready to invest in staff support, training and leadership development.**



The policy model should act as your starting point. The next steps explain how to adapt the document to suit your organisation by setting relevant aims and objectives that encourage the use of Welsh.



How to select your level

Innovative

This model is designed for organisations aiming to lead change by adopting progressive, sector-leading approaches to using Welsh in the workplace.

It is suitable for organisations that:

- **have a strong foundation of operating in Welsh**
- **are eager to go further by embedding Welsh into internal administration wherever possible**
- **aim to become truly bilingual across all areas of the organisation**
- **seek to positively influence staff use of Welsh through innovation and leadership.**



This model offers organisations the opportunity to lead by example, creating a culture where the Welsh language is an integral part of everyday working life.



STEP 2





STEP 2: Download and save your policy



STEP 3





STEP 3: Amend the document to create your policy

Part 1 of the policy model: Vision and statement of purpose

Setting a clear vision and ambition for your internal use policy provides direction and communicates your organisation's commitment to the Welsh language.

It helps give everyone a shared sense of purpose and a clear understanding of where you want to go.

You can create your own vision statement, or use the suggestions provided in this document:





Welsh Language Vision Statements: Real Examples

Welsh Government

Welsh Government's aim for the Welsh language is that all the staff working for Welsh Government can understand Welsh by 2050. This will allow staff to work in Welsh from day to day, and there will be a considerable increase in the use made of the language as a result.

Aberystwyth University

The University's aim is that 90% of its staff who are fluent Welsh speakers use their Welsh daily in the workplace and that 50% of the staff who are learning Welsh or who do not consider themselves completely fluent also use Welsh daily in their work.





STEP 3: Amend the document to create your policy

Parts 2 and 3 of the policy model: adapting the policy for your organisation

These parts of the policy model have been prepared as examples for you. You are welcome to keep the text that's already there or adapt and add as much as is appropriate or relevant to your organisation.

To ensure the policy is meaningful and effective you should:

- reference other policies and strategies to place the internal use policy within your organisation's broader framework,
- tailor the content to reflect your organisational priorities, capacity, and ambitions,
- ensure the policy is rooted in your day-to-day operations, rather than standing apart as a separate initiative.





STEP 4





STEP 4: Setting objectives for each theme

Policies are structured under the following themes:

Leadership:

creating and maintaining an organisational culture that promotes the Welsh language at every level. This means that leaders set the tone, offer support, and ensure that Welsh is part of the strategic discussion.

Building confidence:

enabling everyone to feel confident using the Welsh they have – formally and informally. This includes encouraging everyday use, providing opportunities to practice and offering the appropriate support.

Administrative infrastructure:

ensuring that organisational systems, processes, and technologies support the use of Welsh. This includes areas such as internal procedures, digital tools, and employment practices.



STEP 4: Setting objectives for each theme

Part 4 of the policy model allows you to set objectives under each of the key themes. These objectives are statements of your organisation's commitment to promoting the Welsh language internally.

You can copy objectives from the menu of options or create your own.

Important: you're encouraged to include objectives from a higher level than your chosen policy model. For example, if you've selected the Foundation model, consider incorporating some Proactive objectives to make your policy more ambitious and forward-looking.





STEP 4: Setting objectives for each theme



STEP 5





STEP 5: Create an action plan

To put your internal use policy into practice, you should develop a comprehensive action plan tailored to your organisation. This plan will help ensure that you achieve both the immediate aims and the longer-term vision set out in your policy.

The action plan acts as a bridge between your vision and the practical steps needed to realise it.

It should include:

- clear responsibilities
- realistic timescales
- monitoring procedures to track progress and support continuous improvement.





STEP 6





STEP 6: Putting the policy into action

Communication: Cymraeg belongs to everyone and it's important to ensure that everyone understands and is happy with how the language features in their working lives. Clear and effective communication is key to the success of any internal use policy.

Make sure the policy's aims and objectives are shared widely and take every opportunity to reinforce its messages across the organisation.

Support: this is a key factor in making the internal use policy a living part of your organisation's culture.

Ensure that staff feel encouraged and equipped to act on the policy – through training, resources, and opportunities to use and develop their Welsh in a supportive environment.





STEP 6: Putting the policy into action

Implementation and accountability: don't let the policy be a document on paper alone. It should be a living, active part of your organisation's culture – regularly reviewed, discussed, and embedded into everyday practice.

Measuring use: to understand how effective your policy is, you'll need to gather information about how staff use Welsh in the workplace. This could include:

- staff questionnaires
- feedback sessions
- monitoring tools or usage logs

The Welsh Language Commissioner is developing resources to support this work, which may help you establish effective methods for measuring use.

Celebrate successes: recognising and celebrating progress is vital. Highlight achievements, praise staff efforts, and share success stories to inspire others and reinforce the value of the policy.

For more information, contact us.



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