

INTRODUCTION

1. The Vehicle and Operator Services Agency (VOSA) is an Agency within the Department for Transport (DfT). The new Agency was created on April 1 2003 by merging the former Vehicle Inspectorate and the Traffic Area Network. The Agency's main tasks are:
 - To ensure that goods vehicles, buses, coaches, cars and motorbikes are maintained and operated to minimum standards laid down by law in conjunction with other enforcement agencies such as the Police and local authority trading standards, to improve road safety, environmental standards and reduce vehicle crime.
 - To support the Traffic Commissioners in the administration of the Goods and Passenger Service Vehicle operator licensing system, monitoring the conduct of vocational drivers and the registration of local bus services.
 - VOSA has approximately 3,000 staff based at its Headquarters office in Bristol, its central office in Swansea (who has responsibility for administrating VOSA's Welsh Language Scheme) and throughout a network that includes 6 Traffic Area Offices, 97 Testing Stations, 8 of which are in Wales and 23 Area Offices, 1 of which serves the Welsh Public at present.
 - The Traffic Commissioners are independent of VOSA but are supported by the Agency to help them make informed decisions on operator licensing, vocational drivers and bus registration requirements.
 - This document shows how VOSA will give effect to the guidelines issued by the Welsh Language Board under the Welsh Language Act 1993.

THE WELSH LANGUAGE SCHEME IN THE VEHICLE AND OPERATOR SERVICES AGENCY

2. The Vehicle and Operator Services Agency has adopted the principle that, in the conduct of public business in Wales, it will treat the English and Welsh languages on the basis of equality. This scheme sets out how VOSA will give effect to that principle when providing services to the public in Wales. The scheme will:-
 - take account of the guidelines of the Welsh Language Board, and will be reviewed to take account of any future legislation;
 - be built into the Agency's Business Plan;
 - be designed to deliver the Agency's services in a positive and effective way to the people of Wales;
 - be publicised to both staff and public; and
 - be managed and monitored by the Director of Operations
3. Welsh services to the Welsh public are already provided by VOSA in the following ways:
 - Bilingual MOT test certificates;
 - Bilingual Flexible Bus Registration Applications;
 - Replies to all correspondence in Welsh in the same language;
 - Telephone calls received by the Agency's Enquiry Unit in Welsh are passed to a Welsh speaking operator.
 - External and internal signs in public areas are bilingual in public offices in Wales.
 - All recruitment advertisements when published in newspapers based in Wales are bilingual with Welsh and English versions shown together.

SERVICE PLANNING AND DELIVERY

NEW POLICIES AND INITIATIVES

4. All Agency staff, including staff involved in policy implementation and new projects, will be aware of the scheme and VOSA's responsibilities to implement the Welsh Language Scheme under the Act.
5. The measures contained in this scheme will be applied to all new policies and initiatives. The linguistic consequences of any new policies and initiatives will be assessed at the outset.
6. New policies and initiatives will promote and facilitate the use of Welsh wherever possible and every opportunity will be taken to move the Agency closer to implementing the principle of equality.
7. The Agency will consult with the Board in advance regarding any proposals that affect the Scheme and will seek the Board's approval before altering the Scheme.

DELIVERY OF SERVICE

8. Customers who choose to correspond in Welsh will receive a signed reply in Welsh.
9. Bilingual MOT test certificates are issued to vehicle owners at MOT garages and VOSA Testing Stations throughout Wales.
10. VOSA has developed a service allowing customers who telephone the Agency's Enquiry Unit to conduct their business in Welsh.
11. VOSA's central office is in Swansea. There are 8 Testing Stations, 1 Enforcement Area Office and 1 Traffic Area office serving the Welsh public, which is administered from Birmingham. A bilingual service being available at VOSA's central office, 4 of the 8 Test Stations and the Enforcement Area Office. While it may be difficult to provide a fully consistent service through the medium of Welsh in some areas, in particular those in a highly technical or specialist field, the Agency will always provide the best service possible when reasonable and practicable.
12. VOSA undertakes to indicate in each office serving the Welsh public that customers may transact their business in the language of their choice. In offices not staffed with sufficient Welsh speakers to guarantee a face-to-face Welsh language service, alternatives will be offered. Callers wishing to speak Welsh will be transferred to a Welsh-speaking member of staff or the call can be continued in English or they can send their query in writing and a Welsh reply will be sent.

13. Examples of how VOSA propose to deliver a Welsh Language Service include:

- By a designated team within the Agency's central office in Wales to deliver services to Welsh speakers.
- Welsh speaking staff in one location being made available to assist staff, customers and others when required.
- Adopting procedures or systems which facilitate service provision in the language chosen by the service user, and
- Employing professional external translators when necessary.

THE STANDARD OF SERVICE

14. The Agency seeks to deliver an equally high standard of service in Welsh and English and this will be stated in the Business Plan.

15. The principles of "Service First" will apply to the provision of services in Welsh as in English.

16. An important factor in setting the standards is to ensure that services can be delivered by staff with a satisfactory level of competence in Welsh, supported by good quality documentation and materials.

17. There will be a regular review of the resources committed to the provision of a Welsh Language service to operators in Wales.

18. Standards of service provided by VOSA will be closely monitored to ensure consistency

DEALING WITH THE WELSH SPEAKING PUBLIC

WRITTEN COMMUNICATION

19. Customers within Wales are welcome to correspond with VOSA in either Welsh or in English. The Agency's bilingual letter headed paper will include a statement in both languages indicating that correspondence in both languages is welcome. All correspondence received in Welsh will be answered in Welsh within the target time for responding to all correspondence. Correspondence following a telephone or face-to-face communication conducted in Welsh will also be in Welsh. VOSA has a procedure in place to deal with correspondence in Welsh. Where external translation is necessary, this is arranged through a professional translation service.
20. Any circular or standard letters sent to the public in Wales will be bilingual. Correspondence with members of the public in Wales will be initiated in the preferred language of the individual, if known. Otherwise it will be bilingual.

TELEPHONE COMMUNICATION

21. The Agency welcomes telephone enquiries to its Swansea Enquiry Unit in Welsh as in English.
22. The Agency's interactive automated telephone system, which initially answers customers calling the Agency's Enquiry Unit, will ask callers whether they would like to transact their business in the English or Welsh language. Those who choose to use the Welsh language will be diverted to a Welsh-speaking operator who will deal with their enquiry. This service is available to those customers whose telephones are linked to a digital telephone exchange (this does not work with analogue telephones.) If customers from any part of Wales contact the Enquiry Unit and wish to conduct their enquiry through the medium of Welsh, they will be transferred to a Welsh-speaking operator.
23. For calls to other VOSA departments where a Welsh speaker is not immediately available to take the call, VOSA will offer a call back service in the Welsh language within one working day, or the opportunity to continue the call in English. In situations where a query is of a particularly complex or specialised nature and no Welsh speaker is available to deal adequately with it, the caller will be free to continue the conversation in English or

outline the query in full in writing in Welsh. A written reply in Welsh will then be provided.

COURT CASES, HEARINGS AND PUBLIC INQUIRIES.

24. The Agency will inform the public, by means of a message on the original documentation, that a court case located in Wales may be held in Welsh or English. For those who wish to have their case heard in the Welsh language, VOSA will, on request, arrange for a Welsh-speaking prosecutor and provide all the necessary documentation in Welsh.

25. At meetings, hearings or Public Inquiries, operators will be welcome to speak Welsh or English. In order to facilitate this, VOSA will take the following measures :-

- When call up letters are issued to Welsh Operators to attend Public Inquiries, or other notices are issued of hearings or meetings, the right of those attending to use a language of their choice, whether Welsh or English, will be clearly stated. The letter will request that they indicate their preferred choice by ticking the appropriate box.

FACE TO FACE INTERVIEWS

26. VOSA will ensure that those who wish to have a face-to-face meeting with VOSA are able to and welcome to do so in Welsh as in English. In order to facilitate this, VOSA will take the following measures either verbally or in writing :-

If a customer wishes to speak Welsh at an interview, and there is no Welsh speaker available from the operational area concerned, every effort will be made to find a Welsh speaker from another area who can handle the interview.

27. VOSA's Testing Stations in Wales deal predominantly with the motor trade. They have different levels of demand for Welsh services but our intention is to provide a service at each. Where a Welsh speaker is not immediately available, the customer will be able to converse in Welsh with a VOSA official over the telephone

28. In VOSA's public areas in Wales, the presence of bilingual signs and documents will make it clear that VOSA welcomes business in Welsh as in English.

29. Welsh speakers who have direct contact with the public will be supplied with badges and desk signs, stating that people may wish to deal with them in Welsh

30. Enforcement Officers who have to identify themselves to the public in Wales, will be issued with a Welsh as well as an English identity card.

OTHER DEALINGS WITH THE PUBLIC

31. VOSA will be committed in its long-term aim to develop and provide all information in Welsh text – for example, posters and leaflets in a bilingual format.

In the future, VOSA hopes to develop the use of electronic means of communicating with operators and the public. These may include computer terminals at public counters, tele video links and electronic mail. If these developments occur, VOSA will:-

- Ensure that the public may use Welsh or English.
- Ensure that all electronic messages or displays will be bilingual.
- Ensure that exhibition material is displayed bilingually.
- We are currently in negotiation with our internal website Managers with regard to developing a bilingual website.

THE ORGANISATION'S PUBLIC FACE

CORPORATE IDENTITY AND IMAGE

32.VOSA will adopt a bilingual corporate identity in Wales within the next financial year. The acronym for the Vehicle and Operator Services Agency (VOSA) will remain unchanged as will VOSA's logo. Where VOSA's title appears in full, it will also be bilingual for use in Wales.

33.VOSA's address and other standard information will be fully bilingual on items such as signs, vehicles, buildings, fax papers, business cards, identification cards, compliment slips, envelopes and other goods and materials from offices in Wales.

Documents

34.VOSA currently issues the MOT Test Certificate to the public in a bilingual version from its central office in Swansea.

Letterheads

35. Two different kinds of letters are sent out from VOSA, these being:-

- normal, one-off letters - bilingual letterhead facilities for letters produced on personal computers are now available and used where both customers and VOSA offices are in Wales; and
- Computer-generated letters – In order to comply with this scheme our normal practice will be to produce these in a bilingual format whenever it is reasonably practicable to do so.

Signs

36.Where separate Welsh and English signs are provided, they will be equal in terms of size, quality and prominence. Where English and Welsh are on the same sign they will be equal in size, font prominence etc

FORMS AND ASSOCIATED EXPLANATORY MATERIAL

37.Bilingual or Welsh versions of forms and leaflets giving information and advice aimed primarily at the public will be produced, unless there is an over-riding reason why this cannot be done e.g. very low annual volumes, technical, physical or financial impracticalities, or forms which do not generally affect the public.

38. The criteria to be adopted for determining whether a form or explanatory leaflet will be made available in the Welsh language will be:

- The document must be aimed at the general public; and
- It must be physically, technically and financially practicable to achieve.

(Please see Publications Policy – Annex A)

39. Each document which is presently only available in the English language will be identified and given a priority rating, based on perceived importance to the general public and the level of change required to VOSA's systems. This priority rating will determine the timetable for introducing a bilingual or Welsh language version.

40. It is the intention to produce bilingual documents. Where this is not possible, for example where the constraints of the overall dimensions of a form result in text too small to read clearly, separate versions will be developed. These will be issued simultaneously. It will be as easy to obtain a copy of the document in the one language as in the other.

41. The Agency will ensure key information leaflets and Customer Service Guide will be available in separate English and Welsh versions within the next financial year.

PUBLISHING AND PRINTING MATERIAL

42. The Agency will publish and print bilingually any material directed at the public in Wales. If it is necessary to publish separate versions, it will be as easy to obtain a copy of the document in the one language as in the other.

(Please see Publications Policy – Annex A)

43. Where any document published by the Agency is sold, the price of a bilingual document will not be greater than that of the single language version. The price of a Welsh-only version of a document will be the same as that for the English version.

(Please see Publications Policy – Annex A)

MEDIA RELATIONS

44. The Agency will provide bilingual press releases, on issues directed exclusively to the public in Wales, to media outlets based in Wales. Press releases and notices directed at the British public generally will be in English only. Press releases to the press in Wales, who have a principally Wales circulation, will be bilingual.

STAFF RECRUITMENT ADVERTISING, OFFICIAL AND PUBLIC NOTICES

45. Since 1998 official notices, public notices and recruitment advertisements when published in newspapers with a principal circulation in Wales have been bilingual with Welsh and English versions shown together, this will continue. Advice and forms supplied for this purpose will be produced bilingually. Applicants for Operators' licences are required to advertise their intentions and will be offered the choice of placing advertisements in English or bilingually. It is not possible to place advertisements in Welsh only.
46. Where linguistic ability is considered to be essential or desirable for any post, this will be clearly specified when recruiting to that post.
47. Publicity will be given to the fact that Welsh speakers are welcome to join the workforce by ensuring that recruitment advertising in Wales wide publications media, will be bilingual.

PUBLICITY, ADVERTISING AND EXHIBITIONS

48. All publicity and advertising in newspapers with a principal circulation in Wales will be bilingual with Welsh and English versions shown together.
49. We will publish publicity posters and other VOSA promotional materials bilingually in Wales. If this is not possible, separate Welsh and English versions will be equal in size, format and quality and will be distributed together and exhibited in a manner which respects the principle of equality between the Welsh and English languages.
50. Display materials at any conference, seminar or exhibition for the public held in Wales will be bilingual or in separate Welsh and English versions in accordance with our Publications Policy (Annex A).
51. Any public survey or market research directed at the general public will be bilingual in Wales.
52. Any public survey or market research conducted in Wales will be bilingual.
53. Guidance will also be provided to those responsible for the provision of publicity material, such as the Central Office for Information (COI). Publicity literature for Wales will be bilingual.

IMPLEMENTING AND MONITORING THE SCHEME

APPROVAL

54. When finalised following consultation, this Welsh Language Scheme will be issued with the approval of the Agency's Directing Board.

STAFFING

55. The Agency will ensure that workplaces in Wales seek access to sufficient and appropriately skilled Welsh speakers to enable those workplaces to deliver a service through the medium of Welsh.

56. The Agency will identify those workplaces and posts where the ability to speak Welsh is essential and those where it is desirable and the level of proficiency required in each case. In drawing up team and job descriptions, careful consideration will have to be given to any potential need for written or spoken capabilities in Welsh.

57. The Agency will conduct a skills audit of its staff regarding their proficiency in the Welsh Language and will address any gaps through training and recruitment. The Agency will update and maintain a record of this information.

58. The Agency will identify priorities for action and set up and implement a long-term programme to ensure that staff with the appropriate skills are deployed in the appropriate locations.

LEARNING WELSH

59. VOSA is committed to ensuring the success of the Scheme. It therefore recognises the importance of Welsh Language training for staff, in particular those members of staff who are at the first point of contact with operators and members of the public in Wales who wish to use Welsh. In the main, this applies to staff that need to respond both orally and in writing to requests, queries and complaints. The training will be absorbed in to VOSA's Training and Development Plan. VOSA will provide:

- Audio training packages
- CD-ROM Welsh Language training package in our Training Resource Centre.

60. Welsh Language audio training packages are already available on loan from the Agency's Training Resource Centre.

61. Once the VOSA Welsh Language Scheme is in place, the Agency will look for external bodies to assist us in providing this training, if it cannot be met internally by our Agency's Training Resource Centre.

VOCATIONAL TRAINING

62. As part of its training programme, VOSA will assess the need for specific training in communication and word processing in the medium of Welsh.

ADMINISTRATIVE ARRANGEMENTS

63. The Scheme has been approved by the Directing Board who will be responsible for reviewing this Scheme. A Welsh Language Scheme Manager has been appointed who will have responsibility, along with the Operations Unit Manager for monitoring and overseeing the implementation of the Scheme. The Unit Manager will advise the Operations Director of the measures to be taken to implement the Scheme. Responsibility for implementing specific aspects of the scheme will be delegated to the relevant managers within the Agency.

64. Staff and managers within the Agency will be made aware of the Agency's Welsh Language scheme through the use of internal communication mechanisms such as the Agency's newsletter and circulars. Guidelines will be given to staff explaining how the Welsh Language Scheme relates to their job once the Scheme is approved.

65. The Agency has put in place arrangements with an external professional translation service ensuring that VOSA has access to a high quality translation service when required.

SERVICES DELIVERED ON BEHALF OF THE AGENCY BY OTHER PARTIES

66. A major part of the Agency's dealings with the public will take place through an agent - Siemens. There will be a requirement to have Welsh versions of forms notifying the public of the results of tests in Wales in a bilingual format. All pre printed and standard text entered on these forms will be bilingual.

67. The Agency will seek to ensure through contracting arrangements that the agent or contractor is aware of and complies with the requirements of the scheme when providing services to the public in Wales on behalf of VOSA. To this end, the Agency will be responsible for ensuring that relevant tendering documents and contracts are drawn up with provisions reflecting the commitments given in this scheme.

68. VOSA works in partnership with public bodies, organisations from the voluntary sector and other agencies. VOSA works on many levels when working with others e.g.

- When VOSA is the strategic and financial leader with a partnership; it will ensure that the public service provision is compliant with the Welsh Language scheme.
- When VOSA joins a partnership in which another body is leading, VOSA input to the partnership will comply with the Welsh Language Scheme and the organisation will encourage other parties to comply.
- When VOSA is a partner in a consortium, it will encourage the consortium to adopt a bilingual policy. When acting publicly in the name of the consortium, the organisation will act in accordance with its Welsh Language Scheme.

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

STATUTORY AND REGULATORY FUNCTIONS

70. In pursuit of its statutory and regulatory functions, VOSA will ensure those who deal with these matters use the Welsh Language and introduce a bilingual practice. It will ask them to do so by:-

- Stating this on application documents issued to the public.
- Informing them that VOSA has adopted and is operating a Welsh Language Scheme and
- Providing at their request, any information or advice where these matters are concerned.

MONITORING THE SCHEME

71. VOSA is aware of the importance of structured and continuous monitoring of this Scheme and to evaluate how it is meeting the commitments it has made. Responsibility for monitoring VOSA's Welsh Language Scheme will lie with the Agency's Operations Director. This will include:-

- Forward Planning and Procurement – to ensure new policies and initiatives and new publications and computer programmes are taken forward with regard to the commitments made in this scheme;
- Organising and Delivering Services – to monitor the implementation and effectiveness of arrangements to deliver the organisation's services in Welsh;
- Dealing with the Welsh speaking Public to monitor response times for Welsh correspondence, the quality of the translation service;
- The Organisation's Public Face – to monitor the Agency's corporate image, the introduction of bilingual publications, forms, signs, notices and other documents.

- Staffing – to monitor the implementation of staffing and training measures set out in the scheme;
- Timetable – to monitor achievements against the timetable and
- Grievances – that cannot be dealt with at a local level will be handled by VOSA's Complaints Co-ordinator in conjunction with the Welsh Language Scheme Manager, who will monitor the incidence and nature of complaints relating to our Welsh Language service, as part of the Agency's current complaints procedure.
- The Agency aims to conduct periodic surveys to test the views of Welsh-speaking service users about the range and quality of services in Welsh.
- The Agency will welcome, record and acknowledge suggestion for improvements in its Welsh Language Scheme.
- The Agency will provide to the Board an annual report describing progress in implementing the measures in the scheme against the approved timetable and standards, and an analysis of the number and nature of any complaints and suggestions for improvements received from the public.

PUBLISHING INFORMATION

72.The Agency's performance against the targets detailed in the scheme will be reported annually in the Agency's Annual Report and Accounts and will explain any failure to achieve targets and explain what steps will be taken to remedy the situation.

PUBLISHING THE SCHEME

73.The Scheme will be publicised through the Internet/Intranet, the Agency's Business Plan and via suitable leaflets/posters, which will be available at our Test Stations located in Wales and through our Enquiry Unit which is based in VOSA's Central Office in Swansea.

74.The Agency's Additional continuing publicity of the fact that the Agency welcomes the use of the Welsh language will be achieved through the use of a bilingual message on bilingual letter headed stationery.

75.Staff will be informed of the Scheme through VOSA's staff news letter, and will be issued with guidelines to assist them in implementing the Scheme.

VOSA PUBLICATIONS POLICY.

Annex A

76. The guidelines contained within this appendix shall be used to determine whether or not a document is required to be bilingual or available separately in English and Welsh. It is inevitable that these guidelines will not encompass every type of document. If the document under consideration is not mentioned in this appendix, staff should consult VOSA's Welsh Language Officer for guidance. However, any forms not falling within these criteria will be considered on their own merits.

Category A items: to be bilingual (or in exceptional circumstances, available in separate Welsh and English versions.)

- Advertisements.
- MOT Certificates.
- Bilingual Flexible Bus Registration Applications.
- External/Internal signs in Public Areas, bilingual in Public Offices in Wales.
- Recruitment advertisements when published in newspapers based in Wales are bilingual with Welsh and English shown together.
- VOSA's bilingual letter headed paper.
- Job advertisements when published in newspapers based in Wales are bilingual with Welsh and English shown together.
- Any circular or standard letters sent to the public in Wales.
- Inform the Public, by means of a message on the original documentation, that a court case located in Wales may be held in Welsh or English.
- Public Inquiry call up letters – the right of those attending to use a language of their choice i.e. Welsh or English.
- Bilingual signs for sites in Wales.
- Identity documents.
- Posters / Pamphlets.
- Exhibition materials are displayed bilingually.
- Bilingual Corporate Identity (where VOSA's title appears in full – bilingual for use in Wales.)
- VOSA's address and other standard information will be fully bilingual on items such as: signs, vehicles, buildings, fax papers, business cards, identification cards, compliment slips, envelopes and other goods and materials from offices in Wales.
- Questionnaires conducted in Wales.
- Surveys for the Public conducted in Wales.
- Press releases for the Welsh Language Publications where issued to the public in Wales.
- Summons.

CATEGORY B items: the criteria listed below for consideration will be applied to determine their status.

- Bilingual or Welsh versions of forms and leaflets.
- Daily updates on website.
- Public Inquiry documents.
- Presentations.
- Job application forms and packs.

CATEGORY C items: English only at present.

- Conference handouts supplied by other bodies or individuals.
- Accounts (unless they form part of annual reports.)
- Internal information released generally under Freedom of Information Act.
- Papers supplied by third parties not under contract.

Considerations	2 Points	1 Point	0 Points
1. Number of printed copies (if electronic version only, number on distribution list or estimated hits.)		2,500+ (add extra point)	750+
2. Technical (i.e. would it be incomprehensible to a lay reader?)	No	To some extent.	Yes.
3. Target audience.	Members of public sectors where there is a well-known and established demand for Welsh Language material.	Specific sectors e.g. Local Authorities but with indirect interest for some members of the public.	Specialists within sectors or specific sectors where demand for Welsh Language material is minimal.
4. Will the item need to be disseminated or discussed internally by other bodies and/or is it designed to elicit a response.	Yes	To some extent	No

5. Will the document affect subsequent material e.g. will it be widely quoted in future material?	Yes	To some extent	No
6. Demand/ likely interest – based on objective assessment and/or past exercises – or preponderance of Welsh speakers amongst those interested.	HIGH (interest amongst general public or particular interest for Welsh speakers.)	MEDIUM (specific groups only.)	LOW (Specialist groups.)
7. Longevity (how long will the document be operational.)	Over 2 years.	6 Months – 2 years.	Temporary (less than 6 months.)
8. Status/profile.	HIGH (media or lead doc)	MEDIUM (some external profile.)	LOW (little external profile.)
9. Nature of document – is there an obvious Welsh Language angle?	YES	To some extent (indirectly)	NO

Staff should circle the relevant response for each consideration and then add the points value as shown at the top of each column to obtain the document's priority rating.

Category A: 11+ points. These documents should and will be bilingual.

Category B: 10 – 6 points. These documents should be bilingual but whether they are or not will depend on the availability of translation resources at the time.

Category C: 5 – 0 points. English only at present but may be redesignated in future.

NOTE: The formula will provide a true reflection of the need for bilingual documents in the majority of cases. Nevertheless, there will always be exceptions and staff will need to use careful judgement in ensuring that the correct decision is taken.

TIMETABLE

77. Unless stated otherwise in the Scheme, the measures shall be implemented as shown below.

IMPLEMENTATION	TIMING
New policies and initiatives to comply with scheme	Ongoing from Scheme approval.
Consult Welsh Language Board on any changes affecting the Scheme	From date of Scheme approval.
Monitor demand for a Welsh language service at appropriate VOSA offices	From date of Scheme approval.
Incorporate Scheme in VOSA's Business Plan	From date of Scheme approval.
Delivery of Service	Ongoing from Scheme approval.
The Standard of Service	From date of Scheme approval.
Written Communication	Ongoing from Scheme approval.
Telephone Communication	Ongoing from Scheme approval.
Court Cases, Hearings and Public Inquiries	Ongoing from Scheme approval.
Face to Face Interviews	Ongoing from Scheme approval.
Other Dealings with the Public	Ongoing from Scheme approval (The Agency is currently working to move information from its Internet site onto the Commercial Customer Portal which is to be launched in October 2005. Welsh text is being developed progressively, with the aim of providing all information on the website by mid 2006)
Corporate Identity and Image	Current Practice. (The estimated timescale for computer systems changes (for bilingual headers, letters etc.) would be 4 to 6 months.)
Forms and Associated Explanatory Material	Ongoing from Scheme approval. (Please see Publications Policy Annex A)
Publishing and Printing Material	Ongoing from Scheme approval. (Please see Publications Policy Annex A.)
Media Relations	Ongoing from Scheme approval.
Staff Recruitment Advertising, Official and Public Notices	Current Practice.
Publicity and Advertising	Ongoing from Scheme approval.
Implementing and Monitoring the Scheme	From Scheme approval.

Learning Welsh	From Scheme approval.
Vocational Training	From Scheme approval.
Administrative Arrangements	Ongoing from Scheme approval.
Services Delivered on Behalf of the Agency by Other Parties	Ongoing from Scheme approval.
Monitoring the Scheme	Ongoing from Scheme approval.
Publishing Information	Ongoing from Scheme approval.
Publishing the Scheme	Ongoing from Scheme approval.