

Welsh Language Policy

1. Introduction

Cardiff University Students' Union (CUSU) has a vision of working with every Cardiff student to enhance their university experience. As a student-led, independent part of the university, CUSU represents students and provides a diverse and inclusive range of activities and services that enrich student life. These include advice, training, skills development, volunteering opportunities, employment and other services that promote inclusion, friendship and personal development. CUSU supports over 200 student societies and 60 sports clubs that boast more than 10,000 members. CUSU is also the recognised voice of students at Cardiff University, joining students in campaigning about the issues important to them.

CUSU is based on Park Place and at the Heath Park campus, employing over 100 permanent staff and 300 student staff. The trading subsidiary of CUSU, Cardiff Union Services Limited, manages a purpose built facility in the centre of Cardiff and operates cafes, shops, bars and events that help fund CUSU's charitable activities. The organisation achieved 'Excellent' accreditation under the National Union of Students Quality Students' Unions quality mark, as well as has achieving Investors in Diversity Stage 2, and the 'Gold' award through the Best Bar None Accreditation Scheme. CUSU aspires to have a positive impact on the wider community in Cardiff, and is consistently graded the number one Students' Union in Wales and in the top four¹ in the UK for student satisfaction.

The registered office of the Union is in Wales.

1.1 Principal Aims and Values

In accordance with its Memorandum and Articles of Association²:

- "A. Cardiff University Students' Union (the "Union") is a students' union within the meaning of the Education Act 1994. The Union is devoted to the educational interests and welfare of its Student Members.
- B. The Union will seek at all times to:
- (i) ensure that the diversity of its Student Membership is recognised and that equal access is available to all Student Members of whatever origin or orientation;
 - (ii) pursue its aims and objectives independent of any political party or religious group; and
 - (iii) pursue equal opportunities by taking positive action within the law to facilitate participation of groups

¹ Times Higher Education Student Experience Survey, Which? University Guide and Whatuni Student Choice Awards 2018.

² <https://www.cardiffstudents.com/pageassets/about-cusu/governance/mem-arts/CUSU-Memorandum-and-Articles-of-Association.pdf> (p.3)



discriminated against by society.”

In practical terms, the Union exercises its functions through its 3 Year Strategy and its Balance Score Card, set by the Board of Trustees on an annual basis.

2018-2021 Strategy³

Our Vision

Working with every Cardiff student to enhance their university experience.

Our Values

- Student leadership
- Inclusion
- Partnership
- Diversity

Our Slogan

The heart of the Cardiff student experience

Our Purpose

In accordance with the Memorandum and Articles of Association⁴, our purpose is the advancement of education of students at Cardiff University for the public benefit by:

- Promoting the interests and welfare of students at Cardiff University during their course of study and representing, supporting and advising students;
- Being the recognised representative channel between students and Cardiff University and any other external bodies; and
- Providing social, cultural, sporting and recreational activities and forums for discussions and debate for the personal development of its students.

Our Themes

- The heart of student life: Maintain our place at the heart of student life and prepare for the Centre for Student Life.
- Home of the student voice: We will develop our role as the home of the student voice, cultivate our relationships across the University and enhance communication with our stakeholders.
- Sector-leading facilities and services: We will create and support the development of sector-leading activities and services that help make students succeed.
- Engaging our less-engaged communities: We will engage with Heath Park and less-engaged student communities so that the Union means something to every Cardiff student.

³ <http://www.cardiffstudents.com/about-cusu/plans/>

⁴ <https://www.cardiffstudents.com/pageassets/about-cusu/governance/mem-arts/CUSU-Memorandum-and-Articles-of-Association.pdf> (p.4)



Our Enablers

- People
- Finance
- Facilities
- Digital technology

As part of the Union's commitment in delivering the Strategy, particular reference is made to the Welsh language and to Wales:

- Developing and delivering engagement plans for Heath Park students, postgraduates, Welsh speakers, international students and those studying at Central Square and in Newport.

1.2 Organisational Structure

The Union is structured into four directorates and 15 departments, as seen in the diagram provided (Appendix C). The governance structure of Cardiff University Students' Union is shown at Appendix B.

The Marketing and Communication Department is a central service and reports to the Director of Communications, who in turn reports to the CEO.

1.2.2 Definitions:

The Welsh Language Officer is a student role that forms part of the Campaign Officer team. This unpaid, voluntary role is elected annually in the Cardiff Student Elections, and is undertaken by a student alongside their studies.

The Welsh Language Coordinator is full-time career staff role at CUSU. This role reports to the Head of Marketing and Communications within the Marketing and Communications team.

Elected Officers refers to the seven members of the full-time student sabbatical team who are elected annually in the Cardiff Student Elections.

CUSU Leadership Group is comprised of the Elected Officer team and the Strategic Management Team.

The Welsh Language Steering Group is comprised of Students' Union staff, University staff, student representatives and a trustee of CUSU. The Steering Group will be administrated in line with its terms of reference.

1.3 Relationship with Cardiff University

The Students' Union has the power to manage its own affair and funds and, like the University, it has the status of an educational charity. Whilst the Union, therefore, is an independent entity from Cardiff University, it fully acknowledges its responsibility to the Welsh language as an official language of the University and of Wales.



Ordinance 13⁵ of Cardiff University sets out the relationship between the University and the Union:

“1. Title and Objects

1.1 There shall be a Students' Union of the University to be called “Cardiff University Students’ Union” and, as an abbreviated title “Students’ Union” shall be used (hereinafter referred to as “the Union”). The objects of the Union are the advancement of education of Students at Cardiff University for the public benefit by:

- .1 Promoting the interests and welfare of Students at Cardiff University during their course of study and representing, supporting and advising Students;
- .2 being the recognised representative channel between Students and Cardiff University and any other external bodies; and
- .3 providing social, cultural, sporting and recreational activities and forums for discussions and debate for the personal development of its Students.

2. Definitions of Terms

- 2.4 'Self-defining' shall mean anyone who can categorise themselves as members of a particular group.
- 2.5 'Bilingual' shall mean English and Welsh.

3. Mission Statement

3.1 The Union seeks to enhance the student experience by providing representation, welfare services, recreational facilities and opportunities for student development within the Union, the University and the local community. The Union exists to provide an efficient and accountable service for all students at the University. In particular:

- .1 To afford a recognised and representative channel of communication between the Union's membership, the University and other bodies;
- .2 To meet the intellectual, welfare, social, cultural, sporting and recreational needs and further the activities of all its members;
- .3 To invest in staff development and training in order to enhance the services provided;
- .4 To contribute to the overall corporate life of the University;
- .5 To move towards a more ethical and environmentally friendly union;
- .6 To contribute to its ‘all-Wales’ responsibilities.”

⁵ https://www.cardiff.ac.uk/__data/assets/pdf_file/0019/11818/All-Ordinances-@-December-2017-v2.pdf



As the recognised voice of Cardiff University students, the Union recognises its crucial role in forming the complete student experience. To this effect, throughout this Policy, the Union reaffirms its commitment to represent and provide for students through the medium of Welsh.

The requirement to treat the Welsh language on the basis of equality with the English language is also referred to in the Student Charter⁶ and the Partnership Agreement agreed to between the Union and Cardiff University, as well as being a key part of the University's overall strategic aims and direction.

1.4 Linguistic nature of the Union's membership

There are 31,597⁷ students enrolled at Cardiff University. There are 1,691 students who are fluent Welsh speakers and 1,593 non-fluent speakers⁸.

2. Statement of Commitment

Cardiff University Students' Union has adopted the principle that in the conduct of public business in Wales it will treat the Welsh and English languages on a basis of equality.

Cardiff University Students' Union (hereinafter referred to as "the Union") recognises both Welsh and English as official languages for its work, and strives to maintain an environment which is equal for speakers of both languages. It also seeks to promote the use and awareness of the Welsh language and Welsh culture, and accords it priority in its work.

2.1 The legislative context

2.1.1 The Welsh Language (Wales) Measure 2011 gives the Welsh language official status in Wales; establishes the principle that the Welsh language should be treated no less favourably than the English language and establishes the freedom of persons wanting to use the Welsh language to do so with one another. The Measure also establishes the Office of Welsh language Commissioner.

2.1.2 CUSU recognises and respects the official status of the Welsh language in Wales, as a result of the 2011 Measure. Although the Union is not specifically named within the Measure, it recognises that, under Schedule 5 (5) as an organisation that receives in excess of £400,000 of public funds annually (through Cardiff University) that it could be eligible to being subject to the Welsh Language Commissioner's standards in future.

2.1.3 CUSU commits to being an active participant in any inquiry by the Commissioner relating to its work.

2.1.4 CUSU also recognises and understands that the University is expected to comply with the statutory Welsh Language Standards and that this significantly raises expectations with regards to bilingualism. This Union will take particular regard of this when working in partnership with the University.

⁶ <http://www.cardiff.ac.uk/for/current/student-charter/resources/Student-Charter.pdf>

⁷ Figures accessed November 2015 - <http://www.cardiff.ac.uk/about/facts-and-figures>

⁸ Figures provided by Coleg Cymraeg Cenedlaethol, 14th June 2018



3. Ownership of this Policy

3.1 This policy is under the remit of the Welsh Language Steering Group and will be reviewed annually. The Policy and its implementation will be overseen by the Head of Marketing and Communications and Welsh Language Coordinator. Union department heads will have responsibility for implementing the requirements of the Policy within their service area, and for ensuring their staff comply with the Policy.

3.2 There has been political support from student members for the Union to develop a Welsh Language Policy (AGM 2013)⁹. Further political mandate was given through a unanimous decision at Student Senate to adopt the NUS Wales Welsh Language Charter (November 2014).

3.3 This policy has been approved by the Board of Trustees, the Union's governing body. Student consultation was sought in the development of the Policy, as well as guidance from the Welsh Language Steering Group.

4. Application of the Policy

4.1 This policy applies to all spheres of the work of CUSU and covers everything within CUSU controlled property and any event organised, run or hosted by CUSU.

4.2 This Policy applies to the Union's membership, staff members, stakeholders and members of the public who come into contact with the Union through its various activities.

4.3 The Policy relates to the Union and its subsidiary companies.

4.4 Emergency situations that affect the safety of student members will be excluded from this policy if bilingual communication is not possible.

5. Core Principles

5.1 In order to establish and maintain an environment which is equal to speakers of both Welsh and English and whereby individuals can engage with the Union fully through the medium of either Welsh or English, or a combination of both languages - based on personal choice - the Union has identified seven Core Principles.

5.2 In further recognising the Welsh and English languages as official languages in its work, the Union commits itself to the following core Principles which underpin this Policy and have shaped its development. The requirements of this Policy should be interpreted in accordance with these key overarching Principles:

5.2.1 **Quality:** Whenever a service is provided in Welsh it will be equal to those provided in English. Welsh language communication shall be equal to English language communication in terms of written accuracy, tone and consistency. This will not apply to legal documents that are required to be submitted in English.

⁹ <https://www.cardiffstudents.com/your-voice/policy/>



5.2.2 **Visibility:** Welsh will be treated no less favourably in terms of visibility where both languages appear.

5.2.3 **Accessibility:** The Union will be proactive in its approach to Welsh language service provision. The onus will be on the organisation to actively offer the choice of Welsh language communication rather than individuals requesting it.

5.2.4 **Simultaneous:** The Union will issue communication simultaneously in both languages. (please see 4.4 regarding emergency notices). The Union will deal with and respond (if a response is required) to enquires or communication received in Welsh within the same time frame as it would those received in English. If translation is required, a holding message will be issued in Welsh. Templates will be supplied to staff to enable this.

5.2.5 **Validity:** There shall be equal validity to anything made, said or written in Welsh or in English where possible.

5.2.6 **Equality:** Whether individuals engage with the Union in Welsh or in English, their language choice shall be respected. The Union prides itself on being an inclusive organisation and considers language equality as an integral part of its commitment to liberation and equality. Discrimination and hatred on the basis of language shall not be tolerated by the Union.

5.2.7 **Promotion:** The Union shall look for opportunities to promote the use of the Welsh language in all of its work.

6. Monitoring and Review

6.1 Compliance with the policy will be monitored quarterly by the Marketing and Communications Department. Non-compliance will be reported to department heads who will be responsible for implementing the policy within their service areas. A summary of this monitoring activity will be provided to the Welsh Language Steering Group.

6.2 This policy will be reviewed annually by the Marketing and Communications Department in conjunction with the Students' Union President and Welsh Language Officer. A report will be submitted to the Welsh Language Steering Group detailing any suggested amends and improvements.

Next review date: June 2019.

6.3 Changes to the policy will be approved by the Board of Trustees.

7. Service Delivery

7.1 Receiving visitors

7.1.1 Visitors to the Union (student members or otherwise) are welcome to speak Welsh at the reception.

7.1.2 The Union will display a sign (in Welsh) in the reception area stating that persons are welcome to speak Welsh at the reception.

7.1.3 When no face to face reception service is available in Welsh, the Union will ensure that a Welsh language service is available to visitors over the phone in the reception area or that a member of staff is available to go to the



reception when a visitor arrives and requests a reception service in Welsh.

7.2 Telephone calls

7.2.1 The Union welcomes telephone calls in Welsh.

7.2.2 Phone calls received to the Union's main switchboard will be answered using a simple bilingual greeting. This greeting will be provided by the Welsh Language Coordinator. If the call handler cannot continue with the conversation in Welsh, callers wishing to communicate in Welsh will be transferred to an appropriate Welsh speaker or a call back arranged at a convenient time.

7.2.3 A list of all staff with Welsh Language capability will be available to all staff via a central list.

7.2.4 Union Career staff and Elected Officers will use a simple bilingual greeting to answer the telephone.

7.2.5 Staff and Officers will ensure that their answering machine messages will be bilingual. CUSU will make arrangements to answer messages left by callers in the same language as the original message.

7.3 Correspondence (electronic and print)

7.3.1 The Union welcomes the receipt of correspondence in Welsh.

7.3.2 Correspondence received in Welsh will be answered in Welsh.

7.3.3 Email: Career staff should start emails with a Welsh or bilingual greeting and end these communications with a Welsh or bilingual sign off. Text will be provided to all staff to facilitate this.

7.3.4 Out of office e-mails of Staff and Officers will be bilingual. The Welsh Language Coordinator will provide a standard template to facilitate this.

7.3.5 The Email signatures of Staff and Officers will be bilingual, with both languages appearing with equal prominence including fonts and colours used.

7.3.6 CUSU will collect students' language choice from University data and will use this to ensure that students who have chosen Welsh as their first language for communication will receive Welsh language email newsletters from the Union. All other students will receive a bilingual email.

7.3.7 In all other official correspondence, the Union will always begin correspondence bilingually.

7.3.8 Text messages sent by CUSU providing organisational updates and campaign information will respect students' language preference.

7.4 Forms

All public use forms will be made available in bilingual format.



7.5 Surveys

Surveys produced by CUSU will be made available in bilingual format.

7.6 Stationery

Stationery and related materials such as fax headers, compliment slips and business cards are bilingual, treating the two languages equally in terms of format, size, legibility and prominence. All existing stocks of stationery will be reviewed for compliance and replaced as stocks deplete. All new stationery will be produced bilingually.

7.7 Advertising and Marketing Materials

Advertising and marketing materials produced by CUSU will be published in bilingual format or issued simultaneously in both languages. This includes but is not limited to; posters, leaflets, booklets, digital advertising, banners and print media.

7.8 Website and Apps

7.8.1 All news stories on cardiffstudents.com will be issued bilingually.

7.8.2 CUSU will develop a fully bilingual website (see Appendix - D. Phased Action Plan).

7.8.3 Welsh language capability will be a key consideration in the development or purchase of new apps, software and technology interfaces, but should be balanced with competitive advantage. The overriding decision will sit with the CUSU Leadership Group.

7.9 Social Media

7.9.1 Welsh language social media communication will be posted via the specific @UndebMyfyrwyr accounts on Facebook and Twitter and will follow the same themes that appear on English language feeds, as well as developing bespoke Welsh language content. All other social media channels will combine Welsh and English communication.

7.9.2 When the Union creates events on Facebook, the text and cover photos will be bilingual.

7.9.3 All social media bios will be published bilingually.

7.9.4 CUSU will support the Elected Officer team in engaging in both languages.

7.10 Videos

7.10.1 Where applicable, videos shall use a narration structure so that it will be easier to create bilingual videos.

7.10.2 Separate Welsh and English videos should be created where applicable.

7.10.3 Bespoke content will be developed for Welsh language audiences where relevant.



7.11 Spoken Announcements

Recorded announcements in the building will be made bilingually. Emergency announcements that affect the safety of student members will be excluded from this policy if bilingual communication is not possible.

7.12 Corporate Publications in the Public Domain

7.12.1 All publications and related documents that are in the public domain will be produced bilingually.

7.12.2 This will include but will not be limited to; the organisations strategic plan; other corporate strategies, the Policy Book, the Constitution of CUSU, Memorandum and Articles of Association, and the Annual Impact Report.

7.13 Strategy and Policy

The progress and content of this policy will be considered when developing strategic plans and other policies.

8. Recruitment and Staffing

8.1 When positions become vacant or new positions are created, the linguistic requirements of such positions will be assessed and designated as either Welsh Language 'essential' or 'desirable' depending on the nature of the role.

8.2 Career staff recruitment adverts will be published bilingually where applicable. When advertising through Welsh publications, adverts will be produced bilingually or in Welsh.

8.3 The language skills of new staff will be noted during the induction process to ensure the organisation holds a comprehensive list of all Welsh language speakers. Staff will be issued with a "Cymraeg" badge during the induction to identify them as having Welsh language skills. An electronic version of the badge will be provided and staff will be actively encouraged to use this on their email signature.

8.4 All new career staff and Elected Officers will receive a Welsh language and Culture training session delivered by the Welsh Language Coordinator to ensure compliance with this policy and a greater understanding of the intentions behind its development.

8.5 Recruitment adverts for student staff employed by CUSU will be published bilingually to encourage applications from Welsh language speakers.

8.6 CUSU career staff will be made aware of the free Welsh language courses provided by the University.

8.7 A Welsh language staff group will be offered for career staff. This group will be a forum for discussion, providing feedback to the Welsh Language Coordinator; who would also chair the group.

9. Corporate Identity and Design

9.1 Welsh language text will be of the same size as English language text, wherever it appears.



9.2 Welsh language text will be in the same or equally prominent colours as English language text, wherever it appears.

9.3 The Union will take its steer from the University's policy regarding the positioning of text. The current University Welsh Language Scheme states that the size, equality, legibility and prominence of text on signs will respect the principle of equality between languages. This includes, but is not limited to, posters, documents, e-mail signatures, social media, PowerPoint presentations and signage.

9.4 When the Union reconsiders its logo, it will ensure that any new logo designs complies with and respects the above clauses (9.1 – 9.3)

10. Brands and sub brands of CUSU

10.1 All new Union-owned brands will be created in Welsh language or as bilingual format.

10.2 Rooms and venues in CUSU will be given Welsh language or bilingual names when renaming takes place.

10.3 Commercial outlets solely owned by CUSU will ensure that stock holdings of Welsh language and English language branded goods and merchandise are equitable.

11. Clubs, Societies, Student Led Services, Associations and Cardiff Student Media

11.1 Clubs and societies of the Union will be encouraged to adhere to this policy. To facilitate this, club and society committee members will be given training, advice and support on the practical and operational implementation of this policy at the start of each academic year. This information will be included in training and information documents. Clubs and societies who adhere to the policy will be rewarded via the tiering system.

11.2 Newsletters sent from the Union to clubs and societies will respect students preferred language choices and all students who have selected Welsh as their first language will receive correspondence in this language only. All other students will receive bilingual communication.

11.3 If a student member of a club or society requests communication in Welsh, the club or society should try to the best of their ability to send emails and updates to these students in Welsh.

11.4 Bilingual templates of forms will be provided too all societies, clubs and student led services.

11.5 A free translation service will be provided to clubs, societies, association and student led services on request. This will operate in line with the published service level agreement.

11.6 Student media editorial content and opinion pieces will not fall under the remit of this policy.

12. Internal Communication

12.1 Staff will be asked in their induction which language they would prefer to be communicated in. This list will be available to any staff who issue the staff newsletter.



12.2 Elected Officers may conduct their work in the language of their choice (Welsh or English) but must be accommodating to other languages.

13. Signage

13.1 All permanent signage and wall graphics within CUSU property will be produced and displayed in bilingual format, with the exception of protected brand names, i.e. national brands, which will appear in their source language.

13.2 Temporary signage will be produced and displayed bilingually. Templates featuring frequently used phrases will be made available to staff. All other signs must be translated or approved by the Marketing and Communications Department.

14. Translation and Translation Standards

14.1 Translation used by the Union in communication and publicity must always be provided by or approved by the Welsh Language Coordinator, or by suppliers approved by the Marketing and Communications Department. Google Translate or other online services are not an acceptable source of Welsh language text at any time.

14.2 Welsh Language content published must be approved by the Marketing and Communications Department or an external supplier recommended by the Marketing and Communications Department.

14.3 The Marketing and Communications department will work with the University's Welsh Language Services Unit to create consistency in terminology through the creation of a term base, and tailor the University's term base. The term base will be approved by the Welsh Language Steering Group.

14.4 A Welsh language style guide will be produced, similar to that of the Union's English language style guide - to ensure consistency in translation.

14.5 Union departments will be required to consider the demands of bilingualism throughout their work, and allow ample time for any translation.

14.6 Contingency plans will be put in place in the absence of a translator.

15. Student Voice and Democracy

15.1 The latest versions of the Union's Memorandum and Articles of Association, Bye-Laws and Appendices to the Bye-Laws and Policy Book will be available in Welsh. These documents shall be published alongside their English language counterparts on the Union website.

15.2 Agendas, Minutes and any associated documents for "democratic meetings" will be published bilingually.

15.3 All promotional and democratic information pertaining to elections will be published in Welsh and English. The language of stage and PowerPoint presentations at the Election Results event will be in both languages.

15.4 Motions may be tabled in either Welsh or English at democratic meetings.



15.5 Associations and campaigns run by Elected Officers will be promoted and accessible in both Welsh and English.

16. Meetings

16.1 Democratic Meetings

16.1.1 “Democratic meetings” are meetings that are open to Student Members. These include the Annual General Meeting; General Meetings or Extraordinary General Meetings; Student Senate and Scrutiny Committee. For the purposes of this Policy, hustings sessions for Elections and Referenda debates shall also be considered as “democratic meetings”.

16.1.2 Simultaneous translation will be provided upon written request in internal and external democratic meetings with at least one week’s notice prior to the meeting taking place. AGM is exempt and simultaneous translation will be provided without request.

16.2 Personal Meetings

16.2.1 In all meetings related to a Student Member’s welfare, the Union shall seek to conduct the meeting in the Member’s language of choice (Welsh or English). Such meetings include, but are not limited to, a meeting with an Elected Officer that relates to a student’s welfare or in instances where the Union holds a disciplinary hearing against one of its Members.

16.3 Other Meetings

16.3.1 The Welsh Language Steering Group shall be chaired in the medium of Welsh. Simultaneous translation from Welsh into English will be provided for the benefit of non-Welsh speaking members of the Group.

16.3.2 Simultaneous translation will be provided for the benefit of non-Welsh speakers in internal meetings relating directly to the Welsh language. This could include formal meetings such as those with the Inter-college Eisteddfod Organising Committee or with a group of elected Welsh language student representatives.

16.3.3 A request for simultaneous translation may be made with reasonable request for other meetings.

17. Promoting the Welsh language

17.1 The Union will work in conjunction with University language initiatives to increase the awareness of Welsh language and the availability of student Welsh language programmes.

17.2 The Union will celebrate and promote days of linguistic importance.

17.3 The Union student and career staff will be actively encouraged to speak in Welsh during working hours.

17.4 The Union will generate original Welsh language content including a Welsh language newsletter each semester. This will be organised by the Welsh Language Officer.



17.5 The Union will develop Welsh language specific awards or form part of awards within the CUSU structure.

17.6 The Union will continue to work in partnership with Coleg Cymraeg Cenedlaethol.

18. Third party advertisers and partners

18.1 Third party advertisers, external companies that hire venues in the building and partner organisations will be encouraged to use bilingual promotional material within the Cardiff University Students' Union building but will not be expected to comply with all points in this policy.

18.2 All tenants will receive a copy of this policy alongside other induction documentation. They will be encouraged to produce bilingual materials and supported to do so by CUSU where appropriate. No additional fee will be levied (by the Union) for Welsh language adverts where they are placed alongside a chargeable English language campaign.

18.3 The Students' Union will expect NUS and NUS Wales to submit all campaign and promotional materials in both languages, and will only display bilingual material within Students' Union sites.

18.4 All commercial partners (Advertising, event promoters and tenants) will be encouraged to produce brands bilingually and be supported to do so where appropriate.

19. Feedback and Complaints

19.1 Feedback and complaints from students and other stakeholders regarding the implementation of the policy will be dealt with through the Complaints Procedure (see appendix A). The customer service team will submit a report to each meeting of the Welsh Language Steering group summarising communication received in that period.

19.2 Feedback and complaints from staff and internal stakeholders should be routed through the line management structure to the Head of Marketing and Communications.

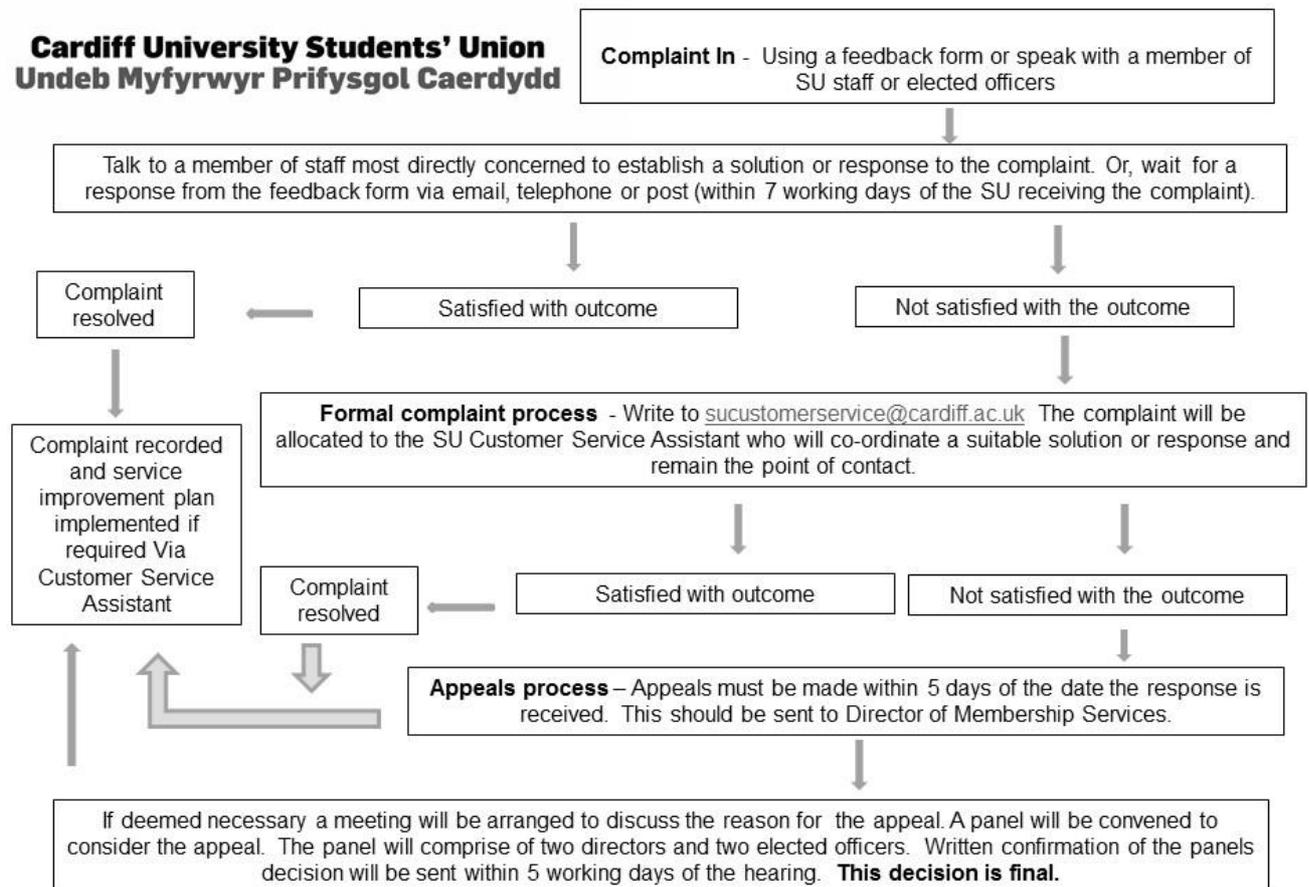
19.3 Amends, improvements and comments to this policy from Student Members should be submitted to the Welsh Language Officer or a member of the Welsh Language Steering Group.



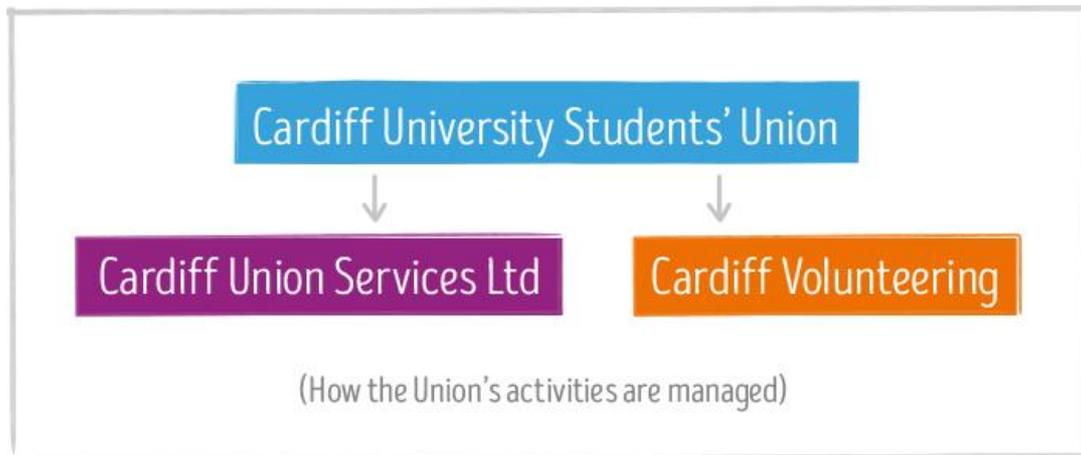
Appendix

A. Complaints Procedure

Cardiff University Students' Union
Undeb Myfyrwyr Prifysgol Caerdydd



B. Governance Structure



C. Cardiff University Students' Union Department Structure

