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# The Welsh Language Commissioner's Strategic Plan 2025–30



Comisiynydd y  
Gymraeg  
Welsh Language  
Commissioner



# Foreword by the Commissioner

Being the Welsh Language Commissioner is a privilege and responsibility. I am absolutely determined to make a difference during my tenure as Commissioner. I am proud of the opportunity to lead a creative and effective organisation for the benefit of the Welsh language, and to work towards realising our vision of a **Wales where people can live their life in Welsh**.

The Welsh Language (Wales) Measure 2011 gives me certain powers and responsibilities which I intend to exercise fully over the next period. I intend to build on the excellent work the organisation has already carried out and to take every opportunity to undertake innovative projects that will lead to an increase in the use of Welsh by the people of Wales, and by the organisations that serve them.

The backdrop to this plan is a period of challenging financial constraints for the public sector and many other sectors in Wales. Therefore, the need to remind organisations that the Welsh language is at the heart of their work in Wales is more important than ever. Setting priorities is key to focusing our efforts, and we need to be flexible, imaginative and bold in order to maximise our resources in carrying out our work.

As well as giving people more opportunities to use the Welsh language in all aspects of their lives, I also want more people to take advantage of those opportunities. After all, our work is ultimately about increasing the *use* of the Welsh language.

A number of quite complex factors determine people's linguistic practices, especially in the public domain. But if we want to see the Welsh language flourish in the future, we must promote the language and make it easier for people to use it. Opportunities to use the Welsh language must be visible and



accessible, and more importantly, of good quality. I also want to better understand what would motivate people to change their habits and attitudes towards their use of Welsh at work, in receiving services, and in living their lives in general.

My office is one of a number of organisations in Wales working to promote and facilitate the use of the Welsh language. I have an important contribution to make to the national strategy of Cymraeg 2050, but it is vital to consider this contribution alongside work in key policy areas such as education, and the wider strategies for promoting and facilitating the Welsh language at national, local and community level. The main aim of my work is to ensure opportunities for people to use the Welsh language, but this cannot be achieved without also focusing on creating Welsh speakers in the first place.

This strategic plan is being published at the same period as one of the most significant legislative developments of our generation in relation to the Welsh language, namely the introduction of the Welsh Language and Education (Wales) Bill. The challenge for us, and for many other organisations and partners, is to build on what the education system delivers. We need to maintain and develop the Welsh language skills of our young people and turn speakers into users of the language who are more likely to pass the language on to the next generation. We cannot achieve this alone. Progressive collaboration between a wide range of organisations and partners will be required to link together the various elements of language planning. I therefore look forward to working together to achieve this vision.



# Developing and setting a strategic direction

As part of developing this Strategic Plan we have listened to the views and experiences of a wide range of individuals, as well as the organisations we work with:

## Engagement projects with children and young people

Between February and April 2024 **1,612** children and young people responded to our questionnaire which gathered information on their use of Welsh. We also conducted 6 focus groups with diverse groups of children and young people across Wales.

## Questionnaire on the perception of organisations

In January, 2024, we sent out a questionnaire to all organisations subject to Welsh language standards and those implementing language schemes. A total of **115** organisations provided honest and open feedback on our regulatory procedures, sharing views on how the effectiveness of our arrangements could be improved, while continuing to promote the interests and needs of Welsh speakers.

## The Commissioner on tour...

Over the past two years we have travelled the length and breadth of Wales meeting individuals of all kinds – in schools, community groups, businesses, and charities.

This engagement has given us key insights into the challenges that exist, but, more importantly, into the opportunities we have to make a real difference.

## Census results, language use surveys, and our compliance monitoring reports

The information derived from the above research are essential to understanding the challenges facing the Welsh language.

Analysing the significance and meaning of this information has been central to planning how we operate and what we prioritise over the next five years.



# Our purpose and what we do

We work to promote and facilitate the use of the Welsh language. By doing so we are contributing to realising our vision of a **Wales where people can live their life in Welsh.**

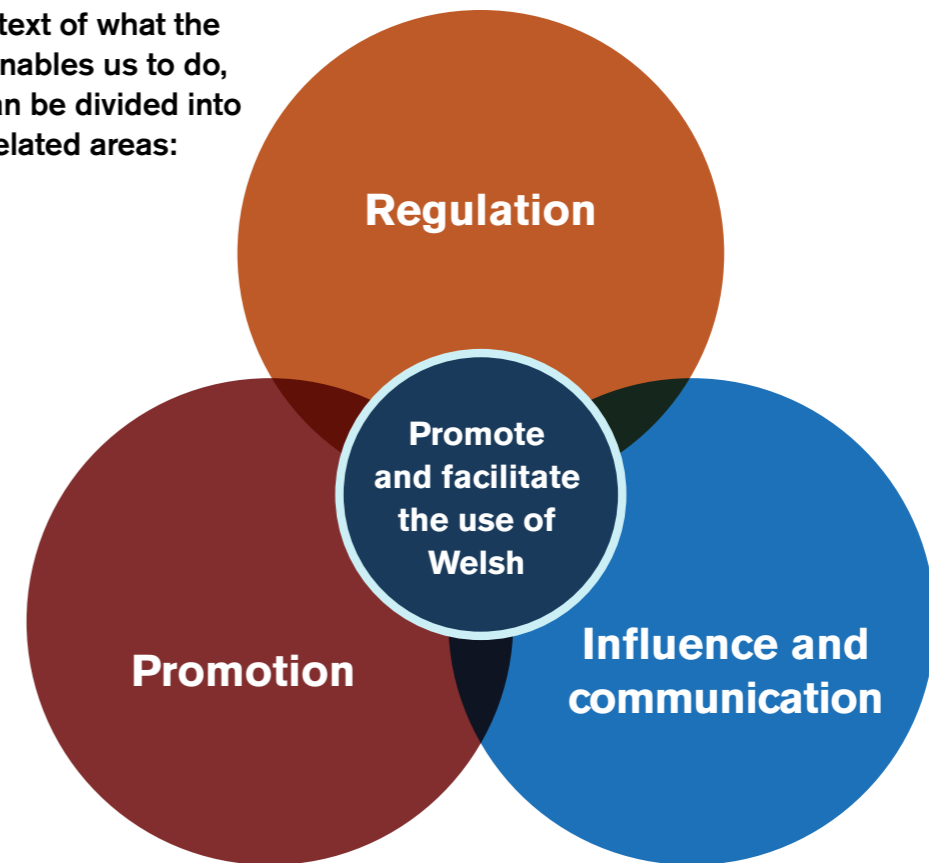
In actively promoting and facilitating the use of the Welsh language, the Welsh Language (Wales) Measure 2011 states that we must focus on increasing Welsh medium services and their use, and other opportunities for people to use the Welsh language.

The Measure also gives official status to the Welsh language and establishes the principle that the Welsh language should be treated no less favourably than the English language in Wales.

The Measure allows us to do a number of things to promote and facilitate the use of the Welsh language, including:

- imposing and enforcing duties through the Welsh language standards
- encouraging and sharing successful practice
- publishing reports and conducting research
- carrying out educational activities
- making representations or giving advice to any person, including the Welsh Ministers
- carrying out a statutory inquiry in a particular area.

In the context of what the Measure enables us to do, our work can be divided into three related areas:





## Regulation

A number of organisations providing services to the people of Wales are required to operate in accordance with Welsh language duties, some due to the Welsh Language (Wales) Measure 2011 and others due to the Welsh Language Act 1993.

We use a variety of methods to ensure that organisations act in accordance with their language duties, including providing advice and guidance, raising awareness and understanding, sharing expertise, and supporting organisations in their compliance efforts. We may also conduct investigations and impose legal enforcement actions where necessary.



## Promotion

An important part of our work is to support businesses and charities to increase the services they provide in Welsh and to achieve the Cynnig Cymraeg quality mark. To help them do this we are working with them to create a Welsh Language Development Plan and share good practice and guidance on how to offer services through the medium of Welsh. We also offer training sessions on how to develop bilingual services of the highest standard, and conduct specific research in areas relating to businesses and charities.

Our work with businesses and charities ensures that there are more opportunities for people to use the Welsh language when receiving important services and in social and voluntary activities.



## Influence and communication

One of the most important interventions we can make with regard to the future of the Welsh language is to influence and persuade policy makers. Not only do we need to ensure that there are ambitious policies and legislation to increase the number of Welsh speakers and the use of Welsh, it is also necessary for the Welsh language to be mainstreamed into public policy agendas more generally. We have an important role in advocating for the Welsh language and its speakers by producing and publishing reports, in making recommendations to Welsh Ministers, and in providing comments or advice to policy makers.

We extend influence by sharing and conducting research, and every five years we publish an independent statutory report on the position of the Welsh language. We also collaborate with other organisations around the world that advocate for minority and official languages, exchanging good practice, research and experience for the benefit of the speakers we represent. We collaborate with organisations of all types to standardise Welsh place-names, to ensure that these standard forms are used consistently, and to protect and promote the use of Welsh place-names.

- **Place an increasing focus on the outcomes of our regulatory work, rather than processes**  
We need to place our regulatory work in the context of the national vision of achieving one million speakers and doubling the daily use of the Welsh language.
- **Prioritise strategically important areas**  
We need to use our regulatory powers to ensure the greatest impact on opportunities to use the Welsh language. The workplace, local authority and national park strategies for promoting the Welsh language, and important sectors such as health and care are areas where we can make a difference.
- **Develop an increasingly proactive approach to support and advice**  
We need to take proactive steps to support organisations to improve compliance and offer more Welsh language services of quality.
- **Promote the use of services**  
We need to continue to expand and improve the quality of Welsh-language services, but we also need to promote greater use of these services.

- **Target the large organisations that are most often used by Welsh speakers**  
We need to do more to identify and target large organisations that provide services to many people, for example, banks, large traders, and national charities that provide important services to many Welsh speakers.
- **Develop more flexible approaches to working with organisations**  
We need to continue to encourage organisations to work towards achieving the Cynnig Cymraeg, but we will also adopt alternative approaches to maintaining relationships and influencing different organisations to improve their Welsh language services.
- **Strengthen our strategic partnerships**  
We need to seize every opportunity to collaborate and develop stronger strategic partnerships with leading organisations in specific sectors, particularly national sponsors who influence businesses and charities across Wales.

- **Focus on strategic and national issues**  
We need to focus on strategic and national issues that are likely to have the greatest impact on the Welsh language and its speakers, including areas such as education and skills, health and care, and policy areas affecting Welsh-speaking communities.
- **Prioritise proactive policy work**  
We need to further develop our emphasis on proactive policy work by setting our own policy agenda to protect and promote the interests of Welsh speakers.
- **Increase the visibility and status of our work**  
We need to ensure effective communication so that our voice is heard and people are aware of our work as we advocate for the Welsh language and its speakers.



# The Welsh Language Commissioner's Strategy 2025–30

Our strategy for 2025–30 is based on our vision, our three strategic objectives and the three specific themes that we have chosen:

**Vision:** A Wales where people can live their life in Welsh

## Strategic Objectives

- Objective 1:** Increase and improve the quality of services available in Welsh, ensuring that more people are aware of those services and use them regularly
- Objective 2:** Increase wider opportunities to use the Welsh language, creating environments where people can use the language easily and regularly
- Objective 3:** Lead efforts to advocate for the Welsh language whilst protecting and promoting the interests of its speakers

## Specific Themes

For 2025-30 we have three themes that will be a priority in order to achieve our strategic objectives and realise our vision



### Children and young people

The young people speaking and learning Welsh today will be the ones using Welsh at work, in the community and when using services in the future. Their attitudes towards the Welsh language and their practices in terms of using the language now will affect their future use of Welsh, as well as the decisions they make about transferring the language to the next generation. We want to see all children, regardless of background, feel that the Welsh language belongs to them, and that they all have an equal opportunity to learn and use Welsh.



### The workplace

It is vital that Welsh speakers leaving school continue to use the language in their continuing education or training and into the world of work. The challenge is to maintain the Welsh language skills of our young people and turn speakers into long-term users of the language. A key part of ensuring this linguistic continuity is enabling people to work through the medium of Welsh on a daily basis. A focus on increasing the use of Welsh in the workplace has the potential to influence people's perception of the importance of the language, on opportunities to gain confidence with the language, and on wider use of Welsh in the community.



### Health and care

Being able to use Welsh when receiving health and care services is crucial, particularly as we are often in a position of weakness when we seek those services. We wish to see an increase in opportunities to use the Welsh language with the health and care sector in general, and with charities working in the sector, including an emphasis on ensuring that people receive clinical care through the medium of Welsh.



## Objective 1: Increase and improve the quality of services available in Welsh, ensuring that more people are aware of those services and use them regularly

Over the next five years we will:

### Regulation



- impose Welsh language standards on more organisations and sectors, increasing the opportunities available for people to use the Welsh language when receiving services from them
- promote organisations' compliance by conducting an annual support programme, and publishing codes of practice, advice documents and other resources
- implement an annual comprehensive monitoring programme focusing on strategic or high-risk issues
- work with NHS Health Boards and Trusts to implement new 5-year plans under standard 110 requirements to increase opportunities for people to receive clinical consultations through the medium of Welsh
- develop a clear policy on the use of technology and artificial intelligence in the provision of Welsh-language services, and encourage organisations to be innovative with technology and artificial intelligence to increase and improve their services in Welsh
- ensure that organisations better promote Welsh language services, and take proactive steps to highlight their availability to Welsh speakers
- encourage organisations to promote the use of their services among children and young people in order to promote and normalise their use of Welsh-language services
- engage purposefully with the public to understand the barriers they continue to face in receiving services in Welsh

Our specific themes will be central to all aspects of our work and there are several areas where they will be specifically targeted



### Promotion



- work with businesses and charities to increase the Welsh medium services they offer by encouraging organisations to create a Welsh Language Development Plan and to work towards the Cynnig Cymraeg approval
- undertake an annual programme of review to ensure that the organisations that have already received the Cynnig Cymraeg continue to develop their provision
- hold training sessions to encourage and support organisations to develop their Welsh-language services
- update guidance for businesses and charities on the use of Welsh when providing services in all sectors
- target businesses and charities relating to children and young people and health and care to encourage them to develop the Welsh Language Development Plan and work towards the Cynnig Cymraeg
- ensure that businesses and charities that have received the Cynnig Cymraeg raise awareness of their Welsh-language services
- conduct campaigns to raise awareness of the opportunities to use Welsh with businesses and charities

### Influence and communication



- share good practice on how organisations of all kinds plan how they provide services to the public and how they increase opportunities for people to use Welsh at work
- conduct an annual campaign to highlight opportunities to use the Welsh language and encourage people to use it
- influence policy and legislation in the education and skills sector, specifically reflecting the key role of the tertiary education sector in developing Welsh-language workplaces and thereby enabling organisations to deliver services in Welsh
- co-ordinate our work on influencing policy with our health and care regulation and promotion to ensure the greatest impact on increasing opportunities for people to use Welsh when receiving services
- undertake place-names standardisation projects and encourage the public and other organisations to promote Welsh names and to use the standard forms of place-names
- provide expert advice on ward and community names, including advising the Boundary Commission for Wales on the orthography and names of Senedd constituencies for the 2026 and 2030 elections.



## By 2030 we want to see:

1. An increase in the capacity of organisations to provide quality Welsh language services
2. An increase in the number of organisations subject to the Welsh language standards regime or committing to Welsh language schemes
3. An increase in the number of organisations actively promoting their Welsh language services
4. More Welsh speakers having an understanding and awareness of the Welsh-language services available to them
5. An increase in use of Welsh-language services by consumers
6. An increasing use of the standard Welsh forms of Welsh place-names

## Key indicators

- Evidence of organisations compliance and trends in complaints
- Number and percentage of enforcement actions being implemented
- Risk profile of organisations
- Consumer views on the quality of Welsh-language services
- Number of staff in organisations subject to the Welsh language standards regime who can speak Welsh
- The number of businesses and charities who have committed to improving their Welsh-language services
- Evidence of organisations' compliance with the standards relating to the promotion of Welsh-language services
- The number of businesses and charities who have committed to improving the ways in which they promote their Welsh language services
- The number of people and organisations attending our training sessions
- The reach and impact of our promotion campaigns on using the Welsh language
- The extent to which Welsh speakers understand and are aware of the services available to them
- Number and percentage of Welsh speakers using Welsh-language services
- Number of users of the List of Standardised Welsh Place-names on the Commissioner's website





## Objective 2: Increase wider opportunities to use the Welsh language, creating environments where people can use the language easily and regularly

Over the next five years we will:

### Regulation

- improve arrangements for preparing and evaluating 5-year promotion strategies by local authorities and national park authorities
- ensure that the promotion strategies of local authorities and national parks in Wales fully consider the importance of children and young people to the viability of the Welsh language in their areas
- strengthen the governance arrangements of organisations so that active consideration is given to the impact of policy decisions on the Welsh language
- ensure that organisations take purposeful action to create a climate that enables people to live their working life increasingly through the medium of Welsh, including:
  - working with bodies to strengthen their policy objectives and commitments on the use of Welsh in the workplace
  - equipping organisations to increase their capacity to provide opportunities to use Welsh in the workplace
  - sharing good practice regarding how organisations provide opportunities for people to use Welsh in the workplace

### Promotion

- agree on the Cynnig Cymraeg with new businesses and charities to increase opportunities to use the Welsh language in different contexts
- encourage businesses and charities receiving the Cynnig Cymraeg to commit to increasing opportunities to use Welsh in their workplaces
- collaborate with networks and umbrella bodies operating in our thematic areas to enable us to target and prioritise relevant organisations
- ensure that our promotion work reflects the diversity of Wales by collaborating with a range of organisations, bodies, and charities, particularly those representing minority or marginalised groups

### Influence and communication

- work with key partners to educate children and young people about the opportunities they have to use the Welsh language on a daily basis and try to influence them to make positive decisions about their use of the language
- promote the laith Gwaith brand and learn how it is used to increase awareness and use of Welsh medium services
- support our regulation and promotion work by influencing policy areas that specifically affect children and young people's opportunities to use Welsh outside the classroom socially, at work, or when receiving services



## By 2030 we want to see:

7. An improvement in the ways in which organisations promote the Welsh language
8. More organisations paying due attention to the potential impacts of their policy decisions on the Welsh language
9. Increased use of Welsh in workplaces

## Key indicators

- Analyses of the content and impact of local authority and national park 5-year promotion strategies
- The number of businesses and charities who have committed to improving their Welsh-language services
- The extent to which organisations subject to the Welsh language standards regime conscientiously consider the Welsh language when formulating policies
- Number of organisations that include measures for increasing the use of Welsh in the workplace
- Number of organisations assessing the need for skills in Welsh
- Number of jobs advertised with skills in Welsh as essential or required
- The number of staff in organisations subject to the Welsh language standards regime who can speak Welsh





## Objective 3: Lead efforts to advocate for the Welsh language whilst protecting and promoting the interests of its speakers

Over the next five years we will:

### Regulation



- › ensure that effective complaints procedures are in place, and take steps to put things right when things go wrong
- › engage purposefully with the public to understand when and why incidents of interference with people's freedom to use Welsh occur
- › prioritise investigations conducted on our own initiative, especially in relation to our specific themes

### Promotion



- › advocate on behalf of Welsh speakers in the case of a lack of Welsh language services from businesses and charities
- › take proactive steps to improve the Welsh language services offered by major businesses and charities, particularly in relation to our specific themes



## Influence and communication



- › ensure that the Welsh language is a central consideration in policy and legislation, particularly in the most significant areas in relation to our strategic objectives and themes
- › publish annual policy reports on the position of the Welsh language in specific policy areas setting our own policy agenda in line with our vision and strategic objectives
- › scrutinise and influence policy and legislation in planning, housing and economic development to ensure that more opportunities are available for young people to live and work in Welsh-language communities
- › ensure that national and local policies in education and skills enable more children and young people to develop into Welsh speakers who use the language confidently
- › ensure that linguistic continuity is a central link between the education and skills sector and the focus on the use of Welsh in the workplace
- › ensure that our influencing work advocates for all Welsh speakers, and leads to equitable opportunities for everyone to learn Welsh and use those skills
- › develop an understanding of developments in technology and artificial intelligence, interpreting the implications of this for our work and relevant policy areas
- › contribute to strengthening the evidence base regarding the Welsh language, including the publication of a 5-year report on the position of the Welsh language
- › exchange knowledge, research and good practice on an international level, mainly through the International Association of Language Commissioners
- › share information, raise visibility, and increase awareness of our work

### By 2030 we want to see:

10. More organisations with effective governance and complaints arrangements
11. More public organisations and services respecting and upholding the rights of Welsh speakers
12. More local and national policies supporting the Welsh language and its speakers

### Key indicators

- Evidence of compliance by organisations and trends in complaints
- Number and percentage of enforcement actions being implemented
- Risk profile of organisations
- The reach and impact of our policy influencing work



# Enabling us to do our work

## Values

Our core values underpin the Strategic Plan and our day-to-day work:

- **Respecting** everyone is at the heart of everything we do.
- Being **open** and **trusting** one another is fundamental to our workplace culture.
- We deal with all aspects of our work **fairly, honestly and consistently**.
- **Working with others** in an appropriate and progressive way is important to us.

## People

The main resource enabling us to carry out our work is our staff. We must provide a healthy workplace for them and ensure they receive the necessary support, resources and training to enable them to do their work. To do this we will:

- ensure they have suitable working locations and safe digital resources to use
- ensure that our staff receive appropriate support and training to do their jobs successfully, paying particular attention to their well-being
- implement a code of conduct based on the seven Nolan principles on standards in public life; These principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership are central to our culture and underpin all our activities
- conduct an annual staff survey and take steps in response to continuous improvement.

## Joint Working

As our values emphasise, collaboration with others is central to our work. We will not be able to achieve the objectives of this plan alone, and collaboration with different organisations and partners will be central to our work for the next five years. We will implement this Strategic Plan in the spirit of the concept of a single public service in Wales and make the most of opportunities to work together to achieve a shared vision.

## Equalities

Ensuring equality of opportunity is at the heart of our work. Welsh speakers reflect all the diversity of Wales in terms of age, race, nationality, religion, sex, gender, sexual orientation and socioeconomic background. It is vital that all Welsh speakers therefore have the opportunity to receive Welsh medium services that reflect their needs and that they have opportunities to use the Welsh language in the workplace and in the community.

We have a Strategic Equality Plan for the period 2024-2028 which includes four strategic equality objectives:

- **The workforce:** we have a bilingual workforce that is representative of society and we work to prevent pay gaps
- **The community:** we engage with all sections of society and take proactive steps to promote equality and diversity through our work
- **Way of working:** equality, diversity and inclusion are an integral part of our way of working



- **Individual needs:** all our activities are accessible and available to everyone

The Strategic Equality Plan sets out the actions we will take to ensure a fairer Wales. We will continuously monitor how we deliver the actions and an evaluation of the plan will be made during 2027–28 and a new plan will be created by the end of March 2028.

## Reporting and accountability

To implement this Strategic Plan we will:

- formulate annual action plans that will include specific projects and activities that will contribute to our strategic objectives and themes
- use the indicators to measure the achievement of our objectives
- establish project groups where necessary to plan and coordinate related activities
- ensure that the leadership team scrutinises the implementation of the action plans and project groups
- consult with our Advisory Panel about our work.

We will regularly review our strategic objectives during the lifetime of the plan to ensure that they respond to emerging needs and remain aligned with wider policy initiatives relating to the promotion and facilitation of the use of the Welsh language.

## Governance

As a public organisation we must adopt best practice in terms of financial arrangements and governance ensuring that we have suitable risk, budget management and data management processes in place. To do this we will:

- hold regular meetings of the Advisory Panel and Audit and Risk Committee to provide a constructive challenge and to advise us on strategic processes regarding risk, management and governance
- carry out internal audits on aspects of our work to ensure that suitable governance processes are in place
- submit our accounts and annual report to the Auditor General for Wales every year
- prioritise the organisation's cybersecurity by ensuring that we receive Cyberessentials+ and IASME Governance certification annually
- contribute to the Welsh Government's net zero objectives.

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