



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 determined to make a difference during my tenure as Commissioner. I want to use 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 carries out and I want 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, reminding organisations of the importance of using Welsh, and the reasons for doing so is more relevant 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 Welsh 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 Welsh.

There are historical and complex barriers involved in trying to change linguistic practices, particularly in the public domain. But if we want to see the Welsh language flourish in the future, promoting and facilitating the language, and making it easier for people

to speak Welsh, is a priority. Opportunities to use the Welsh language must be visible and accessible, and of good quality. I also want to better understand what would motivate people to change their habits and attitudes regarding their use of Welsh at work, in receiving services, and in living their lives.

My office is one of several 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. My work aims 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 in the context of the historic development of establishing the Welsh Language and Education (Wales) Bill. The challenge for us, and of course 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 and it will require progressive collaboration between a wide range of organisations and partners to coordinate the various elements of language planning. I look forward to working together to achieve this vision.





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.**

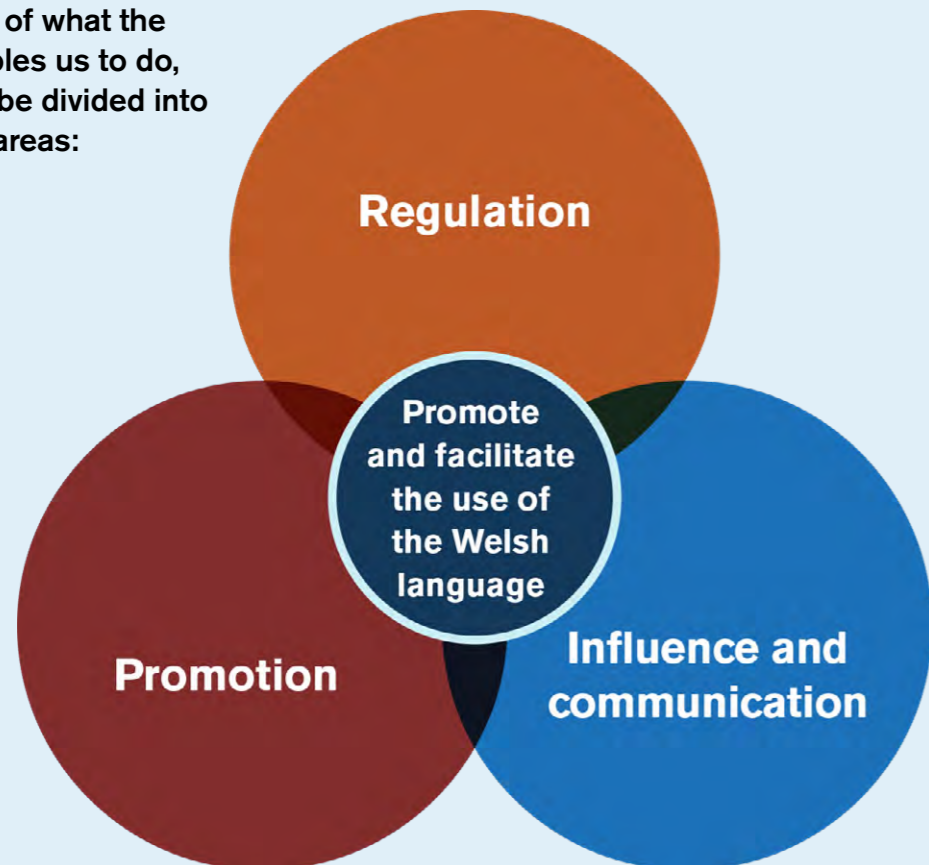
In actively promoting and facilitating the use of the Welsh language, the Welsh Language (Wales) Measure 2011 states that we must focus on increasing Welsh medium services and their use, and other opportunities for people to use the Welsh language.

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

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
- producing and publishing reports and carrying out, or commissioning others to carry out, research
- carrying out, or commissioning others to carry out, educational activities
- making representations or giving advice to any person, including making written recommendations to 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, whether based on the Welsh language standards regime or on Welsh language schemes.

The purpose of Welsh language standards and Welsh language schemes is to increase the number of Welsh medium services available, and to promote and facilitate the use of those services. A key aspect of our work is to increase opportunities for people to use Welsh in the workplace as well as in the community in the case of local authorities and national parks.

We have a statutory responsibility to ensure that organisations act in accordance with the language duties imposed on them. We use a variety of methods to achieve this. This includes providing advice and guidance, raising awareness and understanding, sharing expertise, and supporting organisations in their efforts in complying with the standards. We may also conduct investigations and impose legal enforcement actions where necessary.

Our regulatory activities are clearly focused on achieving our [regulatory outcomes](#), and on having the greatest impact on opportunities for people to use the Welsh language.



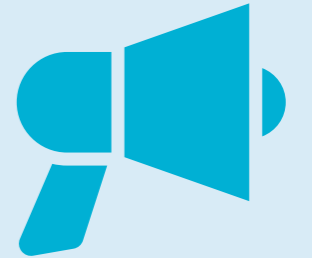
Promotion

We encourage private and third sector organisations to increase the services they provide in Welsh and to achieve the quality mark of the Cynnig Cymraeg. To help them do this we share good practice and guidance on how to offer services through the medium of Welsh.

We work with large private sector organisations that provide services to many people, for

example, banks and supermarkets. Our work with third sector organisations ensures that there are more opportunities for people to use Welsh in social and voluntary activities and when receiving important services in Wales.

We also offer training sessions on how to develop bilingual services, and conduct specific research in areas relating to businesses and charities.



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. Our membership of the International Association of Language Commissioners provides a convenient forum for this but we also receive regular requests for information from minority language speakers keen to learn from our experience in Wales.

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.

Communication and information sharing is key to all our promotion and facilitation work.





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 identified:

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

Strategic Objectives

Objective 1: Increasing services available in Welsh

Objective 2: Promoting the use of Welsh medium services

Objective 3: Increasing opportunities for the wider use of Welsh

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



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 the charities working in the sector, including an emphasis on ensuring that people receive clinical care through the medium of Welsh.



The workplace

It is vital that Welsh speakers leaving school continue to use the language in their continuing education and in the workplace. 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 ensuring that people can 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, and on wider use of Welsh in the community.



Children and young people

The young people 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 using the language now, will affect their future use of Welsh, and also the decisions they make about transferring the language to the next generation. We want to see all children, regardless of background, to feel that the Welsh language belongs to them, and that everyone has an equal opportunity to learn and use Welsh.



Objective 1: Increasing services available in Welsh



Over the next five years we will:

Regulation



- impose Welsh language standards on more organisations and sectors, and in doing so increase opportunities for people to use the Welsh language when receiving services
- 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 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 medium services, and encourage organisations to use technology and artificial intelligence to increase and improve their services in Welsh
- ensure that effective complaints procedures are in place, and that there are solutions for individuals when things go wrong
- prioritise investigations conducted on our own initiative in relation to our specific themes

Promotion



- work with organisations from the private and third sectors to increase the availability of their Welsh medium services by encouraging organisations to create a Welsh Language Development Plan and to work towards the Cynnig Cymraeg
- 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 medium 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



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
- influence policy and legislation in the education sector so that organisations have staff with the capability 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



How will we measure the impact of our work?

- analyse compliance evidence and trends in complaints
- monitor the risk profile of organisations
- monitor percentage of enforcement actions being implemented
- analyse organisations' data regarding Welsh language skills of staff
- collect data on the number of charities and businesses that have received the Cynnig Cymraeg for the first time and the number that have received re-accreditation
- survey results and the Language Use Survey
- gather feedback from service users
- conduct case studies to capture lived experiences





Objective 2: Promoting the use of Welsh medium services



Over the next five years we will:

Regulation

- 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

Promotion

- ensure that organisations from the private and third sectors that have received the Cynnig Cymraeg raise awareness of their Welsh medium services
- hold an annual Cynnig Cymraeg week to raise awareness of the opportunities for the use of Welsh with third sector and private sector bodies



Influence and communication



- conduct an annual campaign to highlight opportunities to use Welsh and encourage people to use the language
- educate children and young people about our work and the opportunities they have to use Welsh on a daily basis and try to influence them to make positive decisions about their use of the language
- 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
- 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



How will we measure the impact of our work?

- analyse survey results and the Language Use Survey
- monitor the number of people and organisations attending our training sessions
- gather feedback on the events and campaigns we run
- capture data regarding visits to our website and social media accounts
- evaluate the Cynnig Cymraeg campaign





Objective 3: Increasing opportunities for the wider use of Welsh



Over the next five years we will:

Regulation

- improve county councils' and national park authorities' arrangements in preparing and evaluating their 5-year promotion strategies
- strengthen governance arrangements so that active consideration is given to the impact of policy decisions on the Welsh language
- ensure that the promotion strategies of county councils and national parks in Wales fully consider the importance of children and young people to the vitality of the Welsh language in their areas
- 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 at work
 - equipping organisations to increase their capacity to provide opportunities to use Welsh at work
 - sharing good practice regarding how organisations provide opportunities for people to use Welsh at work
- engage purposefully with the public to understand when and why incidents of interference with people's freedom to use Welsh occur



Promotion

- agree on the Cynnig Cymraeg with new private and third sector organisations to increase opportunities to use the Welsh language in different contexts
- encourage organisations 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

- ensure that the Welsh language is a central consideration in policy and legislation, particularly in the most significant areas relating to our strategic objectives and themes
- 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 confident Welsh speakers
- emphasise the link between the education sector and skills, linguistic progression, 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
- 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
- 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



How will we measure the impact of our work?

- monitor the number of charities and businesses that have received the Cynnig Cymraeg for the first time and the number that have received re-accreditation
- analyse organisations' policies on use of Welsh in the workplace
- analyse the extent to which public policy reflects our views
- track references to our comments/opinions and subsequent change to policy/legislation in light of that
- collect data on the number of organisations provided with advice on place-names
- analyse survey results and the Language Use Survey



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 part of the organisation's culture and underpin all our activities.
- conduct an annual staff survey and take steps in response to continuous improvement.

Equalities

Ensuring equality of opportunity is at the heart of our work. Welsh speakers reflect all the diversity of Wales in terms of their 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 2024-28 which includes four equality strategic 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 achieve these objectives. 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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