

Medr

Y Comisiwn Addysg Drydyddol ac Ymchwil
Commission for Tertiary Education and Research

Operational Plan

2025-26

Mae'r ddogfen hon hefyd ar gael yn y Gymraeg |
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Introduction

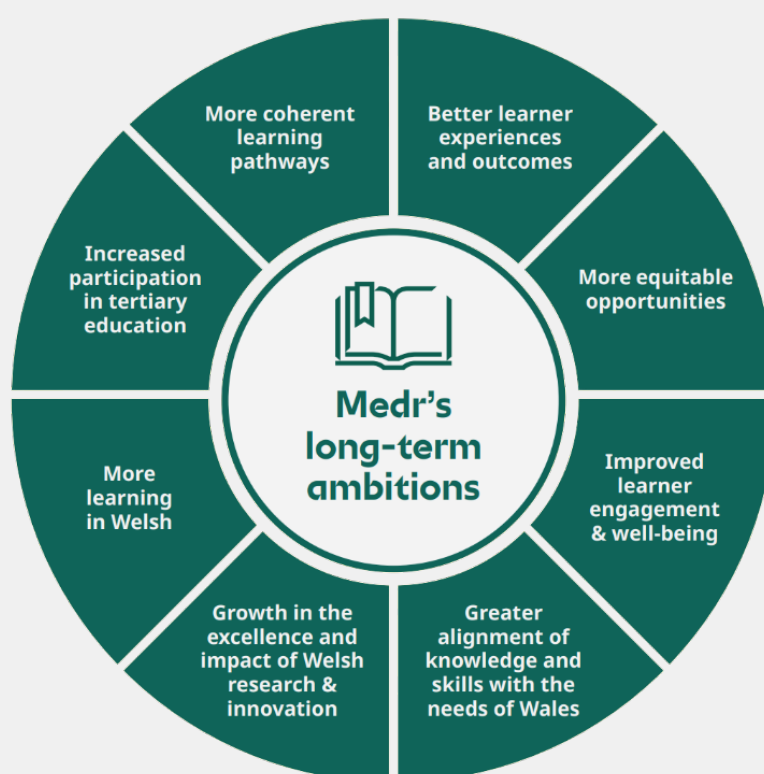
We are pleased to present our Operational Plan for the 2025-2026 financial year. This document sits alongside our Strategic Plan for 2025-2030, which outlines our ambitious vision for tertiary education and research in Wales.

Our Vision:

We will work in close collaboration with our partners to enable a tertiary education and research system that is centred around the needs of learners, society and the economy with excellence, equality and engagement at its heart.

This Operational Plan sets out the activity we are going to prioritise this financial year to make progress towards the founding and growth commitments in our Strategic Plan, while further establishing ourselves and continuing to transition smoothly from pre-existing arrangements.

All of the activities presented in this Plan have been developed with our strategic aims (our well-being objectives) and our long-term ambitions in mind:



Across the Operational Plan you will see activities that support and address key themes such as equality, Welsh language, participation and learner experience, as well as those that enable us to deliver our critical funding and regulatory role.

We will gather and use robust baseline data to continually review progress towards our strategic aims. We will also use this data to monitor how the tertiary education and research sector is contributing towards Wales' national milestones.

We have prioritised activities to deliver on our founding commitments – setting a two-year horizon in which to make significant progress. Our ambition is to make substantial progress against all our growth commitments over a five-year horizon.

The activities in this Plan have also been developed, and will be delivered, in line with our organisational values:

Our Values:



Dysgu: to learn; to teach; to educate



Cydweithio: to work together; to collaborate; to co-operate



Cynnwys pawb: to include everyone; to involve everyone



Rhagori: to exceed; to excel

The diversity of our learners is one of the strengths of our sector. We are committed to delivering for all learners, including those with protected characteristics and additional learning needs. Where we refer to learners throughout this Plan, we will consider the needs and interests of the wide range of learners in the tertiary system.

We are grateful for the engagement we have had with stakeholders across Wales during the development of this Operational Plan and look forward to continuing to work in collaboration with the sector on the activity we have outlined. Together we can deliver a resilient tertiary education and research system that is centred around the needs of learners, society and the economy, with excellence, equality and engagement at its heart.

Foundation Aim

To establish Medr as a highly-effective organisation and trusted regulator.



Founding commitments

We will revise our Strategic Equality Plan so that equality, diversity and inclusion are embedded across Medr, supporting the development and well-being of our workforce.

Activity	Completion date
We will implement a new integrated impact assessment process.	December 2025
We will update and publish our Strategic Equality Plan.	April 2026

We will work closely with our recognised trade union (PCS, the Public and Commercial Services Union) to involve our workforce in matters that affect them and their working lives. We will co-produce a Social Partnership Agreement in 2025 as a clear signal of our intention to embed meaningful social partnership in our culture, operating practices and ways of working within Medr.

Activity	Completion date
We will convene our Social Partnership Forum.	April 2025
We will co-produce a Social Partnership Agreement with PCS.	September 2025

We will develop a proportionate, risk-based regulatory system by 1 August 2026. This will be underpinned by a higher education register and terms and conditions of funding for other parts of the sector, respecting institutional autonomy and academic freedom.

Activity	Completion date
We will, recognising the challenging financial climate faced by the tertiary education sector, monitor the financial sustainability of tertiary education providers, providing regular updates to Welsh Government on issues at provider and sector level.	Ongoing
We will, through our assurance processes, assess institutional and sector risks, keeping the Welsh Government informed.	Ongoing
We will monitor compliance with Fee and Access Plan commitments.	Ongoing

We will implement a new risk-based regulatory system for tertiary education in Wales that is focused on delivering our strategic aims and underpinned by conditions of registration and funding.	August 2026
We will undertake our first consultation on registration and funding conditions including those relating to quality, financial sustainability and governance.	May 2025
We will undertake our second consultation on registration and funding conditions including those relating to equality of opportunity, staff and student welfare, the Welsh language and learner engagement.	October 2025
We will open applications to the new higher education register.	April 2026

We will establish baseline data to provide a strong evidence base for our own planning and decision making and for informing government policy. Informed by data, and working with stakeholders, we will identify priorities for improvement, linked to the national milestones.

Activity	Completion date
We will review our existing data and measures, and identify new analytical requirements, to meet internal and stakeholder needs.	April 2026
We will scope out and begin to deliver a social research function for Medr.	December 2025
We will, informed by data, and working with stakeholders, identify priorities for improvements in outcomes, linked to the national milestones.	Ongoing

We will operate as an effective organisation.

Activity	Completion date
We will manage procurements, Grant in Aid, funding, and budgets effectively, making payments efficiently and ensuring that financial management is robust.	Ongoing
We will strengthen security controls to improve information security resilience and minimise risk; achieve security accreditations to provide assurances to stakeholders.	March 2026
We will develop processes and solutions to enable Digital Services to be efficient and effective.	Ongoing
We will develop a business continuity strategy and plans.	March 2026

We will implement processes to ensure compliance with data protection legislation.	August 2025
We will establish ourselves as an official statistics producer, and the primary source of information about tertiary education in Wales.	Ongoing
We will provide risk-based reporting on our operational delivery to our Board and Ministers on a quarterly basis, feeding into statutory annual reporting.	July 2025
We will deliver effective governance processes working with our Board and Committees.	Ongoing

Growth commitments

We will invest in our workforce, in line with our organisational values, supporting personal and professional development, encouraging a growth mindset and treating everyone as an individual.	
Activity	Completion date
We will increase our collective knowledge and understanding of the whole tertiary education and research sector in Wales.	Ongoing
We will develop a clear offer to support the personal and professional development of our staff, engaging with staff and PCS on both individual and organisational need.	Ongoing
We will continue to develop our People and Culture strategy and workforce plan, working closely with PCS and engaging with staff.	Ongoing

We will take a risk-based approach to monitoring compliance with the regulatory system, encouraging providers to take responsibility for their own performance and improvement strategies. We will take proportionate steps to intervene when required.	
Activity	Completion date
We will develop a proportionate assurance framework and a provider risk process to monitor providers' compliance with the regulatory system.	August 2026

We will review and improve how we collect data from providers to ensure we have high-quality data to support decision making regarding regulation and policy and to reduce unnecessary burden.	
Activity	Completion date

We will regularly review our data collections, or those carried out on our behalf, ensuring that we have the robust data we need without creating unnecessary burden for providers.	Ongoing
We will establish arrangements for us to become the data controller of the Lifelong Learning Wales Record and the Post-16 Data Collection.	April 2026
We will commission a feasibility study to look at data transformation, considering all streams of tertiary education data used by Medr.	April 2026

We will consult on a system of funding to support the tertiary education sector and ensure that funding is used as effectively as possible.

Activity	Completion date
We will, through ongoing engagement with the Welsh Government, secure an Annual National Tertiary Education and Research budget aligned to our Strategic Plan.	Ongoing
We will undertake financial management and monitoring of the Tertiary Education and Research budget, ensuring effective allocation of resource and robust financial controls.	Ongoing
We will develop and consult on our initial funding policy principles.	December 2025
We will conduct a thorough review and analysis of the current tertiary education funding models to identify priorities for change.	December 2026

We will collaborate with stakeholders of all kinds. We will engage meaningfully and, when appropriate, we will consult widely on the work we do.

Activity	Completion date
We will develop a strategic communications and stakeholder engagement plan.	October 2025

Strategic Aim 1

To focus the tertiary education sector around the needs of the learner.



Founding commitments

We will establish regulatory conditions to advance equity and equality of opportunity. We will work with partners to contribute to eliminating discrimination, harassment, victimisation, gender-based violence and abuse.

Activity	Completion date
We will develop, consult on and publish a condition of funding and registration to advance equality of opportunity and equity in tertiary education, taking effect from August 2027.	April 2026
We will work with the Welsh Government and tertiary education providers to support the delivery of the Welsh Government's equalities-related strategies and action plans, including as they relate to mental health, suicide prevention and self-harm, LGBTQ+, gender, disability, anti-racism, violence against women, domestic abuse and sexual violence, and period dignity.	Ongoing
We will fund and support activities across lifelong learning, improving data collection and sharing practice, to benefit adult community learning, essential skills and ESOL provision.	March 2026
We will evaluate, fund and monitor the Reaching Wider Programme to ensure it contributes effectively to encouraging transition to, and participation in, tertiary education and lifelong learning, particularly amongst groups underrepresented in tertiary education.	July 2026

We will work with the Welsh Government and the sector to make progress towards achieving an anti-racist Wales and ensure inclusive learning and work environments for all, regardless of identity.

Activity	Completion date
We will work with the Welsh Government and tertiary education providers to contribute to the Welsh Government's Anti-racist Wales Action Plan, including: monitoring tertiary education providers' progress against action plans and/or charter commitments, and developing and publishing race equality monitoring data.	July 2026
We will work with the Welsh Government and tertiary education providers to support the delivery of the Welsh Government's equalities-related strategies and action plans, including as they relate to mental health, suicide prevention and self harm, LGBTQ+, gender, disability, anti-racism, violence against women, domestic abuse and sexual violence, and period dignity.	Ongoing

We will promote a person-centred approach across the sector to ensure that learners with Additional Learning Needs are able to achieve their potential while receiving support that encourages learner independence.

Activity	Completion date
We will, working collaboratively with providers and partners, map ALN learner transitions, identifying challenges and opportunities and sharing practice.	December 2025
We will use the evidence from the Estyn thematic reviews of Independent Living Skills (ILS) to inform adjustments to ILS programme specifications.	April 2026
We will conduct a review of ALN funding in FE and Apprenticeships to promote equitable access for providers and learners.	December 2025

We will establish regulatory conditions to support learner and staff welfare, building on existing good practice, and strengthened by a common framework for health, mental health and well-being.

Activity	Completion date
We will develop, consult on and publish a condition of funding and registration for staff and student welfare in tertiary education.	April 2026
We will finalise and publish a common framework for health, mental health and well-being.	April 2026

We will support activities that develop practice and drive improvement in well-being and health including provider mental health plans and the HE/FE mental health project.	March 2026
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We will establish a learner engagement code as part of our regulatory system. We will ensure that providers have effective complaints procedures in place and that learners are aware of them.	
Activity	Completion date
We will consult on and publish a condition of registration that ensures relevant providers have complaints procedures and make their learners aware of them, taking effect from August 2026.	April 2026
We will work with learners, providers and stakeholders to co-construct and publish a Learner Engagement Code, taking effect from August 2026.	April 2026

We will create a learner voice forum to ensure that the learner voice is a central consideration in Medr's policy and decision making.	
Activity	Completion date
We will develop initial structures to enable us to take account of learners' voices in our decision-making and policy creation, and work with NUS Cymru and other partners to carry out and evaluate pilots, establishing our Learner Voice Forum.	June 2026
We will undertake a scoping exercise with learners, providers and stakeholders to co-construct the requirements for a Learner Voice survey, and undertake an initial pilot with the further education, apprenticeship and adult learning sectors.	August 2026

We will work with providers to ensure that their learners and staff are aware of the opportunities to study, train, volunteer and work globally. We will recognise and celebrate the contribution that international learners and staff make to Wales.	
Activity	Completion date
We will, in partnership with stakeholders, develop and publish a roadmap setting out how we, across the breadth of our activities, will work towards promoting a global outlook.	July 2026

Growth commitments

We will work with partners to ensure that the tertiary education system enables learners to be outward-looking, engaged citizens, encouraging participation in activity that develops cohesive communities and enhances our wider civic and cultural life.

Activity	Completion date
We will continue to support the sharing of practice between tertiary providers through our continued support for the Wales Civic Mission Network, including in relation to embedding the learner voice in shaping civic mission activities.	Ongoing

We will work with partners, including the Welsh Government and Careers Wales, to encourage more pre-16 learners to transition to tertiary education and reduce the proportion of people not in education, employment or training (NEET).

Activity	Completion date
We will work with local authorities, schools and FE institutions to review the current transition funding guidance to ensure that funding enables learners to be better informed and confident about their tertiary education pathway choice.	April 2026
We will share our analysis of historical, current and planned tertiary education provision with relevant partners, including Careers Wales, to support the provision of impartial careers advice.	April 2026
We will work in collaboration with local authorities, schools and FE institutions to promote Junior Apprenticeship provision in Wales, working with the Welsh Government to develop enhanced guidance for providers.	April 2026

We will work with partners to promote the benefits of learning throughout life and set targets to increase participation, particularly among those underrepresented in tertiary education, who may face social, economic, cultural or organisational barriers to learning.

Activity	Completion date
We will keep our policy under review, and informed by evidence and data, including the Welsh Government's ESOL review, implement activities to improve English as a Second Language provision.	July 2026

We will develop an evidence base on participation in tertiary education, identifying levels of participation across the tertiary sector by region, drawing on social research and Medr's broader engagement activity.	June 2026
We will engage with the Welsh Government, Qualifications Wales and other partners to ensure smooth implementation of any changes arriving as a result of the review of Essential Skills Wales qualifications.	Ongoing
We will seek to map current transport provision across tertiary education to identify and understand the different approaches and subsequent impact on a learner's access to tertiary education. We will share practice and financial implications with the Welsh Government to support wider transport and budget policy.	April 2026

Strategic Aim 2

To create a flexible and joined-up tertiary system where everyone can acquire the skills and knowledge they need for a changing economy and society.



Founding commitments

We will work with employers and support our providers to make effective use of changing technologies and ensure that learners are equipped for changing industries and ways of working.

Activity	Completion date
We will support and encourage learning providers to seamlessly integrate digital technology into delivery; encourage innovation in using inclusive, accessible and bilingual approaches to enhance the learner's experience; and to equip their staff and learners with the digital capabilities and confidence to succeed in learning, life and work.	March 2027
We will work with providers to ensure they are enhancing the employability of learners in Wales, monitoring effectiveness of current activity and scoping future activity, including the Employment and Enterprise Bureaus in FE colleges and the Targeted Employability Support for Students for higher education students.	Ongoing

We will work collaboratively with the Welsh Government to respond to the skills priorities it sets.

Activity	Completion date
We will work in partnership with the Welsh Government to shape skills strategies for Wales and influence skills system developments at a UK level.	Ongoing
We will take account of research, data and labour market information to better understand the specific and transversal skills needs of Wales to inform our engagement with tertiary education providers, and our funding priorities.	Ongoing

We will develop strong links with business, industry, Regional Skills Partnerships, Corporate Joint Committees and employers to understand the skills needed for a productive workforce. Working with Qualifications Wales and other partners, we will use this intelligence to ensure tertiary education provision responds to the economic priorities of the Welsh Government.

Activity	Completion date
We will establish and build on mechanisms to understand current and future skills needed for a productive workforce across Wales by working collaboratively with key organisations, including the Regional Skills Partnerships and Corporate Joint Committees.	December 2025
We will scope and establish mechanisms to enable us to test our understanding of the skills needs of Wales with employers, business and industry.	Ongoing

We will design future apprenticeship provision to respond to the Welsh Government's skills priorities and to meet the needs of learners, employers and the economy.

Activity	Completion date
We will review and implement operational policies which strengthen the current apprenticeship programme in Wales.	March 2026
We will strengthen mechanisms to ensure that employer and learner feedback is used to strengthen the current apprenticeship programme.	December 2025
We will work with industry to undertake sector deep dives to understand how existing provision could better respond to existing skills needs, and use this to help plan future apprenticeship provision.	March 2026
We will start a programme of work to review existing frameworks over a 3 year period and introduce a new process to create new frameworks to meet industry requirements.	March 2026
We will develop and consult on a specification, and begin commissioning arrangements for a new apprenticeship programme which will commence in August 2027.	August 2027

We will encourage providers to develop their civic mission and how they share their knowledge for the benefit of our communities. We will work with them to determine how to effectively measure the impact.

Activity	Completion date
We will support Regional Civic Engagement Partnerships to enhance regional civic partnership working between tertiary education providers and other relevant partners and continue to encourage alignment to the Well-being of Future Generations (Wales) Act 2015.	Ongoing
We will work in partnership with the tertiary education sector and other stakeholders to demonstrate the impact of their civic mission activities, including by providing funding for showcase events which promote Wales nationally and internationally.	Ongoing

Growth commitments

We will develop a tertiary education system that allows learners to learn throughout their lives, stimulating flexible approaches to time, place, language, and support for learning.

Activity	Completion date
We will conduct research to explore and understand how credit transfer across tertiary education systems, in other parts of the UK and internationally, is enabling the movement of learners through the system.	December 2026

We will foster collaboration between providers to create coherent and flexible learning pathways that are easy to access and navigate at any point in life. Working with employers, we will support pathways that contribute to a sustainable and resilient Wales.

Activity	Completion date
We will analyse historical, current and planned tertiary education provision to begin to understand gaps and duplication, and providers' responsiveness to learner and economic needs, while encouraging collaboration, through shared practice.	April 2026
We will work with the Welsh Government to support the development and implementation of its revised 16-19 Curriculum Guidance, seeking to ensure accessibility of a breadth of options for all learners in Wales, and aligning to the ambitions of the Curriculum for Wales.	March 2026

We will review the planning, organisation, flexibility and effectiveness of adult community learning, recognising the social and economic benefits of that provision. We will consider how improvements can be made to access, participation and success in essential skills and language provision.

Activity	Completion date
We will work with local authorities to ensure a consistent collection of data to allow for an accurate mapping of ACL provision across both local authorities and FE institutions.	April 2026
We will develop analysis of current and planned ACL provision to understand gaps, duplication and its responsiveness to learner and legislative (section 94) needs to increase literacy, numeracy and digital levels, while encouraging collaboration, evidenced through shared practice.	August 2026
We will work with the Welsh Government to inform the development of regulations under section 94 of the Tertiary Education and Research (Wales) Act 2022.	November 2026

Strategic Aim 3

To ensure learners receive the highest-quality provision in a tertiary education sector that strives for continuous improvement.



Founding commitments

As part of our regulatory system, we will implement a coherent quality framework that is responsive to the diversity of the sector and its learners and has a focus on learner experience and outcomes. We will recognise the need for arrangements that are responsive to differing parts of the sector.

Activity	Completion date
We will continue to monitor the quality of tertiary education in Wales, building upon the expertise of Estyn and the QAA.	Ongoing
We will consult on and publish a Quality Framework, taking account of other inspection frameworks and the European Standards and Guidelines, working in partnership with other bodies and regulators to avoid duplication. The Quality Framework will take effect from August 2026	April 2026
We will develop, consult on and finalise learner protection plan guidance, working with stakeholders, taking effect from August 2026.	April 2026

We will work with partners to ensure our quality framework aligns with necessary inspection and regulatory frameworks in and outside Wales, as well as international standards. We will minimise workload through the avoidance of duplication.

Activity	Completion date
We will consult on and publish a Quality Framework, taking account of other inspection frameworks and the European Standards and Guidelines, working in partnership with other bodies and regulators to avoid duplication, taking effect from August 2026.	April 2026

We will actively promote social partnership in recognition that collaboration between providers and trade unions is mutually beneficial.

Activity	Completion date
We will work with education trade unions and tertiary education providers to share practice in trade union collaboration, and to co-design proposals for future support and guidance.	August 2025
We will procure services to support the sustainable development and embedding of social partnership principles in the tertiary education sector, building on previous further education pilots.	July 2025
We will fully integrate social partnership and workload considerations into Medr's development of strategies, plans and projects, so that our decisions take account of impacts on the tertiary education workforce.	December 2026

We will work collaboratively with providers as they set ambitions for continuous improvement and work to promote innovation and enhancement in learning.

Activity	Completion date
We will seek to identify priorities for continuous improvement via consultation on the quality framework, analysis of data and consideration of review/inspection outcomes.	January 2026
We will commission Estyn and QAA to carry out work on common self-evaluation processes across the tertiary education sector to help drive continuous improvement.	April 2026

We will consult on performance indicators to promote continuous improvement.

Activity	Completion date
We will set out existing performance measures and other indicators and review their appropriateness for delivering on our ambitions for continuous improvement.	December 2025
We will identify additional requirements for performance indicators to promote continuous improvement.	April 2026

Growth commitments

We will support the tertiary education workforce to access effective professional learning and explore ways to share best practice, extending effective pedagogy across the whole sector.

Activity	Completion date
We will undertake a scoping study on professional learning requirements across the tertiary education sector, assessing where Medr can provide added value.	July 2026
We will develop and consult on proposals for a national leadership programme for the tertiary education sector, setting out where Medr can provide added value to the current offer.	July 2026

We will define what excellent learner outcomes and high-quality provision mean in each part of the sector, recognising the diversity of learners across the sector.

Activity	Completion date
We will develop our understanding of evidence relating to learner outcomes and high quality provision, drawing on expertise from across Medr.	April 2026

We will set ambitious targets for learner outcomes and experiences, acknowledging that measures of success and performance indicators will vary with learner circumstance, need and in differing parts of the sector.

Activity	Completion date
We will review the available evidence on learner outcomes and high-quality provision to inform our commitment to set ambitious targets over time.	April 2026

We will analyse learner outcomes to ensure that learning has a positive effect on the futures of learners and we will adopt proportionate interventions where evidence shows this is not the case.

Activity	Completion date
We will review the available evidence on learner outcomes and high-quality provision to inform our commitment to set ambitious targets over time.	April 2026

We will review how our funding and registration models affect the achievement of performance indicators. We will establish ways of monitoring and improving the performance of the sector, with proportionate intervention where performance is below agreed thresholds.

Activity	Completion date
We will develop a proportionate assurance framework and a provider risk process to monitor providers' compliance with the regulatory system.	August 2026
We will conduct a thorough review and analysis of the current tertiary education funding models to identify priorities for change and timescales for delivering the change.	December 2026

Strategic Aim 4

To grow internationally-acclaimed research and inspire innovation throughout the tertiary education sector.



Founding commitments

We will promote the development of research environments with positive cultures that support integrity, diversity, inclusivity, well-being and respect, that can attract and retain the best researchers and innovators from across the world.

Activity	Completion date
We will manage the delivery of the Wales Research Environment and Culture (WREC) fund which provides institutions with dedicated support for enhancing positive and inclusive research cultures and support for pan-Wales collaborative activities.	March 2026
We will continue to work with key partners to support activities focused on the development of researchers, research-enabling staff and postgraduate research students.	Ongoing
We will work with the other UK funding bodies on the development and implementation of the Research Excellence Framework 2029, including promoting the inclusion of research in the medium of Welsh.	December 2029

We will strengthen our relationships with relevant bodies responsible for research and innovation across the UK to help our providers be successful in growing their share of funding from public and private sources, nationally and internationally, to grow the research base in Wales.

Activity	Completion date
We will continue to work closely with the UK Government, Innovate UK and UKRI to ensure that the interests of Wales are taken into account during the development of future funding opportunities and UK wide reviews of the research and innovation landscape.	Ongoing
We will continue to provide flexible Quality Research (QR), Postgraduate Research (PGR) and Higher Education Research Capital (HERC) funding to enable and incentivise Welsh institutions to maintain their research capacity, develop strategic priorities and compete more effectively for external research and innovation funding.	Ongoing

We will build and maintain relationships with stakeholders, including the public sector, business and industry, to support institutions to undertake research aligned to the social, economic and cultural needs of Wales.	Ongoing
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We will identify how we can use data to measure and demonstrate the impact of the research and innovation that we fund and review how we share our knowledge and learning within communities.	
Activity	Completion date
We will work with the Welsh Government on developing suitable metrics for monitoring progress against the Welsh Government's Innovation Strategy.	September 2027
We will work with Department for Science, Innovation and Technology, the UK funding bodies and other stakeholders on the development of new approaches for capturing and communicating the broader social and economic impact of research and innovation activities, including through REF2029.	Ongoing

Growth commitments

We will encourage research and innovation activities that have potential for positive impacts on the social, economic, cultural and environmental life of Wales and global influence, including by maximising opportunities for local, national and international collaboration around the strengths of our research base.	
Activity	Completion date
We will continue to use metrics and data on social and economic impacts to allocate the Research Wales Innovation Fund (RWIF) thus incentivising positive behaviours and maximising the benefit of research and innovation activities.	Ongoing
We will work with key stakeholders to promote collaboration which enables Wales to compete more effectively for local, national and international research and innovation funding.	Ongoing

We will promote a culture of innovation and knowledge exchange throughout the tertiary education sector for the social, economic and cultural benefit of Wales. We will encourage collaboration with business, industry investors and government, to contribute to improving productivity within our economy and better alignment with a sustainable pipeline of skills.

Activity	Completion date
We will work with key stakeholders to support the delivery of the Welsh Government's Innovation Strategy.	Ongoing
We will explore how to integrate Medr's oversight of research and innovation activity and role in shaping skills provision to promote opportunities for closer collaboration across the tertiary sector.	March 2027

We will work with providers to promote the opportunities for new businesses, including spinout companies and social enterprises, that are established, sustained and grown in Wales as the result of knowledge generated in the Welsh tertiary education sector.

Activity	Completion date
We will work with Research England to facilitate the implementation of the recommendations of the UK Spinout Review by Welsh institutions, including continuing the use of the Research Wales Innovation Fund to incentivise and support the development of new businesses, including spin-outs and graduate start-ups.	March 2026

We will encourage researchers and innovators to participate in national, European and international research programmes, ensuring that Wales is renowned for being outward looking and a great place to undertake research.

Activity	Completion date
We will raise the visibility of research conducted within Wales to national, European and international audiences, including supporting the activities of key partners.	Ongoing
We will work with partners to promote engagement with international funding bodies and the building of international research collaborations and networks.	Ongoing

Strategic Aim 5

To encourage greater use of the Welsh language, increasing demand for and participation in learning and assessment through the medium of Welsh.



Founding commitments

We will develop and implement a Welsh Language Strategy to enable Medr to become a bilingual workplace where staff, partners and stakeholders can use their Welsh naturally, and where the Welsh language is always considered in policy decisions.

Activity	Completion date
We will implement Welsh Language Standards as relevant to our activity.	Subject to consultation
We will involve our staff and Board in the development of a Welsh Language Strategy to support our ambitions to be a bilingual organisation.	April 2026

We will work with stakeholders, including Coleg Cymraeg Cenedlaethol and Qualifications Wales, to develop and implement a national plan for the Welsh language across the entire tertiary education sector. This will increase and improve the provision and promotion of Welsh-medium education and assessment, increasing participation, enabling seamless pathways for Welsh-medium education, and encouraging collaboration.

Activity	Completion date
We will, informed by engagement with stakeholders across the tertiary education sector, consult on and publish a national plan for the Welsh language across tertiary education that delivers our strategic commitment.	August 2026
We will consult on and publish a regulatory condition relating to the Welsh language that sets baseline requirements for tertiary education providers in Wales, taking full effect from August 2027.	April 2026

We will work with providers and partners to better understand the Welsh language skills of the tertiary education workforce, to improve the recruitment and retention of Welsh-speaking staff, and to promote professional learning so that more staff are confident to teach through the medium of Welsh.

Activity	Completion date
We will implement the Welsh language incentive for the PGCE Further Education and evaluate its impact.	March 2026
We will develop and implement initiatives to create and maintain professional learning for practitioners to be confident teaching through the medium of Welsh, working with stakeholders to ensure a joined-up approach.	July 2026

Growth commitments

We will monitor progress of the achievement of the national plan, working collaboratively and taking action where progress needs to be supported.

Activity	Completion date
We will, informed by engagement with stakeholders across the tertiary education sector, consult on and publish a national plan for the Welsh language across tertiary education that delivers our strategic commitment.	August 2026
We will, consult on and publish a regulatory condition relating to the Welsh language that sets baseline requirements for tertiary education providers in Wales, taking full effect from August 2027.	April 2026

We will fulfil our role within the Welsh Language and Education (Wales) Bill, in the context of the emerging framework.

Activity	Completion date
We will assess the impact of the Welsh Language and Education (Wales) Bill on our strategic aims.	March 2026

We will, together with partners, promote the benefits of and build demand for learning through the medium of Welsh so that more people are encouraged to embrace the Welsh language and to develop their Welsh language skills throughout their lives.

Activity	Completion date
We will, informed by engagement with stakeholders across the tertiary education sector, consult on and publish a national plan for the Welsh language across tertiary education that delivers our strategic commitment.	August 2026

We will work with partners to establish policies that promote a Welsh-language ethos and culture within the tertiary education and research sector, and encourage the wider tertiary education workforce to develop their Welsh language skills.

Activity	Completion date
We will, informed by engagement with stakeholders across the tertiary education sector, consult on and publish a national plan for the Welsh language across tertiary education that delivers our strategic commitment.	August 2026
We will implement the Welsh language incentive for the PGCE Further Education and evaluate its impact.	March 2026
We will develop and implement initiatives to create and maintain professional learning for practitioners to be confident teaching through the medium of Welsh, working with stakeholders to ensure a joined-up approach.	July 2026

Medr

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Commission for Tertiary Education and Research

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