

Medr

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



Strategic Plan

2025 - 2030



Noddir gan
Lywodraeth Cymru
Sponsored by
Welsh Government

Foreword

It is time to do things differently.

The creation of Medr marks the beginning of a new approach in Wales; not disconnected from the past, but seeking to build and improve on it.

We believe in the transformational power of tertiary education and research. We are all ambitious about Wales' future: for our people, our communities, our economy and our culture. We are committed to ensuring that the tertiary education and research sector plays its part.

But to realise our ambition, some things will need to change. We know the challenges the sector is grappling with and we understand the fiscal context. Across the sector, people are doing their best. We want to support them to focus on what they're best at.

Learners thrive when they find the best learning for *them*: the right type, in the right place, at the right time.

To ensure every learner in Wales finds *their* path, we need a coherent tertiary education and research system – one that makes the most of the potential of our people and of our providers. Medr is here to ensure we have that system.

What does that look like?

A more joined-up and inclusive sector, with clearer and more flexible pathways for learners. A more collaborative sector, with providers encouraged to focus on their strengths and deliver the highest-quality learning and research. A sector that meets the needs of our society and economy, with higher rates of participation and fewer people not in education, employment or training.

We are confident that this is a vision that is shared across Wales. By moving forward together, as one sector united by shared ambition and purpose, we can unlock the potential of a system that is greater than the sum of its parts.

This Plan is the first step to realising that ambitious long-term vision. We are looking forward to working with you to turn it into a reality.



Simon Pirotte OBE
Chief Executive



Prof. Dame Julie Lydon
Chair

About Us

Medr (the Commission for Tertiary Education and Research) is an arm's-length body of the Welsh Government, established by the Tertiary Education and Research (Wales) Act 2022 to fund and regulate the tertiary education sector in Wales. This includes:

- further education
- higher education including research and innovation
- adult community learning and work-based education
- apprenticeships
- local authority maintained school sixth-forms

Staff from the Higher Education Funding Council for Wales and the Welsh Government have been brought together with new people to form Medr.

Our vision and values outline what we want to achieve and how we want to work. They were developed before this Plan to shape our approach to creating a new organisation and the way we intend to collaborate with partners. They really matter to us. They are the guiding principles that will help shape the culture of Medr through our formative years.

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.

Our Values



Dysgu: *to learn; to teach; to educate*

We believe that learning is at the heart of everything we do.
We believe curiosity fuels innovation and helps expand our horizons.



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

We can achieve far more together than we ever could alone.



Cynnwys pawb: *to include everyone; to involve everyone*

We are passionate about inclusion, seeking to create the right conditions for everyone to achieve their full potential.



Rhagori: *to exceed; to excel*

We have high aspirations for tertiary education and research in Wales and always set high standards for ourselves to be the best we can be.

Foundation Aim

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

Founding commitments:

- Review and implement our Strategic Equality Plan to embed equality, diversity and inclusion across Medr.
- Work closely with our recognised trade union and co-produce a Social Partnership Agreement in 2025.
- Develop our regulatory system, underpinned by a higher education register and terms and conditions of funding.
- Establish baseline data and work with stakeholders to identify priorities for improvement.

Growth commitments:

- Collaborate with stakeholders of all kinds, engaging them meaningfully on our work.
- Take a risk-based approach to monitoring compliance with the regulatory system.
- Review and improve how we collect data to ensure it is high quality and reduces unnecessary burden.
- Consult on a system of funding to support the tertiary education sector and ensure effective use of funding.
- Invest in our workforce, supporting personal and professional development.

Strategic Aim 1

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

Founding commitments:

- Establish regulatory conditions to advance equity and equality of opportunity and work with partners to contribute to eliminating discrimination, harassment, victimisation, gender-based violence and abuse.
- Contribute to achieving an anti-racist Wales and ensure inclusive learning and work environments for all.
- Promote a person-centred approach to support learners with Additional Learning Needs.
- Establish regulatory conditions to support learner and staff welfare.
- Establish a learner engagement code and ensure that complaints procedures are in place.
- Create a learner voice forum to inform Medr's policy and decision making.
- Ensure that learners and staff are aware of opportunities to learn and work globally.

Growth commitments:

- Enable learners to be outward-looking, engaged citizens, supporting the development of cohesive communities.
- Promote the benefits of learning throughout life and set targets to increase participation.
- Encourage more pre-16 learners to transition to tertiary education and reduce the proportion of NEETs.

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:

- Support the use of changing technologies, industries and ways of working.
- Work with the Welsh Government to respond to the skills priorities it sets.
- Ensure that apprenticeship provision responds to the Welsh Government's priorities and meets learner, employer and economic need.
- Develop strong links with stakeholders and ensure tertiary provision responds to the Welsh Government's economic priorities.
- Encourage providers to develop their civic mission and share their knowledge to benefit communities.

Growth commitments:

- Facilitate learning throughout life through flexible approaches to time, place, language and support for learning.
- Create coherent and flexible learning pathways that are easy to access at any point in life.
- Review adult community learning and consider how improvements can be made to essential skills and basic language provision.

Medr's Strategic Plan: Summary

Strategic Aim 3

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

Founding commitments:

- Implement a coherent quality framework that has a focus on learner experience and outcomes.
- Ensure our quality framework aligns with necessary inspection and regulatory frameworks and international standards.
- Actively promote social partnership.
- Work with providers as they set ambitions for continuous improvement and promote innovation and enhancement.
- Introduce performance indicators to promote continuous improvement.

Growth commitments:

- Support the workforce to access effective professional learning and share best practice.
- Define excellent learner outcomes and high-quality provision.
- Set ambitious targets for learner outcomes and experiences.
- Analyse learner outcomes to ensure learning has a positive effect on learners' futures.
- Review how our funding and registration models affect the achievement of performance indicators.
- Monitor and improve the performance of the sector.

Strategic Aim 4

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

Founding commitments:

- Promote positive research environments that can attract and retain the best researchers from around the world.
- Strengthen our relationships and help our providers grow the share of research funding they receive.
- Use data to demonstrate the impact of the research and innovation we fund and review how we share knowledge.

Growth commitments:

- Encourage research and innovation activity that has a positive impact on Wales and global influence.
- Promote a culture of innovation and knowledge exchange throughout the tertiary education sector and encourage collaboration that improves productivity and aligns with the skills pipeline.
- Promote opportunities for new businesses that are established as a result of knowledge generated in Wales.
- Encourage participation in national, European and international research programmes and ensure Wales is known for being a great place to undertake research.

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:

- Develop and implement a Welsh Language Strategy to enable Medr to become a bilingual workplace where the Welsh language is always considered in policy decisions.
- Develop and implement a national plan for the Welsh language across the entire tertiary education sector.
- Improve the recruitment and retention of Welsh-speaking staff and enable more staff to become confident in Welsh.

Growth commitments:

- Monitor progress of the achievement of the national plan and take action where necessary.
- Fulfil our role within the Welsh Language and Education (Wales) Bill.
- Promote the benefits of and build demand for learning through the medium of Welsh.
- Establish policies that promote a Welsh-language ethos and culture; encourage the wider tertiary education workforce to develop their Welsh language skills.

Our Legislative Duties and Priorities

As an arm's-length body of the Welsh Government, Medr's strategic duties and priorities are established by Welsh Ministers. The Tertiary Education and Research (Wales) Act 2022 sets out eleven strategic duties for Medr. They are:



The Act also requires Medr to address the Statement of Strategic Priorities for Tertiary Education and Research and Innovation set for us by Welsh Ministers in February 2024. Those priorities are:

- 1 Establish the Commission for Tertiary Education and Research as a highly effective organisation providing stability and leadership during this time of transition.
- 2 Develop a tertiary system that prepares learners for a dynamic and changing economy where all can acquire the skills and knowledge they need to succeed in life and work.
- 3 Maintain and enhance the quality of the tertiary system, continue and intensify work on widening participation and take steps to ensure a more equitable and excellent system for all.
- 4 Putting the learner at the heart of the system by focusing on the experience of learners in the tertiary system and their well-being.
- 5 Ensure that the tertiary education system contributes to the economy and society.

In addition, we have taken into account other relevant legislative requirements including the Equality Act 2010 (including the Public Sector Equality Duty); the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011; the Additional Learning Needs and Education Tribunal (Wales) Act 2018; the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015; the Welsh Language (Wales) Measure 2011; the Environment (Wales) Act 2016; and the Social Partnership and Public Procurement (Wales) Act 2023. We have also taken account of proposed new legislation, including the Welsh Language and Education (Wales) Bill.

Well-being of Future Generations

The Welsh Government has placed the well-being of future generations at the centre of all its decisions. Medr does too. Our strategic aims are our well-being objectives; they have been developed to ensure that we are focused on contributing to achieving the seven national well-being goals outlined in the Well-being of Future Generations (Wales) Act 2015.

That Act also establishes a sustainable development principle, which means we must *'act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs'*. We have consciously aligned the development of our Strategic Plan with the five ways of working expressed in the Well-being of Future Generations Act:

- **Long term:** we have set commitments to enable us in the future to take decisions, informed by data and evidence, that balance short-term needs with long-term needs.
- **Integration:** we have considered how our strategic aims, as our well-being objectives, may impact on the well-being goals and the objectives of other public bodies.
- **Involvement:** we have involved a wide range of people and organisations in the development of our Strategic Plan.
- **Collaboration:** we have set commitments to collaborate with our partners. Medr does not deliver education, training or research – we have oversight of those that deliver. Only by working with partners with shared objectives can we realise the ambitions of our Plan.
- **Prevention:** we have set our strategic aims to enable our decisions to focus on preventing or mitigating adverse impacts by considering consequences for learners, staff, the economy and society.

The national well-being indicators are used to measure Wales' progress towards the achievement of the well-being goals. Over time, based on robust data sources and a broad evidence base, we will set out how the tertiary education and research system is contributing to the national milestones.

Working with the sector to develop our Plan

We know the meaningful involvement of our stakeholders will be key to Medr's success in ensuring our tertiary education and research system delivers for learners and for Wales. That's why we engage regularly with all parts of the system – learners, providers, and organisations that operate across the sector, as well as local authorities, trade unions, the Welsh Government and other public, private and voluntary sector bodies.

Our approach to creating our Strategic Plan has been no different. In July 2024 we held engagement events in Llandudno and Cardiff that brought together a wide range of representatives from the sector and others across Wales to seek initial views on our strategic direction. Through this invaluable engagement, we identified opportunities and challenges, which we considered in developing our draft Strategic Plan.

The draft Plan was published for consultation from 23 September to 25 October 2024. During this time, we involved employers and had constructive conversations with trade union representatives. Recognising the importance of the diverse learner voice, we developed a specific strand of engagement to ensure we heard learners' views.

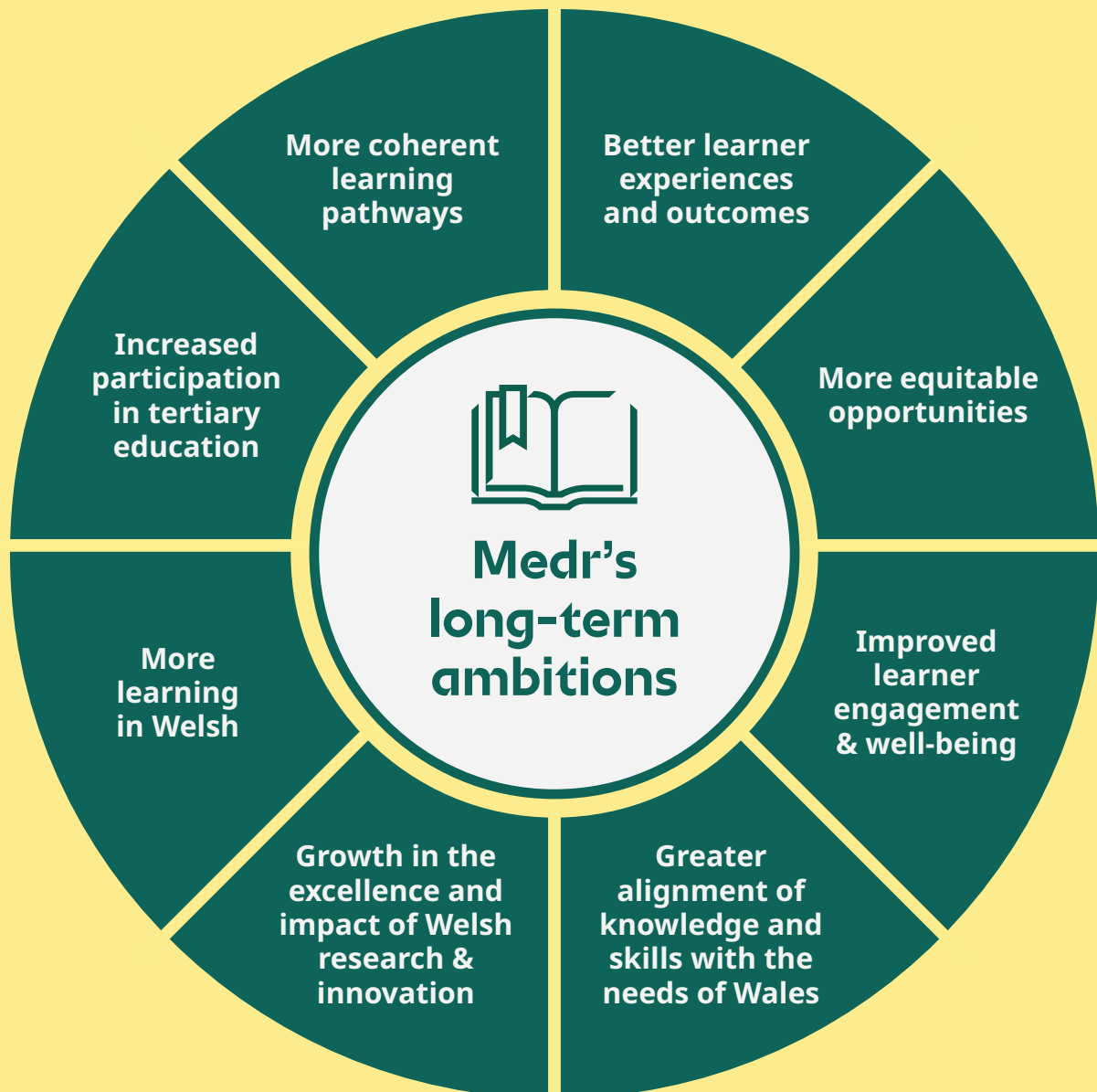
We have actively involved our workforce in the development of the Plan by sharing early drafts and holding briefing sessions with teams to inform the development of our aims and commitments. We are pleased to have reached consensus with our recognised trade union (PCS, the Public and Commercial Services Union) on our well-being objectives (our strategic aims), reflecting the duties placed on Medr under the Social Partnership and Public Procurement Act.

We are grateful for the feedback we received from those who responded to the consultation and we have considered all responses carefully. The consultation response document is published alongside this Plan and can be found on our website.

This final version of our Strategic Plan, shaped by the sector, was approved by Welsh Ministers on 25 February 2025.

A Plan for the Future

We are committed to playing our part in creating a positive future for the tertiary education sector and for Wales, and will do so through continuous improvement in the following areas:



Working towards these long-term ambitions, our Strategic Plan articulates our vision for the next five years through a foundation aim and five interconnected strategic aims, each with founding and growth commitments.

The foundation aim reflects the fact that Medr is a new organisation with new people and new

responsibilities. Establishing ourselves as an effective organisation is fundamental to the achievement of our strategic aims.

Our founding commitments are the things we want to prioritise in the first two years of the Plan. Our growth commitments are the areas we will work towards throughout the life of the Plan.

Our Strategic Aims



Foundation Aim

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

Our foundation aim reflects the importance of Medr being an effective organisation that is equipped to deliver our strategic aims.

Our vision and values outline what we want to be: an inclusive organisation that champions equality and diversity, works in social partnership with trade unions, supports the development and well-being of our people and encourages creativity and innovation.

As an outward-facing organisation, our vision and values also outline how we will work with the sector that we fund and regulate, with relationships based on collaboration, mutual respect and the promotion of social partnership. This means building trust and transparency and working with partners to achieve excellent outcomes.

We will use our regulatory and funding powers to achieve our ambitions and realise the benefits of a coherent tertiary education and research sector. Conditions of registration and funding will be a crucial mechanism for the achievement of our strategic aims, as reflected in the commitments throughout this Plan.

We are accountable for a significant amount of public money and we are committed to making the biggest impact with the resources available. Data will be key to understanding the difference our funding can make and we will take considered, data-informed decisions on spending. We recognise the impact on providers and provision due to the pressures on this funding in recent years and we will be realistic about the scale and pace of our ambitions.

Founding Commitments

We will review and implement our Strategic Equality Plan so that equality, diversity and inclusion are embedded across Medr, supporting the diversity, development and well-being of our workforce. Our policy and funding decisions will be informed by integrated impact assessments.

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.

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.

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.

Growth Commitments

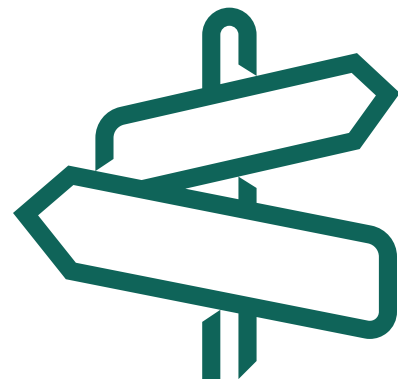
We will collaborate with stakeholders of all kinds. We will engage meaningfully and, when appropriate, we will consult widely on the work we do.

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.

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.

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

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.



Strategic Aim 1

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

We are committed to creating a coherent tertiary education system that removes barriers and enables learners to find the best learning for them. We will achieve this by placing the voice and needs of learners at the centre of our decision making and supporting providers to do the same.

The tertiary education sector is diverse and we are committed to ensuring that our policies and funding create a system that fosters collaboration and enables more opportunities for all learners to realise their potential.

Participation rates in tertiary education are too low and the number of people not in education, employment or training is too high. Participation, experience and attainment can vary dependent upon social, cultural, organisational and economic factors, and we know that discrimination and harassment can affect both the ability and desire to learn.

We can and must do more to tackle these challenges. Learners will succeed when they find the right learning for them and are able to engage in learning at all stages in life.

Coherent, easy-to-navigate learning pathways and improved flexibility will facilitate increased participation and retention and give learners greater access to opportunities. We will ensure that people from underrepresented groups and those with Additional Learning Needs are supported to access the learning that is right for them.

We also recognise the impact and civic mission of our providers beyond the formal aspects of learning as they encourage learners to become engaged citizens, contributing to the development of more cohesive communities, the wider cultural and civic life of Wales and a more globally-responsible Wales.

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.

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.

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.

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.

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.

We will create a learner voice forum to ensure that the learner voice is a central consideration in Medr's policy and decision making.

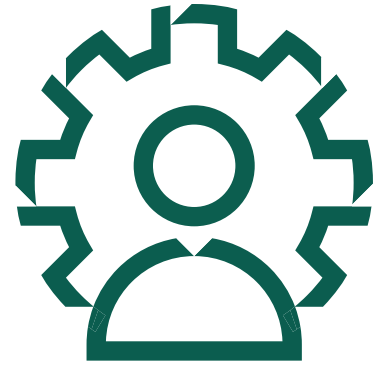
We will work with providers to ensure that their learners and staff are aware of the opportunities to study, train, volunteer and work globally. We will recognise and celebrate the contribution that international learners and staff make to Wales.

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.

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.

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).



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.

The tertiary education sector has a central role to play in the development of a prosperous and resilient Wales. Wales needs everyone to be able to improve their knowledge and skills throughout their lives to keep pace with a rapidly-changing world and developments such as globalisation, automation, artificial intelligence, and our journey to net zero.

The proportion of working-age adults in Wales without any qualifications is estimated at 7.9% against a Welsh Government target of 5% in every local authority¹. Only 67.4% are qualified to level 3 or higher against a target of 75%. The proportion of young people who are not in education, employment or training is 14.2%². And beyond these national figures are greater regional disparities.

This, combined with an ageing population, means that the economic inactivity rate in Wales is high, at 20.6%³. Skills deficits are one of the key issues

reported by employers; in 2022, 22% reported skill-shortage vacancies and 14% reported skills gaps in their existing workforce⁴.

In order to address these challenges, we need to develop clearer and more coherent pathways across the tertiary education sector, responding to the skills priorities identified by the Welsh Government, supporting a productive economy and delivering the green skills required in the future. We will harness evidence to help us understand future skills needs, including those of innovative businesses, and use those insights to enable providers to respond and adapt. Medr will encourage collaboration, valuing each part of the tertiary sector for its specific strengths, embracing diversity of mission and location. This, allied with greater flexibility across the sector, will produce a system that simplifies access to acquiring new knowledge and skills at all stages of life, with the agility to respond to needs as they emerge.

¹ <https://www.gov.wales/levels-highest-qualification-held-working-age-adults-2023>

² <https://www.gov.wales/young-people-not-education-employment-or-training-neet-july-2023-june-2024>

³ <https://www.gov.wales/labour-market-statistics-annual-population-survey-july-2023-june-2024.html>

⁴ <https://www.gov.wales/employer-skills-survey-2022-wales-report>

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.

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

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.

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.

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.

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.

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.

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.



Strategic Aim 3

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

Medr is committed to continuous improvement of quality of academic and vocational provision. We will create conditions for the setting and achievement of excellent learner outcomes and experiences across the tertiary education sector. We will monitor outcomes throughout the sector and we will use our regulatory powers to drive continuous improvement, recognising the diversity of our learners and their needs, as well as the geographic differences across Wales.

A skilled and motivated education workforce is essential to achieving the ambitions outlined in this Plan. Providers and partners need to recruit, retain and support the progression of high-quality staff from all backgrounds, including those with industry expertise. Avoiding unnecessary bureaucracy and considering workload in our ways of working, we will seek to ensure that the workforce can focus on meeting learners' needs and improving outcomes.

We will develop systems that allow us to interrogate data to support evidence-based approaches that drive continuous improvement. To achieve this, we will need to make meaningful comparisons of data and understand how each part of the sector contributes to the delivery of our strategic aims.

We want to establish Wales' reputation internationally as a leader in the field of tertiary education, known for our excellence in quality of provision, learner experience, and learner outcomes.

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.

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.

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

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

We will consult on performance indicators to promote continuous improvement.

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.

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.

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.

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.

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.



Strategic Aim 4

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

Research and innovation make vital contributions to the economy, society and culture of Wales, as well as having a global impact. There are clear strengths in our research and innovation systems, but we are ambitious and we want to grow the scale and excellence of the research base in Wales. We recognise the opportunity Medr brings to complement the focus of research and innovation with the development of education and training provision.

We want to ensure that the impact from our research and innovation activity is fully exploited. Collaboration within the tertiary education sector, with employers, the public and third sectors and communities, and with partners and networks internationally, will drive forward that ambition. We recognise the opportunities for a more systematic approach to advancing the multiple pathways between research, the economy and society, for both people and ideas. We will support areas of distinctive strength and expertise to build further on these in communities, regions, nationally and internationally.

We want Wales to become internationally renowned for being a great place to develop new knowledge, receptive to new relationships from across the world, and acclaimed for research and innovation that delivers sustainable social, economic, cultural and environmental benefits. We will encourage Welsh participation in national, European and international research programmes, and work with our partners in other research funding bodies to promote alignment between opportunities and challenges for Wales and the UK, including through the Research Excellence Framework.

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.

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.

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.

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.

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.

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

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.



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.

Medr has a significant role to play in fostering a vibrant culture where the Welsh language can thrive, and in contributing to the Welsh Government's ambition to achieve one million Welsh speakers by 2050. The 2021 census had the lowest proportion of Welsh speakers ever recorded in a census, emphasising the challenge the Welsh language faces.

We will encourage demand for and participation in learning through the medium of Welsh, and we will ensure there is sufficient provision to meet that demand. Our planning will encourage all learners to develop, maintain and use their Welsh language skills during their tertiary education journey, equipping them to use those skills in the workplace and in informal contexts.

Building on the strengths within the tertiary education sector, we will improve the quality of Welsh-medium and bilingual education and assessment. We will work collaboratively with partner organisations and providers across the tertiary education sector, taking

account of advice from Coleg Cymraeg Cenedlaethol in its designated role under the Tertiary Education and Research (Wales) Act 2022.

The Welsh Language and Education (Wales) Bill sets ambitions for compulsory education and we recognise the critical role tertiary education has in supporting those aspirations. We will work with local authorities in the delivery of their Welsh in Education Strategic Plans and with partners and providers to enable seamless pathways for learners across the tertiary education sector.

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.

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.

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.

Growth Commitments

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

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

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.

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.

Delivering our Strategic Plan

This Strategic Plan is the first step towards realising our ambitious vision for the tertiary education and research sector. The next step will be setting out *how* we plan to achieve our strategic aims and deliver on our founding and growth commitments.

We will publish an Operational Plan in 2025 which will articulate this, with specific actions, timeframes and performance indicators predicated on robust data to prevent problems and drive long-term continuous improvement. Our Operational Plan will inform the allocation of our resources, enable us to articulate our contribution to the national well-being goals and identify opportunities for the involvement of our internal and external stakeholders, recognising that meaningful collaboration will be key to the achievement of our aims.

A significant part of our work will be the development of our new register of higher education providers and conditions of funding, and we will engage and consult widely on those conditions as we do.

Our Board will review our strategic aims (our well-being objectives) and our progress towards achieving them, reporting annually to Welsh Ministers. We will publish this report on our website.

Medr

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