



Welsh Language
Scheme Monitoring
Report
2024/25

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1.0 Introduction

- 1.1 This is the Adra Welsh Language Scheme Monitoring Report for the period between 1 April 2024 and 31 March 2025.
- 1.2 We are very proud of all the work that has been carried out during the period in question in relation to the Welsh language and we will detail on this in the body of the report.
- 1.3 Our [Corporate Plan 2022-2025](#) stated that we are proud of the Welsh language and is used in everything we do. Our hope was to achieve the results of the Corporate Plan and to do so by adhering to our key principle of being an ambassador for the Welsh language in the housing sector. We have succeeded in that regard as this report will show. We also recognise that there is still more to do and we will not rest.
- 1.4 There is a further commitment in our new [Corporate Plan](#) for 2025-2030, which came into effect at the beginning of April 2025, which recognises the Welsh language as one of our Four Main Principles.

“We support and promote the Welsh language in everything we do. As a bilingual organisation, we provide services in Welsh and English to ensure that everyone has equal access. We encourage the use of the Welsh language within our communities and among our staff, celebrating our culture.”

Over the next five years this principle will be at the heart of everything we do and achieve, as it has always been.

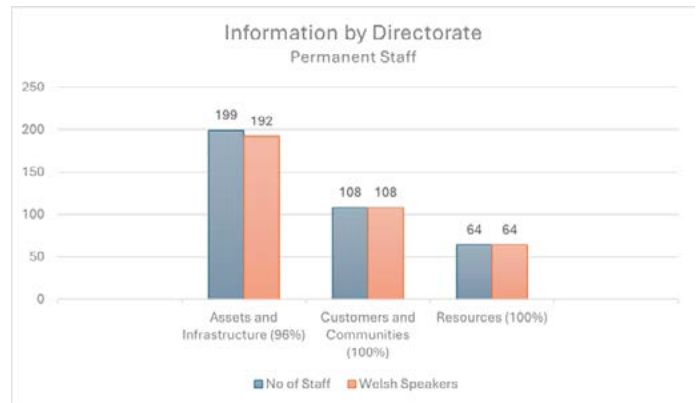
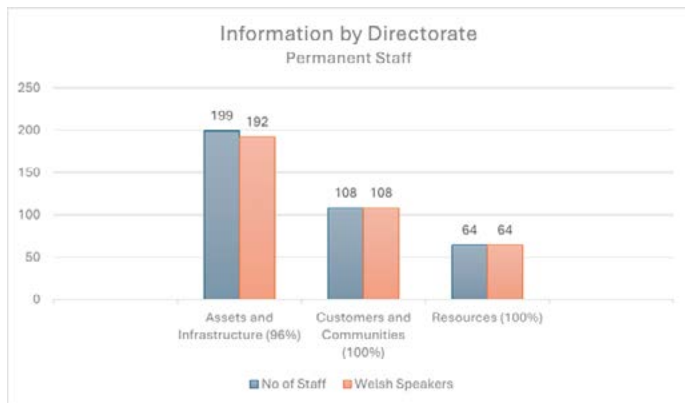
2.0 Complying with the Language Scheme

In this section we will look at how we have complied with the three performance indicators in our Language Scheme which are DICCG01 (Equality and Diversity), DICCG02 (Standard of Welsh Language Services) and DICCG03 (Development of Skills). We will also look at our Action Plan which is a combination of implementing measures within our Language Plan and a wider Action Plan which has been developed following the establishment of a Language Working Group in 2020. It helps us to go beyond merely complying with our Language Scheme.

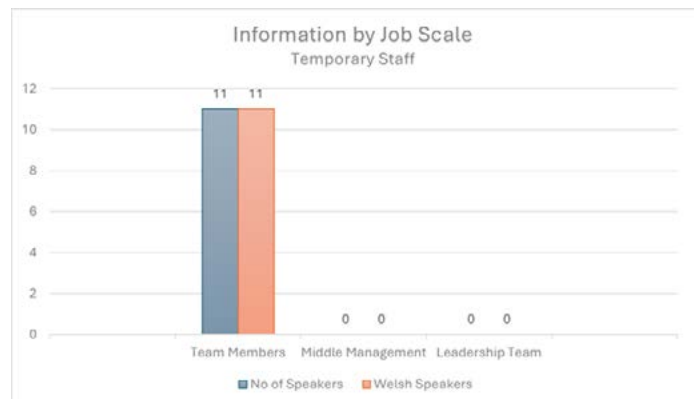
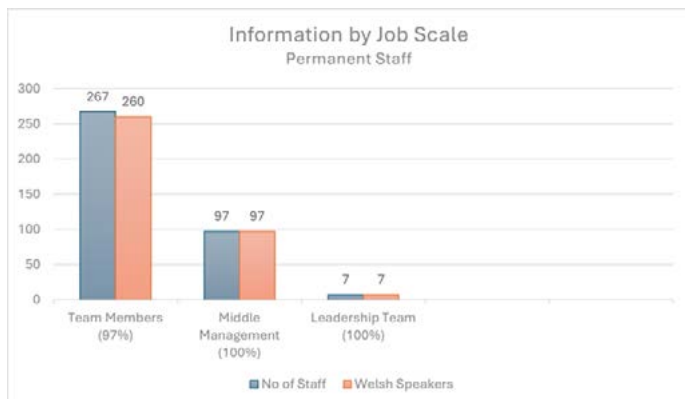
2.1 DIGCC (Equality and Diversity) - Number and percentage of Adra staff that can speak Welsh, by department, job scale and workplace. This information is also split to permanent staff and temporary staff

The Human Resources department collects information about the language ability of staff. At the end of 2024/25, 98% of Adra staff were Welsh speakers. The percentage has not changed since 2023/24 which is great news. We are very proud that we continue to report such a high percentage and are proud of the linguistic ability of our staff.

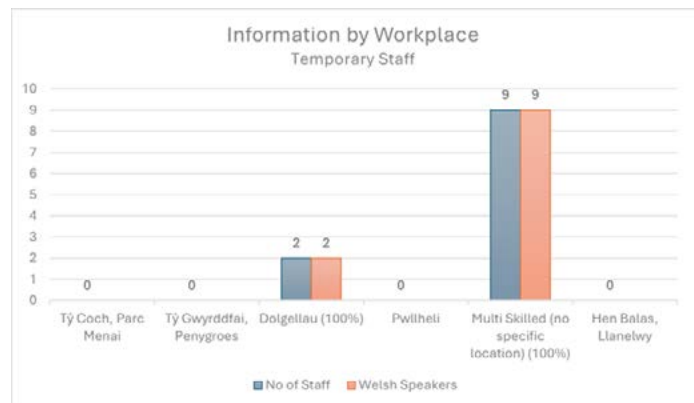
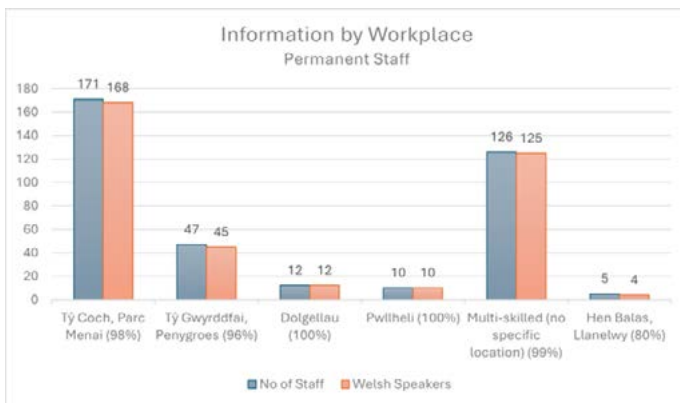
Information by Directorate



Information by Job Scale



Information by Workplace



- 2.2 DICCG02 (Standard of Welsh Language Services) Number of complaints received about the Welsh Language Schemes' operation and the complaints percentage that were treated in compliance with Adra's corporate standards.

Complaints about the implementation of the Welsh Language Scheme are handled in accordance with our Complaints Policy. This ensures consistency in the way that complaints are treated. No formal complaints were received during the period in question which gives us confidence that our customers and the wider public are satisfied with the standard of the Welsh language services we provide.

- 2.3 DICCG03 (Development of Skills) Number and percentage of staff who have received Language training.

We note that 2 members of staff attended formal Welsh learning courses during the period in question. We work closely with organisations such as the National Welsh Learning Centre, Nant Gwrtheyrn and Bangor University on an ongoing basis to identify individuals who want training and offer training that suits them. We encourage employees to develop their language skills and we've shared messages on 'Clic', the company's intranet, during the year to inform of an opportunity to attend training.

We also note that 4 of the company have completed the Social Housing Sector Work Welsh course on the National Welsh Learning Centre website - a course we helped to create in 2022. The course gives employees a taste of the Welsh language with the hope that they will move on to follow a formal course in the future. We will give support and encouragement to these 4 to move forward in their learning journey over the next year.

2.4 Action Plan

1. Language Charter – creating a dynamic and innovative Language Charter that will be visible to ensure that Adra staff and others are aware of Adra’s commitment to the Welsh language.

Ref.	Action	Target Completion Date	Update
1.1	Produce and launch a Language Charter which includes Adra's language objectives as set out in Adra's Language Scheme, Corporate Plan and Community Strategy.	March 2021	Charter launched on the 1st of March 2021 and available to view on Adra and the Welsh language page on our Website. Artificial Intelligence technology was used to develop a short video for staff and subcontractors explaining the purpose and content of the Charter.
1.2	Encourage other Housing Associations in Wales and similar organisations to adopt the Charter for their own organisations and assist them in complying with all of the charter objectives.	Continuous	Charter is part of conversations that Adra's Senior Officers have with other Housing Associations jointly and other initiatives related to the Welsh language. Special attention was drawn to the Language Charter at the Adra Language Conference on 30 April 2024.
1.3	Review the impact of the Charter annually on the use of the language and report this as part of the annual monitoring arrangements of the Adra Language Scheme.	Annually	A short section on the Charter in this report (3.2) and what has been completed.

2. Engaging with others – work with Mentrau Iaith, organisations with a specific interest in the language and companies that have or would benefit from increasing the use of Welsh in their organisations.

Ref.	Action	Target Completion Date	Update
2.1	Create a dedicated page on the Adra website about the Welsh language so that external stakeholders have easy access to information about Adra's commitment to the language and to attract people to work with us on language initiatives.	Continuous	The Adra and the Welsh language page is live which contains our vision in terms of the Welsh language and our Language Charter. There is useful information on it such as information about the taster course Cymraeg Gwaith that Adra has developed with the National Welsh Learning Centre for Social Housing Sector employees and a link to an Introduction to the Language and Culture of Gwynedd.
2.2	Being seen as a key partner by others as an organisation that can help to increase the use of the Welsh language.	Continuous	A member of the Gwynedd Language Forum. Gwynedd Council leads the forum with other organisations operating in Gwynedd as part of the forum. The main purpose of the forum is to come together to see what things we can work together on instead of work being duplicated across the county.
2.3	Further connections have been made following our Language Conference - work is taking place to hold community events jointly with other organisations. More discussion and collaboration with other Housing Associations about Language Standards and what we can do as an organisation to help others.	Parhaus	Comisiynydd y Gymraeg wedi siarad yn ein Cynhadledd Iaith ar yr 30 Ebrill 2024. Trafodwyd bwysigrwydd cyd weithio ymhlith cymdeithasau tai i gydymffurfio efo'r Safonau Iaith pan ddônt i rym. Rydym yn awyddus i fod yn gwmni angor fydd yn cydweithio efo'r Comisiynydd i hwyluso Actioniad y safonau newydd.

2. Engaging with others – work with Mentrau Iaith, organisations with a specific interest in the language and companies that have or would benefit from increasing the use of Welsh in their organisations.

Ref.	Action	Target Completion Date	Update
2.4	Identify special days / weeks celebrating the Welsh language (e.g. Welsh Rights day in December, Shwmae Sumae Day in October, St David's Day) and promote and support these days through our social media / staff message etc.	Continuous	Our Welsh Communication Plan identifies special dates and holidays where we can plan in advance what messages we want to share in relation to the language.
2.5	Hold a Language Conference to start discussions about implementing Welsh Language Standards in the Social Housing Sector together with encouraging working in partnership on initiatives relating to the Welsh language.	April 2024	Event taken place. Guest speakers including the Welsh Language Commissioner, the Welsh Government, the Urdd, Menter Iaith Gwynedd. It was an energetic and hopeful day and several work streams and connections were created.

3. Welsh in our Communities – promote Adra's Welsh language values in areas that we now operate where Welsh is not as strong to influence and entice more people to learn Welsh.

Ref.	Action	Target Completion Date	Update
3.1	Identify non-Welsh speaking tenants who are eager to learn Welsh and help them on the right path to suitable training.	Continuous	Budget available to offer Welsh learning courses to tenants under the banner of our Community Strategy. During 2024/25 12 tenants have received information about courses to improve their Welsh after they expressed interest through our Customer Panel.
3.2	Work with our Community Team to organise events through the medium of Welsh in our communities.	Continuous	During 2024/25, many community activities were seen taking place where the Welsh language was seen and heard from St David's Day Celebrations to Estate Cleaning sessions. More information in point 3.8.

3. Welsh in our Communities – promote Adra’s Welsh language values in areas that we now operate where Welsh is not as strong to influence and entice more people to learn Welsh.

Ref.	Action	Target Completion Date	Update
3.3	Develop a welcome pack for new tenants that includes information on events in their areas and references to Welsh learning services etc	September 2025	<p>New customers of Adra in Gwynedd receive a copy of Introduction to the Language and Culture of Gwynedd via an email link.</p> <p>We are working towards ensuring that a similar presentation is available in every single area where we provide homes - various conversations have taken place and we hope that we can get this done during 2025/26.</p>

4. Internal Compliance - ensure that we comply with all of the requirements within our Language Scheme and report on performance on an yearly basis to the Welsh Language Commissioner as requested

Ref.	Action	Target Completion Date	Update
4.1	Maintain database on language preferences of existing staff.	Continuous	Information collated and held on the language ability of staff and noted on a database by the Human Resources Department. 98% of Adra's permanent staff can speak Welsh.
4.2	Maintain a database of Welsh language complaints.	Continuous	A register of complaints is maintained centrally within the company and any complaints are directed to the Head of Governance. No formal complaint was received about the Welsh language during 2024/25.
4.3	Reporting to the Welsh Language Commissioner about Adra's compliance with its Welsh Language Scheme and setting out what is being done to go beyond mere compliance.	Annually	The monitoring report is submitted annually to the Commissioner.

5. Impact Monitoring - to ensure that our work in connection to the Welsh language is effective, we will monitor the impact in the ways noted below.

Ref.	Action	Target Completion Date	Update
5.1	We will assess through our annual staff satisfaction survey what impact working through the medium of Welsh has on staff satisfaction.	2023 Survey	A question was included in the 2023 Staff Satisfaction survey about the Welsh language in Adra. 98% of Adra's staff considered that Adra gives a prominent place to the Welsh language and that they are very proud of that. A full survey will again take place in October 2025 where we can assess the satisfaction once again.
5.2	Review evidence and monitor the impact of Adra's developments on the Welsh language.	Continuous	The Development Department has commissioned a Questionnaire to collect information from customers in our new developments in relation to the Welsh language. Officers have been out carrying out questionnaires on estates where people had already moved into their homes and now the questionnaires are being filled out during the lettings meeting (moving in). Any impact on the Welsh language will be monitored by re-conducting the questionnaires over time on these estates.

3.0 Promoting the Welsh Language and Raising Awareness

3.1 Language Working Group

Our Language Working Group was established in 2020. The working group includes staff from different departments. The Language Working Group is responsible for spreading the word within the company about the Language Charter. The members of the working group are important links in ensuring that the messages of our Language Scheme and work that we strive to undertake beyond the Language Scheme are conveyed and understood by people across the company. An Action Plan has been created and actions from that plan have been incorporated into our main action plan shown in section 2.4 of this report.

3.2 Welsh Language Charter

The Charter was launched on March 1st 2021 to coincide with the St David's Day celebrations. It has been well received internally and by our partners through our various social websites. The Charter in its entirety can be found on our website here:

<https://www.adra.co.uk/en/about-us/our-direction/language-charter/>

This is how we meet each one of the promises included in the Language Charter:

	Our Promise	How we achieve this
1	We will adhere to all the commitments in our Welsh Language Scheme ensuring that we treat the Welsh and English languages on the basis of equality.	Adra staff are aware of our Language Scheme and Language Charter and strive to ensure that our customers receive the best possible service in the language of their choice.
2	We will ensure that practical methods are in place to ensure that our customers and potential customers can interact with us through the medium of Welsh.	All our front line call centre staff are bilingual and all our documents and information are available in both languages.
3	We will be open and transparent in relation to our performance on Welsh language matters by monitoring and reporting Adra's compliance with its Language Scheme on an annual basis. This will be available for all our customers to see.	We report to the Welsh Language Commissioner annually on our performance on language issues. The 'Adra and Welsh' page on our Website will include the report to the Commissioner so that it is visible to all our customers and stakeholders.
4	We will appoint Welsh Language Champions on Adra's Board to ensure that the Welsh language is prominent on the company's strategic agenda.	A Language Champion has been appointed to Adra's Board since 2017 and is extremely supportive of Adra's work in relation to the Welsh language. He is also a member of the Language Working Group.

Our Promise

How we achieve this

- | | | |
|----|--|--|
| 5 | We will create an inclusive Welsh Language Working Group of Welsh speaking staff, learners and non-Welsh speakers to help the company ensure that the Welsh language is prominent in the workplace. | A Language Working Group has been created and meets three times a year. An Action Plan has been drawn up to move the company's language agenda forward with the guidance of the members of the working group. |
| 6 | We will make it easy for customers and the public to present any complaint they have regarding the Welsh language and learn lessons from any mistakes we make. | Adra has a comprehensive complaints policy in place and individuals can make complaints in relation to the Welsh language by following the process in this policy. |
| 7 | We will use our role as a housing provider in non-Welsh speaking areas to promote the language in the best way we can. | Attached to the Working Group's Scheme of Work is the desire to ensure that the Welsh language permeates the smaller Welsh communities and we can use our influence and work with others to do this as we develop and manage more homes across North Wales. |
| 8 | We will always promote and encourage customers, staff and partners to use the Welsh language as we recognise that the Welsh language is essential to the life and culture of many of the communities in which we operate and an essential element of our work. | We can influence as a Housing Association of considerable size to encourage people to use the Welsh language and assist staff and learner who are customers to speak the language by being patient and helping them on their journey and offering advice and guidance. Members of the Language Working Group play a specific role in this respect as they are language champions within the organisation and live by the values of the Language Charter. |
| 9 | We will work with partners to help the Welsh Government meet its ambitious target of securing one million Welsh speakers by 2050. | We have established and we are developing connections and through that, hopefully, we can identify those customers who live in our homes who do not speak Welsh and encourage them to learn. This will go some way to assisting the WG target. |
| 10 | We will work with others to share good practice in relation to the Welsh Language Standards. | Our Language Scheme is very robust and comprehensive, we are used to adhering to the very highest standards in relation to the language since the company was established in 2010. We will be well placed to help others on the way to comply with the Standards when they come into force for Housing Associations and hopefully we can pass on our extensive experience to others. |

3.3 Staff Induction

The Welsh language is firstly promoted amongst staff by including our Language Scheme in induction packs for new staff members. Also, the Welsh language is promoted during corporate induction sessions that each new member of staff attends. During the year we have launched a specific section on our intranet for the Welsh language. Staff can browse through the various information available e.g. information about language training, our Language Charter, various resources all in one convenient place.

3.4 Use your Welsh

Promoting the Welsh language is an activity that takes place as part of our 'Use your Welsh' campaign. Constant messages have been shared on Social media pages encouraging our customers to use the Welsh language services available such as the website, talking on the phone and that we welcome correspondence in Welsh. Two videos have also been created and shared on our social media talking about the Welsh language services available and to encourage people to use the Welsh they have with us - this is a clear message we emphasise with customers and staff.

3.5 'Iaith ar Waith' Conference

A major event in our calendar during the past year was the Language Conference held on April 30, 2024 at our office in Penygroes, Tŷ Gwyrddfai. Our main guest speakers was Efa Gruffudd Jones, the Welsh Language Commissioner. There were also other guest speakers namely Bethan Griffiths from the Welsh Government, Sian Morris Jones from the Urdd, Dr Simon Brooks and Iwan Hywel from Menter Iaith Gwynedd. The speakers gave us a picture of the situation of the language nationally, regionally and locally and fired the imagination of the fifty plus audience that came to the conference. We also celebrated the successes of the Welsh language within the business by sharing good practice and promoting our work program relating to the Welsh language - including a policy on the use of the Welsh language internally. It was also an opportunity to start discussions in the sector about the language standards and how we can be an anchor company to encourage and support other housing associations to comply with the standards when the time comes. We believe that the event was a successful one, one that sparked a bit of enthusiasm especially among our peers from other housing associations who were present. Here is a [short video](#) of interviews with the guest speakers who summarises their thoughts following the event.



3.6 Promotional Video

We have also created a longer video mentioning all our activities related to the Welsh language. We believe it is a very valuable video that shares our work and our vision and indicates where we are in terms of our language journey as a company. We believe that it captures all the good work that takes place here and the relentless effort within the company to ensure that we promote the Welsh language in all areas of our work. [Here is the link to the video.](#)

3.7 Academi Adra

We play an important role in providing training and apprenticeship opportunities for young people. Continuous work is taking place to raise awareness about Academi Adra. Academi Adra offers numerous opportunities through us and our partners to help people develop skills and find work in the world of construction, administration and customer service through the medium of Welsh in their local area. Support can be offered to look for employment, training, starting a business and building confidence. Since September 2023 all construction courses through Adra Academy have been through the medium of Welsh in our Decarbonisation Hub in Tŷ Gwyrddfai, Penygroes. This is a [short video](#) about a local individual who found work through the Academy with a local employer where he can speak Welsh in his work every day.

3.8 Welsh in our Communities

We have a strong Community Team who work hard to ensure that our customers have the opportunity to engage and feel part of a close and friendly community. A number of activities are held as part of the community program annually and everything is mainly held in Welsh. By arranging community events like this it gives everyone the opportunity to come together, hear the Welsh language being used in everyday conversation across all our communities in North Wales. This is a taste of events during 2024/25 where the Welsh language was spoken by our staff with children and residents of the communities we serve.



Environmental Days - an opportunity for conversation and fun in Welsh while collecting litter around our estates



Chatting and Climbing - Climbing Session in Welsh for children in the Caernarfon area



Welsh across the Generations - Residents of Fron Deg, a new development in Pwllheli enjoying celebrating Christmas with local school children.

3.9 It was reported last year that we had completed the work with the National Welsh Learning Centre to develop a vocational taster course 'Cymraeg Gwaith' specially tailored for the Social Housing Sector. The course is on the National Welsh Learning Centre website and is available for anyone to complete free of charge. The course equips those who follow it to provide a first-class service to customers through the medium of Welsh but also assist with the Government's target of securing 1 million Welsh speakers by 2050. It appears from the figures that the course is now getting through to the Human Resources training units of other Housing Associations across Wales with 66 individuals registered on the course. We believe that this shows that Adra is starting to have an influence on others in the sector and we look forward to continuing to spread the message about the course and seeing more commit and complete the course over the next year.

4.0 Management and Administration of the Scheme

4.1 Governing Arrangements and Internal Scrutiny

The Audit and Assurance Committee is responsible for the implementation of the Language Scheme as noted in our Standing Orders. This Monitoring Report assesses the compliance against the Scheme. This monitoring report was presented to the above committee on the 11th June, 2025 for approval before presenting it to the Commissioner.

4.2 Website and Social Media

Our intranet, [website](#) and all social media channels are bilingual and conform with our Welsh Language Scheme. The content is checked for accuracy before being uploaded and published with individual departments responsible for several pages such as lettings, developments and jobs. Each page owner receives a message every quarter to encourage them to check the content of the relevant parts of the website that are their responsibility, and the Digital Communications Officer carries out spot checks of the information on the corporate website and the intranet for quality assurance. We can ensure detailed monitoring and consistency with an arrangement like this. There are no plans to increase the use of Welsh as the content is entirely bilingual according to current arrangements.

It is also noted that we ensure that we communicate bilingually when sharing information and communicating on social networking sites such as Facebook, X/Twitter, Instagram and LinkedIn. The content of these pages are managed by our Communications Team to ensure the quality and correctness of the material as well as language standard.

The Communications Team is also very proactive on social media sharing and re-tweeting messages from other organisations that promote the Welsh language. They aim to share any information about Welsh language events and language lessons or training available to ensure that the messages reach the widest possible audience.

We have a specific section on our website to identify our work linked to the Charter. This page is an useful reference point for anyone who wants to see the good work going on in relation to the Welsh language.

4.3 **Meetings and Administration**

All our Board and Committee meetings are bilingual with officers presenting their papers and being encouraged to do so in Welsh as the main business language. All papers are translated before meetings with simultaneous translation facilities available on the day to encourage use of the Welsh language.

4.4 **Welsh on our Board**

Our management Board consists of tenant members, independent members, nominees from Gwynedd Council and co-opted members. There were 12 members on the Board in the period in question and 11 of the members could speak Welsh. All members are proud that we are a fully bilingual housing association and is keen to see us do more within the sector to help others operate bilingually. They are also keen that we report on the Board's linguistic ability to the Commissioner as a matter of good practice and in the spirit of openness and transparency.

We therefore report, for 2024/25, that 92% of the Board are fluent Welsh speakers.

When recruiting new Board members, the Welsh language is indicated as desirable on the job description and the Board's papers are available bilingually. A simultaneous translation service is available at all meetings to allow Members to converse in their preferred language as mentioned above in 4.3.

We are committed to fund any Welsh language courses and lessons that members wish to attend, and we will do everything we can to support them in reaching their goal of being Welsh speakers to a level of their choice.

We also note that a Language Champion role has been established on the Board with Cai Larsen taking up the post since 2017. The Champion is responsible for maintaining the Board's focus on Welsh language issues and supporting the business in all that it does to ensure that the Language Scheme is given a deserved place at all levels within the organisation. Cai is also a member of the Language Working Group.

4.5 **Provision of Bilingual Front Line Services for Customers**

All front line services provided to our customers are bilingual with every staff member within the Call Centre able to speak Welsh and can deal with all aspects of their post confidently in Welsh.

During 2024/25, 2 bilingual editions of the tenant newsletter was issued with information about our services along with stories from the housing sector. One was published in the Summer and then the Winter edition which can be seen [here](#). A digital copy was sent via email or text message to our customers who have chosen that and by post to the rest of our customers.

4.6 **Contractors Compliance with the Language Scheme**

Our contractors' ability to comply with the Welsh Language Measure and our Language Scheme is part of the selection criteria within our formal process. The supplier's tender submission forms part of the final contract between us and the supplier so it is a contractual requirement that all contractors comply with the Language Scheme. The

Language Scheme is included with contract opportunities advertised by us to promote the principles of the Language Scheme.

Our Communications Team monitors communications material produced by suppliers for sharing with customers, and works proactively with contractors. Our contractors, commissioned by the Assets and Infrastructure team, receive an information pack containing guidelines for producing Welsh language communications.

When providing services to tenants, contractors do this in the customer's language of choice ensuring that letters, consultations, information leaflets, posters and signs are in Welsh and English. When contractor have arranged their own correspondence or bilingual signs they will be referred to the Digital Communications Office to ensure quality.

An information sheet is shared with contractors and service providers with the Language Scheme to give guidance on how to comply with our language scheme and where to go for additional help.

Information about the Welsh Language Course for the Social Housing Sector that we have developed with the Welsh Language Learning Centre will also be shared among our contractors. It provides an opportunity to ensure that everyone who visits or speaks to our customers on our behalf can at least start and maintain a simple conversation in Welsh. This ensures that customers are given the very best service in their language of choice.

5.0 Good Practice

- 5.1 We employ two Corporate Translator to ensure that there is a dedicated paper translation service in place within the company. By directly employing corporate translators it is possible to ensure consistency in our publications along with developing a technical translation expertise within the housing sector. The Senior Translator attended a Plain Welsh (Cymraeg Clir) course during March 2025 and it was good practice as a reminder that we need to write Welsh in a way that people understand and in a concise manner. We publish a large amount of documents and text for a variety of audiences - but mainly for our customers so messages need to be concise and clear in a language that everyone understands.
- 5.2 Another good practice is that we encourage our learners to contribute in Welsh in internal meetings. Chairs now ask at the start of meetings if learners are happy that the meeting is held in Welsh and clearly state that they are welcome to contribute in Welsh or English and encourage them to ask for clarification for anything. This is an effective way of immersing our learners and at the same time giving them the opportunity to contribute in whatever language they are comfortable doing so. We wants learners to know that all staff support their learning journey and we will be patient while they increase their understanding in the workplace.
- 5.3 We have writing guidelines that sets out our style of communication with our customers and stakeholders. It states that we speaks in a warm and friendly but knowledgeable and confident manner and as a result, all our letters and documents have been reviewed to ensure that our communications are suitable for our customers. The guidelines also provide guidance to ensure that our communications reflect the fact that we are a fair, open, ambitious and accountable organisation.

5.4 By now we use a hybrid system to hold Board meetings with simultaneous translation facilities also available. This enables Board members and staff to either join meetings from home or from the office and continue to be able to contribute in their chosen language. It was quite a challenge to get the technology to work but following trial and receiving positive feedback from those present, this method is used in every Board meeting if people wish to use it. We will also be using the hybrid system for external meetings with individuals and companies.

6.0 Priorities and Targets for 2025/26

6.1 Our priorities and targets for 2025/26 is to continue to comply with our Language Scheme and ensure that all our staff live and breathe the values within the Scheme. We will also continue to work and build upon the positive relationship with the Welsh Language Commissioner to ensure that we respond and comply with the requirements.

6.2 We also look forward to the arrival of the Language Standards that will soon be implemented for our Sector and the associated work from their implementation within the business. We look forward to the challenge and welcome the opportunity to work with the Commissioner and Housing Associations to do so in an effective and collaborative way.

6.3 We also want to build on the strong relationships we have with other organisations that work to benefit the language. Since our Language Conference, the spirit of working together has increased and opportunities where we can come together rather than working alone have been identified in many areas within the business. During 2025/26 we want to see ideas and initiatives bear fruit.

