

Culture Committee - CC-3-02(p.2b)

Date: 23rd January 2002

Time: 9.15am-12.45pm

Venue: Muni Arts Centre, Pontypridd

Culture Committee's Review of the Welsh Language / Presentation to the Economic Development Committee

Menter a Busnes - Full Response

This response concentrates primarily on the theme of Economic Development.

Main Points

- i. What is the connection between the economy and the Welsh language? In the past there was a perception that one caused problems to the other – the language as a barrier to developing the economy, and economic development having a negative effect on the language. Experience shows the link is more complex and varied than this. In a Wales that is changing rapidly the key questions are:
 - o How can we use the language and culture as assets to contribute to improving the economy?
 - o How can strengthening the economy have a clear positive impact on the language?
- i. As Chwarae Teg has been assisting to maximize the potential of women in developing the economy in Wales, so Menter a Busnes has been working with people who speak Welsh.

For a variety of reasons people who speak Welsh tend to work in the public sector, in traditional sectors, and they are half as likely to start a business. So 500,000 people in Wales were less likely in the past to generate more jobs.

Menter a Busnes has been developing ways of encouraging Welsh speakers to become more enterprising and economically active. They now feel more positive about doing things themselves. But there is a long way to go. We now need to create practical ways of letting people turn their dreams into reality, and of creating more activities in sectors with higher incomes. So that's where Menter a Busnes is moving as a result of the success of the initial work – as a part of the big economic development jigsaw in Wales – a small part but one that can make a real difference.

- ii. In the past physical resources and traditional capital were the primary or the only drivers of economic development.

Looking to the future it's obvious that the people of Wales as a resource will be far more important than in the past in creating economic advantage.

So developing people resources including communication and language skills is increasingly important.

Combining this trend with technological change, the mobility of people, the need for sustainability, and the new framework provided by the National Assembly for Wales (NAW) – we then have a new opportunity to create a connection between the economy and the Welsh language that is advantageous to both.

iii. As well as the general benefit of integrating both, all kinds of other opportunities exist:

- Contributing to developing the Knowledge Economy
- Enhancing individual sector development programmes
- Spreading economic benefits through Wales
- Accelerating the improvement of skills
- Ensuring advantageous language usage in commercial situations
- Strengthening Wales' image
- Etc

i. We believe that all economic development agencies (local and national) can build into their activities the process of making the most of the assets of Welsh language and culture in a way that strengthens the impact of these activities.

We also believe in addition there is a means of combining the efforts of these organisations to create a way of converting new ideas into practical action – co-operating with elements of the work of the Welsh Language Board. This would be possible without creating a new organisation.

vi. Hopefully it will be possible to discuss these ideas as a part of the consultation.

1. The relationship between Language and Economy

1. Introduction

The paper outlining the scope of the review (Appendix C) notes one of the Potential Barriers under the theme of Economic Development as "Failure to understand that

economic development is essential for language development". Rather than a lack of understanding we believe that a superficial understanding of that connection is the main barrier – "In Welsh speaking areas we'll build a factory, attract companies – jobs will come, and the language will be fine!"

'Diversity Dividend – Language Culture and Economy in an Integrated Europe' published by the European Bureau of Lesser Used Languages notes:

"Two contrasting but intimately inter-related myths have traditionally clouded our understanding of the language-economy link. The first is the once influential and now largely discredited 'modernisation' thesis that views linguistic diversity as an impediment to economic progress. The psychological correlative of this view among some language campaigners is a deep suspicion of economic development as something intrinsically inimical to the well-being of the language they seek to retain.

Neither view has much to do with reality. Economic development can have a positive influence on a language, or a negative one, and the same is true of cultural-linguistic influences on the economy. This complexity is reflected in the diversity of experiences of Europe's lesser-used language communities.

Most minority language regions are located in Europe's economic periphery, but it is by no means true that all minority language regions are economically 'backward'. Instead, what emerges from historical and contemporary cross-cultural analysis, is a pattern of uneven development that has had different implications for language maintenance at different times and in different places." In Wales there was in the past a natural connection with several sectors like ship building, coal and slate – so this interlinking is not unnatural.

The connection therefore is complicated – but extremely significant. In "Language Revitalization – Policy and Planning in Wales" edited by Professor Colin Williams, the description of the connection in Ireland notes:

"Furthermore, Ó Riagáin's (1997) study demonstrates that government initiatives in economic, social and regional planning spheres have more important effects on language patterns than do government language policies themselves."

and

"A belated concern with holistic language planning now characterizes the Irish experience. But for far too long it was assumed that dedicated language initiatives, based in part on good will and in part of a symbolic adherence to Irish as a token of national identity, would suffice. Too often in the literature related to lesser-used languages, the Irish example is quoted as a missed opportunity, or as an illustration of how difficult it is for government top-down planning to initiate processes of language revitalization. The reality, of course, is far more complex and we accept Ó Riagáin's view that language policies 'cannot be treated as an autonomous, independent factor'."

In the recommendations for potential areas of action for the future, one suggestion is:

"To initiate practical strategies which will relate aspects of community language planning in a more focused manner than hitherto to economic and regional development programmes."

Naturally in the last period in Wales the emphasis has been (from the language perspective) on the use of Welsh. But it is increasingly appreciated that it is not possible to separate the use of the language from the people who speak it and all the related considerations.

By now some greater understanding of the relationship exists, primarily as a result of the pioneering work of Menter a Busnes. Indeed it is suggested later in this paper that a mode of operation can be envisaged in the future that can add value to economic and linguistic development.

2. Geographic considerations

One key consideration is the link between the language and specific geographic areas. The significance of "traditional heartland communities", "areas where the Welsh language is strong" and many other descriptions are noted in the consultation paper. The concept of a "Welsh speaking community" is key to the whole discussion. But in considering this concept today it is essential to keep in mind the changes affecting "Welsh speaking areas", as well as the relationship with the rest of Wales.

In Ireland there has been an emphasis for over forty years on specific economic development in the Gaeltacht areas (noted as the most Gaelic-speaking areas since 1926). But despite all the development in these areas the link with the condition of the Irish language is still unclear. There has been considerable decline in the language in this period in these areas (although the situation could have been worse had it not been for these developments). Certainly the lack of integration of economic and language policy has been a factor.

With regards the changes affecting 'Welsh speaking areas' the main elements are well-known (economic re-structuring, migration, etc). But in addition to these generally accepted elements some other factors need to be recognised.

- How the meaning of community is changing. Increasing mobility means that the geographical elements associated with community (the village mainly) are becoming less significant. The similarities between rural and urban living are increasing, with a range of different communities in the same geographic area. Young people's perception of community is certainly changing very quickly. Communities or networks of interest are increasingly significant – and they must be used proactively in the future.

The reality of living in 'Welsh-speaking areas' is very different to the perception of people not living in them.

- The relationship between Cardiff and the rest of Wales (and perhaps more broadly between town and country). The Cardiff factor does not have to be seen as negative (as many people do) – but it needs to be considered when looking to the future.

Young people especially need a social-economic magnet, and this need has wide-ranging implications.

These elements are discussed further in section 4.

Also in "Language Revitalization – Policy and Planning in Wales" mentioned earlier, the comparison with the Basque Country is interesting:

"With the possibility of faster travel and the rapid spread of new forms of communication, Basque speakers are engaged in relationship networks which no longer necessarily have a local geographical basis. The question is how many of these networks can be reserved for Basque, alongside the more traditional domains."

Therefore in addition to the link between language and specific geographic areas the connection with particular domains (i.e. fields of interest) is also crucial, especially in this context the socio economic.

1. **Menter a Busnes**

Since 1989 Menter a Busnes (a not-for-profit company) has aimed at developing ways to enable Welsh speakers to become more productive and active economically.

The companies Development Plan outlines:

1. **"Why an emphasis on Welsh speakers?"**

The perception that Welsh language culture in particular lacks economic confidence and entrepreneurship is not new. On the basis of information supplied by the population Census, a team from the University of Wales Aberystwyth concluded that there was a statistically significant link between Welsh speakers and non-Welsh speakers and economic activity. They noted specifically the over-dependence on the public sector, the strength of agriculture, the under-representation in specific sectors such as manufacturing and management and a lower rate of increase in self-employment. The regional variations were also noted, especially between south-east Wales, and the rest of Wales.

The reasons for this activity pattern are a combination of the structural and the socio-structural. On the one hand, there are external factors (e.g. capital, roads, buildings) which impose limitations, forcing a change of direction or creating new opportunities, whilst on the other hand there is the mix of values that frames people's perceptions of what is possible or desirable. Traditionally, economic development has tended to concentrate on the former, with insufficient attention paid to the human dimension's ability to initiate and manage economic change.

For Menter a Busnes, however, understanding the psychological and cultural context is as important as understanding the local economic infrastructure. From the outset therefore, the company has invested heavily in attitudinal research, using a variety of techniques, to promote better understanding of these issues as a basis for innovative development activities and programmes.

Recent surveys suggest that the attitudes of Welsh speakers are changing. However, changing attitudes is merely the first step. **During the next decade, attitudinal change will need to translate into new, additional economic activity to ensure innovative, entrepreneurial behaviour.** This must form the thrust of Menter a Busnes efforts in coming years.

(To some people any kind of intervention in the stream of the increasingly globalised economy is impossible. While recognising that government and the public sector generally needs to be realistic in terms of what it can achieve; not taking any action at all makes the work of NAW, WDA, ELWa, and everyone else meaningless. It also devalues the increasing relevance of people resources in the economic process.)

1.3.2. Replicating Menter a Busnes' experience with non-Welsh

Already some of Menter a Busnes experience has been useful to non-Welsh speaking or bilingual situations. Cwysi* (the farming families programme) is now being used more generally in rural areas. The Gorwelion* (career horizons) programme's Jobs Directories have been adopted by several Careers Companies as a useful general tool. The approach to developing entrepreneurship has been useful in developing the Entrepreneurship Action Plan for Wales.

* More information is available on www.menterabusnes.com.

3. The Economic Development Jigsaw

The economy of any region is influenced as much by its people, as by its location, its natural resources or its capital. Therefore finding new, effective ways of increasing or improving the quality of people's economic activity, especially those groups which under-perform, is becoming a significant theme in the field of development.

Defining the 'entrepreneur' in a totally satisfactory way will always be difficult. It is more relevant to talk about 'entrepreneurial behaviour' that can be displayed by everyone – as employees, as investors, as well as in the business sector.

Increasing people's capacity to behave enterprisingly in various situations will give Wales an added significant dimension in the continuing efforts of strengthening its economy. Developing a Knowledge Economy will not happen otherwise. Menter a Busnes is attempting to contribute to the process of converting such ideas into reality, as a key part of the economic development

jigsaw in Wales, which includes the statutory agencies, local authorities, training organisations, enterprise agencies, regional partnerships and others.

The nature of the work outlined above, is obviously central to the agenda of several organisations (WDA, ELWa, WTB, Careers Wales) and of course to the NAW and the National Economic Development Strategy.

Organisations such as Menter a Busnes have a very clear focus, the ability to operate creatively, to be close to their market and to add considerable value, and there is a need to ensure continuity in future or the overall process could lose much of its effectiveness and momentum.

4. Success to date

It is now clear that major attitudinal change is taking place amongst Welsh speakers towards business and economic confidence in general. The wide-ranging work accomplished by Menter a Busnes is achieving results, and traditional weaknesses such as lack of confidence and a dearth of role models are disappearing. The latest stage of the attitudinal research (completed in 1999) confirms that the gap between the confidence of Welsh speakers and non-Welsh (as a comparative group) in terms of enterprise and business has disappeared and that many positive signs to the future are emerging. The main finding of the Attitudes to Business: 1999 Research Report (Beaufort Research) concluded:

"... General enthusiasm for business and self-employment has waned among NW over the last eight years while there is no such trend apparent among WS. If anything, WS have developed a more positive outlook on self-employment in certain respects since 1991."

The task in future will be confirming this increased confidence and converting attitude change to behaviour change.

As part of the same work a review of the partner organisations with whom Menter a Busnes has worked highlighted a number of issues and directions for the future.

The main thrust of views was extremely positive in terms of approach and effectiveness (in the words of partners):

- "The standard of services carried out by permanent staff at Menter a Busnes are very high ..."
- "The professionalism is outstanding. Everyone I've met has greatly impressed me in every respect ..."
- "One of the most impressive organisations I've come across in Wales. They have a clear vision of what they're about and can translate it into clearly focussed activities ..."

- "... The broad consensus seemed to be that Menter a Busnes has been successful ... most respondents seemed to genuinely think that Menter a Busnes has made a difference ..."
- "Menter a Busnes has contributed to the new confidence ..."
- "We've found that they've done useful work – because, I suppose, it's resulted in real things that you can use, like the games and the directories. That's better than just talking about the problems, like most do."
- "Taken alongside the findings of the quantitative research, the picture which emerges is a very encouraging one. The changes in many of the perceptions and attitudes of the Welsh speaking public in Wales have been both positive and significant."

In addition to various work completed for other organisations in Wales, the latest activities include:

CWYSI (a project aimed at helping farming families to increase economic activities):

- Advised 5069 farm businesses
- Advised 1743 off farm employment
- Established 128 initiatives
- 93 Group activities established
- Provided 3199 trainee placements
- Generated £1,198,103 of private sector investment
- 443 jobs created/saved

GORWELION (project aimed at extending the career horizons of Welsh speakers and to promote the use of Welsh in the workplace):

- Nearly 900 employers have been listed in the Jobs Directories
- Direct contact was established with 10,270 school students and indirectly with another 44,750 students
- Contact with 117 secondary schools and further education colleges
- Direct contact with 2700 parents of young people and with over 20,000 indirectly as part of the Parents Project

CROESAWIAITH (established to strengthen the links between Welsh language, culture and the tourism industry):

- The Croesawiaith concept presented to 1500 individuals
- 80 businesses receiving support/advice
- 200 businesses contributing to 'Cwlwm Croeso Cymru'
- 40,000 copies of 'Croeso Cymru' published
- www.welshwelcome.com website established

These activities were in addition to projects related to business services, education, the media, and actions forming a part of national programmes.

Full details are available on www.menterabusnes.com.

3. Aims

Menter a Busnes' mission is "to increase the economic activity of Welsh speakers for the benefit of the economy in Wales". Menter a Busnes seeks to ensure that Welsh speakers make a full contribution to the field of business, employment and community by increasing considerably the number that:

- Establish new ventures in a wide variety of sectors
- Develop existing companies
- Invest in businesses
- Work in and manage all kinds of organisations
- Stimulate economic activity in the community

And in the long term, create vibrant, confident communities which plan to contribute to their own economic futures, with people displaying enterprising attitudes and reacting creatively to the challenge of change.

Menter a Busnes will continue to work in partnerships with a range of organisations, particularly within the WDA's framework of programmes:

- To develop and operate new techniques and programmes which add value to the economic development process
- To work with local organisations in specific areas with special needs to integrate the

range of activities available locally to maximum effect

- To aim to act as a catalyst for new 'organisations' or commercial initiatives in the private and public sectors

3. A new phase

The company has been at the forefront of developing techniques to change perceptions to entrepreneurship. Indeed this experience has and will continue to prove valuable in implementing the strand in the Entrepreneurship Action Plan on promoting an entrepreneurial culture.

As there is clear progress on encouraging more positive attitudes amongst Menter a Busnes' primary target group it is now time to move to the next major phase of development – in two ways.

Firstly, moving from feeling more positive about enterprise to actually doing it (for example, starting a business) needs more than merely providing business start-up services, because most people would still not get to the stage of saying "I'm going to do it!" In the next three years an increasing emphasis will therefore be on developing and delivering activities that will get more people to the starting line (be that to start a business, develop their business, get involved in community economic action, invest in entrepreneurial ways, or whatever). The initial process is to be developed with the Enterprise Factory that is now beginning. As with all elements of activities experience will be shared with others as it develops.

Secondly Menter a Busnes itself needs to recognise its own role as an economic player in developing proactive direct commercial activity. The establishment of Newidiem as a subsidiary company has been a particularly useful experience – not only in contributing to the financial capacity of the company to deliver more activities, but as a lesson in proactive commercial development.

Newidiem is a knowledge business that has ensured that some of the high-value spend on economic development consultancy has remained in Wales as opposed to being imported (import substitution). It has also started to sell services outside Wales (export).

Through such activities Menter a Busnes itself has built a small capacity to develop directly, in conjunction with the private sector, new kinds of high value knowledge-related activities that Wales needs that would not happen naturally. Therefore over the next three years Menter a Busnes will seek to use its own modest resources (i.e. not funding from outside sources) in a way that can directly assist new high value activities that would otherwise not happen.

Finally the company will be glad to co-operate with any processes that emerge within Wales that look forward proactively to ensure future potential can be fully realised, rather than merely catching up as in the past. A permanent 'Futures' function is much

needed in Wales, and there are signs of a growing awareness of such a need."

3. **A framework of information and understanding**

Despite all the work by many organisations already completed there is a long way to go:

- To develop a comprehensive understanding of the relationship between economy and language
- To link and integrate activity with the economic development framework (National Economic Development Strategy) and the executive agencies (WDA, ELWa, Local Authorities, Careers Wales The Tourist Board, etc).

1. **Recent changes and future trends**

There has been some progress over the last 20 years (as noted earlier) in terms of the link between the language, culture and economy. Language usage and its image in the business world has developed – but only to a certain point – the obvious areas of signage, promotional literature, etc.

A change in perception/attitudes of Welsh speakers towards enterprise, business and related matters has occurred over the last ten years – in the early 90's Welsh speakers were more negative on all counts than the rest of the population – by the end of the decade the situation has changed.

By now many see opportunities or commercial fields with potential in the language-economy link (tourism, language-related sectors, multimedia, the arts, etc).

In terms of the broad context of the next twenty years we need to consider:-

Economy – whatever its eventual scale a revolution is beginning to happen in economic foundations under the influence of technological changes (and many other trends), that means that physical resources (coal, oil) and traditional capital (land, property) are not the only factors affecting economic well-being. Some view people resources (creativity, communication skills, entrepreneurship, and innovation in the broad sense) as the crucial factor for economic advantage in the future.

Population – the change in age balance and an increase in mobility (combined with the previous point) will create the need for new models of economic development – e.g. when considering community economic development what do we mean by community?

Many other factors like sustainability are obviously also crucial.

Institutional changes – The establishment of the NAW will itself create a new framework for all fields of activity – and will lead to an evolution in the direction of all economic executive agencies, and a re-consideration of issues like Planning Policies and Sustainability.

These changes provide a new opportunity to integrate socio-economic and language policies.

2. Opportunities

In addition to the policy framework there is a need to consciously seek opportunities to add value to economic development – i.e. to increase and improve the quality of its impact; and at the same time add value to linguistic development. For example in considering the need to take advantage of the Knowledge Economy, in addition to the technical skills (scientific, engineering, computing) there is need for less obvious skills like creativity and imagination. Traditionally these skills have high priority in the Welsh language culture, but in a totally different context (literature and the arts more generally). Is there a way of intentionally joining these fields – to improve the quality and to accelerate our general ability to take advantage of these economic trends, while linking the Welsh language with the whole process?

These opportunities could be explored creatively in a way that integrates with other trends like:

- Developing the ability of people in Wales to themselves improve the quality of their economic activity
- Targeting economic sectors with particular future potential
- The private and public sectors jointly seeking to develop sectors and opportunities in proactive ways
- Developing the focus on building new skills
- Re-assessing and integrating developments in infrastructure, land use and property.

What is needed is a recognition of these possible opportunities (as well as the potentially positive implications on economic and linguistic policy). The mechanism to ensure this direction materialises will also be needed.

1. The Geographic Dimension

In addition to the issues noted above there is a clear need to ensure the geographic dimension is part of planning for the future.

In one context (others exist of course) the link with rural areas is a factor.

Many studies have described the state of the economy in Wales' more rural areas – one of the latest (Agriculture and Rural Development Committee NAW Review of Economic Diversification of the Rural Economy) summarises its condition:

"... It has an elderly and ageing population, lower output than the rest of Wales, lower productivity, lower earnings, lower rates of business creation and survival and a skill base that needs to adapt to meet the demands of a modern economy. Agriculture, the traditional base of the rural economy, remains significant but the long-term decline in employment and income has become even more pronounced in recent years."

Anecdotal evidence clearly highlights:

- An increasing exodus of young people. There has traditionally been out-migration of young people into higher education, but the trend increasingly seems to be affecting a broader range of young people. (The WDA Llwybro programme will provide, a greater understanding of underlying issues).
- An accelerating pace of change in the nature of rural communities. People seem to be travelling increasing distances to work and to socialize. Life in rural communities is becoming more urban in nature ("like living in a city with more gaps between people"). Within one generation in the future the traditional allegiance to a village community could be transformed.

The inter-relationship between town and country generally is an important factor.

"... Ideas of the country and the city continue to act as partial interpreters. But we do not always see that in their main bearings they are forms of response to a social system as a whole ... our powerful images of country and city have been ways of responding to a whole social development. This is why, in the end, we must not limit ourselves to their contrast but go on to see their interrelations."

(Raymond Williams)

As the Industrial Revolution had a massive impact on rural life, so the Information Communication Revolution will also – in ways we can only imagine at present.

In a major study of the impact of knowledge related sectors in the USA (Competing in the age of talent, Quality of place in the new economy – Richard Florida 2000) some of the main findings include:

- "In the new economy, regions develop advantage based on their ability to quickly mobilize the best people resources, and capabilities required to turn innovations into new business ideas and commercial products. The nexus of competitive advantage has thus shifted to those regions that can generate, retain, and attract the best talent;
- Quality-of-place – vital in attracting knowledge workers and in supporting leading-edge high technology firms
- Knowledge workers also express a strong preference for progressive regions that are youth-oriented and supportive of demographic diversity."

The current review by NAW of Planning Policy provides an opportunity to reconsider in the light of these trends.

Therefore, taking these issues into account, there is a clear need for an approach that maximizes the potential benefit of ICT within a context that dissolves some of the perceived barriers and differences between rural and urban life in Wales, and creates new models of living and working in rural areas that are themselves attractive to young people (dynamic, exciting, innovative, magnetic).

Some of the practical responses could include (examples only – not an exhaustive list):

- Establish a process of proactive development of high value opportunities
- Create a permanent system of keeping in touch with young people who are moving (within and out of Wales) learning the lessons of the WDA Llwybro programme
- Link the methods of forecasting skills requirements (including language skills) with employers needs and the interests of young people
- Develop new models of working that recognise the attraction of Cardiff, while enabling a time split between the capital and bases in rural areas
- Investigate ways of increasing the attractiveness of other places to young people
- Recognise the direct role of the public sector in the economy, in terms of the location of work, and purchasing from companies in Wales.

These developments would grow as an integral part of the rural development agenda.

It should be emphasised that this is merely one example of the kind of approach needed – we do not suggest that rural considerations are the only ones.

Rather than being a marginal consideration in this kind of agenda, the Welsh language should be central – because the operational response to all these requirements are likely to be more effective (economically and socially as well as linguistically).

1. Skills and training

The links between skills and other issues was noted earlier (3 and 4).

But also there is a need to take advantage of the opportunity to interlink with skills development, careers support, and training generally. The process of developing policies within ELWa and Careers Wales is timely, and can ensure meaningful interweaving with Welsh language considerations.

The experience of the WDA (Llwybro) and Menter a Busnes (Gorwelion – a programme that notes the needs of employers for skills of all kinds including language skills) shows that it is possible to create practical action (as well as policy) in a way that strengthens the activity itself and includes meaningful linguistic consideration.

2. The Use of Language

The process of planning economic development (in terms of policy and practical action) must consider the Welsh language as an integral part of the whole – indeed viewing it as an asset with potential. So the general programmes, as well as the specific schemes bridging economy/language specifically, will ensure that the use of the language will grow as a part of the whole – rather than a separate issue in the eyes of companies and organisations. It would therefore be far more effective – interwoven into the whole.

3. The Way Ahead?

1. General needs

It should be ensured that language development co-operates meaningfully with the following processes:

- Policy – within NAW consideration will need to be given in the discussion of the National Economic Development Strategy as to how the Welsh Language can contribute to its design and implementation, in a meaningful integrated and creative way. (More broadly of course the same process can be rooted in all aspects of NAW work).
- Strategy and operation of executive agencies involved with economic development – WDA, ELWa, Local Authorities, The Tourist Board, Careers Wales, and other linked organisations.

1. Additional Focus

As well as these general needs, a specific mechanism will be required to investigate in detail and develop some of the possibilities raised in this paper (and others following detailed consideration).

The following will be needed:

- The means to implement opportunities combining economic and linguistic benefits in a holistic way, contributing practically towards the aims and strategies of the executive economic and linguistic agencies
- That this practical mechanism should grow from the economic development agenda – from NAW policies and specifically from the individual executive agencies plans
- Interlinking with elements of the strategy of the Wales Language Board involved with

economic affairs – so that the Board combines its activities with the new direction

- Creating a framework of knowledge and understanding of language and economy links, and combine this with future planning
- Establishing a mechanism of combining the above elements with direct development and operation – a practical laboratory. It must be capable of taking risks in operation. This way of working must integrate meaningfully with the economic agencies on one hand, and with language agencies on the other (The Welsh Language Board and the Menterau Iaith).

It will be possible to ensure that any action would contribute directly to these organisations aims and programmes, and would create the route for ensuring that any new successful activity is then adopted fully within their mainstream work.

1. **Practical Considerations**

There would appear to be several ways of implementing the General Needs and Additional Focus (7.1. / 7.2.)

- Establish the need to jointly-discuss under the leadership of NAW. It would be possible to plan jointly and ensure action by whatever organisation is appropriate.

In practical terms the process of bridging between the economic and linguistic would depend on several links between many organisations on many levels. Each organisation would commission or operate specific elements. This kind of process could be appropriate for operating General Needs.

- Create a new organisation, funded directly by NAW to operate all elements, (General Needs and Additional Focus). The obvious weaknesses within this option include potential lack of clarity regarding geographical functions, and its relationship with other economic and linguistic organisations.
- Jointly create an operational vehicle – with the economic agencies co-funding a joined-up process (in-line with their individual strategies) and the Welsh Language Board adding value to the mechanism in terms of the language agenda. This option would not be appropriate for General Needs (each organisation needs to recognise its responsibility within its field). But it would be an appropriate response to the need for an Additional Focus combining economic and linguistic skills and experience, in an arms-length mode integrating various aspects, able to take risks, and feeding its experience into the mainstream.

See model over page.

This is a possible model for an Additional Focus (7.2)

The general needs will still need to be met as described (7.1)

-			National Assembly of Wales				-		
.	WDA	-	An integrated mechanism for development and action (see 7.2.)						
.	ELWa	-							
.	Local Government	-					-	WLB	.

	WTB	-			
	Careers Wales	-			

1. Discussion

These are naturally only initial thoughts. Hopefully there will be an opportunity to discuss and contribute to the process of developing practical ideas during the consultation period.

Hywel Evans, Menter a Busnes