

# **Hunaniaith: options for the future**

Review prepared by

**IAITH: the language planning centre**

on behalf of

**Gwynedd Council**

**August 2020**



25 mlynedd yn arloesi  
yn y maes cynllunio iaith  
25 years leading the way  
in language planning



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## 1.0 Requirement

*IAITH: the language planning centre* was commissioned to carry out a review of Hunaniaith's structures and activity, with a view to introduce options for the attention of the Strategic Board and others regarding the structural and operational direction of Hunaniaith in the future, as well as its corporate status.

Specifically, three key tasks were set:

- *"To consider the possible options for the structure of the Gwynedd Language Initiative in the future..."*
- *To consider where the scarce intervention/resources of the Gwynedd Language Initiative should be targeted, in order to have the greatest impact...considering that the position of the Welsh language varies across the county..."*
- *To consider what the Language Initiative should do in order to have the greatest impact on the number of Welsh speakers within the resources available, whilst also ensuring that it does not hinder the work of other bodies".*

IAITH was also asked to offer an analysis of the options and to consider the suitability of the name, Hunaniaith.

## 2.0 Methodology

In consultation with the Council's lead officers, the review was carried out through the following steps:

- Reaching an agreement on the aim, scope and focus of the work with relevant officers.
- Carrying out desktop research, and becoming familiar with the relevant documentation.
- Drawing up a set of key questions that would guide the review.
- Identifying key individuals to question.
- Holding semi-structural interviews with the relevant individuals.
- Sorting and analysing the responses.
- Drawing up a draft report for the attention of the lead officers.
- Presenting a final report for the attention of the Council.

We understand that this exercise is an initial step and that the intention is to gather views and information from key individuals who are directly involved with the management and implementation of Hunaniaith - councillors, staff and key partners - with the aim of producing a document that will trigger an in-house discussion that could lead to a broader consultation in due course.

The individuals questioned were as follows:

- Cllr Dafydd Iwan, Chair of the Hunaniaith Strategic Group
- Cllr Dyfrig Siencyn, Gwynedd Council Leader
- Cllr Nia Jeffreys, Welsh Language Portfolio Leader, Gwynedd Council
- Cllr Menna Baines, Bangor Language Initiative
- Dilwyn Owen Williams, Gwynedd Council Chief Executive
- Vera Jones, Democracy and Welsh Language Department, Gwynedd Council
- Llywela Haf Owain, Democracy and Welsh Language Department, Gwynedd Council
- Debbie Anne Williams Jones, Education Department, Gwynedd Council
- Gwenllïan Mair Williams, Language Advisor, Gwynedd Council
- Ifan Llywelyn Jones, Hunaniaith
- Bet Huws, Hunaniaith
- Dylan Bryn Roberts, Hunaniaith (Bangor Language Initiative)
- Anthony Caradog Evans, Hunaniaith (Bangor Language Initiative)
- Sali Wyn Islwyn, Iddon Edwards and Fiona Marston, Welsh in the Community Unit, Welsh Government.
- Iwan Hywel, Mentrau Iaith Cymru.

The individual contributions of the above individuals are confidential. A composite impression of their comments are presented below, and differing opinions are highlighted as appropriate and relevant.

Consideration was given to information presented to us in a number of relevant documents:

- Gwynedd Language Strategy 2014-2017
- Welsh Language Promotion Plan for Gwynedd 2018-2023

- Initial Work Programme, Welsh Language Promotion Plan for Gwynedd 2018-2023
- *Cymraeg 2050: The Welsh Language Strategy* (2016)
- Popdy, Welsh Language Promotion Centre, Bangor – closing report to Welsh Government (2018)
- Bangor Language Initiative, 2016-21 Business Plan
- Bangor Language Initiative, Chair's Report 2018-2019
- Grant Scheme to Promote and Facilitate the Use of Welsh 2019-21, Welsh Government
- Various operational and financial reports drawn up for the attention of managers and financiers
- Hunaniaith committee minutes

Based on the above evidence, the themes discussed in section 4.0 Key Issues, are highlighted below.

We acknowledge that making decisions on Hunaniaith's direction of travel in the future is a matter for someone else. However, at the request of the commissioners, we present some recommendations and suggestions that could be a starting point for those decisions.

## 3.0 Background and context

### 3.1 Establishing Hunaniaith and its development

Hunaniaith was established as an operational unit within the Welsh Language Promotion Unit, Gwynedd Council, in 2009. Prior to that, the Gwynedd Language Initiative was implemented as a project managed by the CYMAD company from 2006.

Based on the general perception that the community viability of the Welsh Language in Gwynedd was more stable than in other parts of Wales, along with the support of Gwynedd Council (which uses the Welsh language as an administrative language), also being firm, the original financiers, namely the Welsh Language Board and the County Council, decided to establish a new and experimental model of language initiative. This new model would be implemented within the Council's structure and would trigger developments among public sector networks and structures within the county. Whilst the majority of language initiatives in Wales focus on implementation within local communities, stimulates developments at grass roots level and provides Welsh-medium services for individuals and groups, a more strategic role was set for Hunaniaith on a whole-county platform.

The original intention of the initiative, according to Hunaniaith's County Language Strategy 2010-2013, was to:

- *"Set a strategic direction to linguistic planning in Gwynedd.*
- *Co-ordinate and add value to the work of partners in order to take advantage of all opportunities to promote the Welsh language.*
- *Develop, drive and commence new innovative projects to promote the Welsh language.*
- *As well as undertaking and implementing a number of projects directly, or on a joint basis with departments, organisations or other partnerships."*

Publishing a county-wide language strategy was in itself a comparatively new development in 2010.<sup>1</sup> Based on this, innovative work was carried out during that early period by drawing together public bodies and prominent organisations in Gwynedd to focus on matters of relevance to language planning. Innovations such as the Skills Academy were established, which aimed to increase the confidence of public organisations in the County in their Welsh language skills and their use of them. Hunaniaith was also a trigger for the organisations in the county to intensify their efforts for the benefit of the Welsh language, both individually and collectively, and to respond to the service needs of Welsh speakers.

Creative collaboration was undertaken 'in-house' with the Council's own departments - the youth service, leisure centres and others. The peak of this 'in-house' collaboration for many was the development of the Gwynedd Primary Schools Welsh Language Charter published in 2014, which is now about to be adopted nationally.

Alongside this strategic and extensive work, Hunaniaith also collaborated increasingly with local communities. The work pack entitled *Gweithredu'n Lleol (Local Action)*<sup>2</sup> to promote local

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1 Carmarthenshire County Council published a thematic County Language Strategy consistently since 2001 - however, the examples since then have been scarce.

2 *Gweithredu'n Lleol (Local Action) : the framework for micro language planning within Welsh speaking communities*, Welsh Language Board (2012). More recent editions were published by Welsh Government.

ownership of language planning and consequently this stimulated a number of local projects. In addition, a simultaneous translation service was promoted in local contexts; collaboration took place with individuals and groups on community level to develop brand-new Welsh events and festivals; and it was a trigger for a number of joint-projects across the county.

Note, in the early days of Hunaniaith, that the Welsh Language Board and Welsh Government also employs a number of officers to work in a number of Language Action Areas in Gwynedd, e.g. Pwllheli/Porthmadog and Dyffryn Nantlle.

When publishing the Gwynedd Language Strategy 2014-17, it is seen that this two-fold role of strategic implementation on a county level and locally in individual communities is now being acknowledged:

*"It is intended to deliver the main elements of this Strategy in close collaboration with some communities and by working strategically in order to mainstream the Welsh language and linguistic planning as a core part of plans, strategies, programmes and activities provided and already held in Gwynedd." (page 12).<sup>3</sup>*

And again,

*"Given its influential place in Gwynedd Council and its multi-agency networks, hunaniaith (sic) can work in partnership across a wide range of departments and establishments, sectors and communities to deliver the requirements of this Strategy", (page 12).<sup>4</sup>*

A number of thematic groups were proposed as an operational structure for the strategy, with all being coordinated by the Hunaniaith (sic) Management Group. The strategy itself follows the five-column pattern of Iaith Pawb (Welsh Government, 2009). At the end of the operational period of this Strategy, one of the Hunaniaith posts, a post that was mainly associated with the Gwynedd Primary Schools Language Charter, being moved to the Education Department and then, later, to the workforce of GwE, the regional education consortium. The Hunaniaith grant was proportionately cut as a result.

Currently, Hunaniaith is operating under the banner of the Welsh Language Promotion Plan for Gwynedd 2018-2023. The Promotion Plan sits within the policy framework proposed by the 2018 Gwynedd and Anglesey Well-being Plan - a statutory plan promoted by the Gwynedd and Anglesey Public Services Board. This Plan notes the protection and promotion of the Welsh language as one of Gwynedd's main well-being priorities.

*"The Board understands the importance of the Welsh language in terms of the social make-up and cultural identity of the area. We must ensure that residents can and choose to live their lives through the medium of Welsh and that they can access community services and activities in Welsh. **This is therefore a priority for future joint working**". (page. 10) [The emphasis is in the original].<sup>5</sup>*

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3 [http://connect-gwynedd.public-i.tv/document/Strategaeth\\_laith\\_Gwynedd\\_2014\\_17\\_\\_\\_Cyflwyniad\\_pptx.pdf](http://connect-gwynedd.public-i.tv/document/Strategaeth_laith_Gwynedd_2014_17___Cyflwyniad_pptx.pdf)

4 Ibid.

5 <https://www.llesiantgwyneddamon.org/Uploads/Pages/Documents/3-5-3-94-2-Cynllun-Llesiant-Gwynedd-a-Mon.pdf>



The Promotion Plan is a document and plan owned by Gwynedd Council under the requirements of the Welsh Language Standards:

*"With the Council leading on the new strategy, rather than Hunaniaith, the Gwynedd language initiative, the Strategy also reflects the Council's wider commitments in relation to the Welsh language, in areas such as education, planning and care and social services, and complements the priorities noted in the Gwynedd Council Plan and the Gwynedd and Anglesey Well-being Plan. The implementation and success of the Strategy will depend on cooperation with many partners, such as public bodies and community groups, in order to tackle the various challenges and barriers that face the Welsh language across the county."(page 1).<sup>6</sup>*

Within the current Welsh Language Promotion Plan, despite the reference made to Hunaniaith as one of the operational partners in each section of the Initial Work Programme 2018-23 of the plan, the specific activity of Hunaniaith in the guidance document is restricted to Priority Field 4: The Language of the Community.

*"The menter iaith (language initiative) in Gwynedd is Hunaniaith, and operates as part of the Council's language unit, and as such the work carried out by them and their partners will be crucial in implementing the vision in this specific area. Hunaniaith will continue to develop projects, alongside community partners and organisations that will provide opportunities for people to use the Welsh language naturally in new and varied contexts" (page 17).<sup>7</sup>*

To that end, during the past years, despite the recognition given to the special linguistic situation of Gwynedd and the background of establishing Hunaniaith as a strategic unit within Gwynedd Council, the main income source - Grant Scheme to Promote and Facilitate the Use of Welsh 2019-21, Welsh Government - has mainly focused on funding activity that promotes and supports social use of Welsh in accordance with Theme 2 of the national language strategy, Cymraeg 2050, 'Increasing the Use of Welsh'.<sup>8</sup> The emphasis of that grant scheme is on operating at grass roots level to promote and facilitate an increase in the social use made of the Welsh language. Grant recipients report on their activities to Welsh Government based on performance indicators and quantitative targets associated with events and activities, rather than based on strategic results, whether they are quantitative or qualitative.

Hunaniaith's function within the Promotion Plan therefore echoes the purposes of the grant scheme that provides the vast majority of Hunaniaith's budget. This community focus is reinforced by Hunaniaith's current work programme and the operational priorities noted under the current grant conditions, namely:

- influence the language of the family,
- strengthen the link between the school and the community,
- offer activities for the 18-24 age group, and
- develop an understanding of the linguistic practices of the residents of Gwynedd.

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6 <https://www.gwynedd.llyw.cymru/cy/Cyngor/Dogfennau-Cyngor/Dewud-eich-dweud/Cynllun-Hybur-Gymraeg-yng-Ngwynedd-2018-2023.pdf>

7 Ibid.

8 <https://llyw.cymru/sites/default/files/publications/2019-03/cymraeg-2050-strategaeth-y-gymraeg-v1-1.pdf>

The recent work programme has also included working with new speakers, offering opportunities for them to use their Welsh outside the classroom.

Under the guidance of Welsh Government and the conditions of the grant scheme, Hunaniaith, in recent years, has also been collaborating closely with the Bangor Language Initiative. The Bangor Language Initiative was established in 2013 as a voluntary group that wished to condense and intensify the efforts to maintain and promote the use of Welsh in the city. In 2016, a grant of £300,000 was received from Welsh Government, under the Bwrw 'Mlaen scheme, to establish *Popdy* as a centre for Welsh activities and organisations in Bangor. 30% of Hunaniaith's grant has been referred since then to maintain development officer(s) who work specifically in collaboration with Bangor Language Initiative. Currently, one full-time development officer and one part-time development assistant are employed specifically to work with the Bangor Language Initiative.

It is also important to note, in addition to allocating a grant to Hunaniaith (and Bangor Language Initiative), the Welsh Language Sub-division, Welsh Government, also funds another two projects within the boundaries of Gwynedd - Dyffryn Nantlle 20/20 and the Gwallgofiaid project in Blaenau Ffestiniog, and has done so for over a decade.

## **3.2 Structures**

### **3.2.1 Staffing**

The staff of Hunaniaith and their duties have varied over the past decade. At its peak, five members of staff were employed (equivalent to 4.5 full-time staff members). Since 2015, and with a reduction in the grant received from Welsh Government - from £224,362 in 2015-16 to £166,890 in 2020-21 - the direct staffing under the grant is now equivalent to 3.5 full-time members of staff.

- Development Officer - who focuses on Dwyfor, and holds county-wide duties.
- Development Officer - who focuses on Meirionnydd, and holds county-wide duties.
- Development Officer - earmarked specifically for the Bangor Language Initiative.
- Development Assistant - earmarked specifically for the Bangor Language Initiative.

Additionally, Gwynedd Council also employs a Language Advisor who works in the Democracy and Language Unit, leading on language policy matters, the Welsh language Standards and statutory partnerships. Also, an officer is employed in the Education Department who is responsible for Welsh language promotion in education, along with other duties. The two post-holders are former members of the Hunaniaith team and collaborate with the current team on relevant projects.

Hunaniaith is managed by the Senior Advisor from the Democracy and Language Unit. 30% of this post is earmarked for that purpose. Those costs, along with Council office use, are included in the budget as match funding against the Welsh Government's core grant.

### **3.2.2 Accountability and support**

Over the past decade, Hunaniaith staff have been accountable to the lead officer employed by Gwynedd Council. This officer has been responsible for supporting and managing staff,

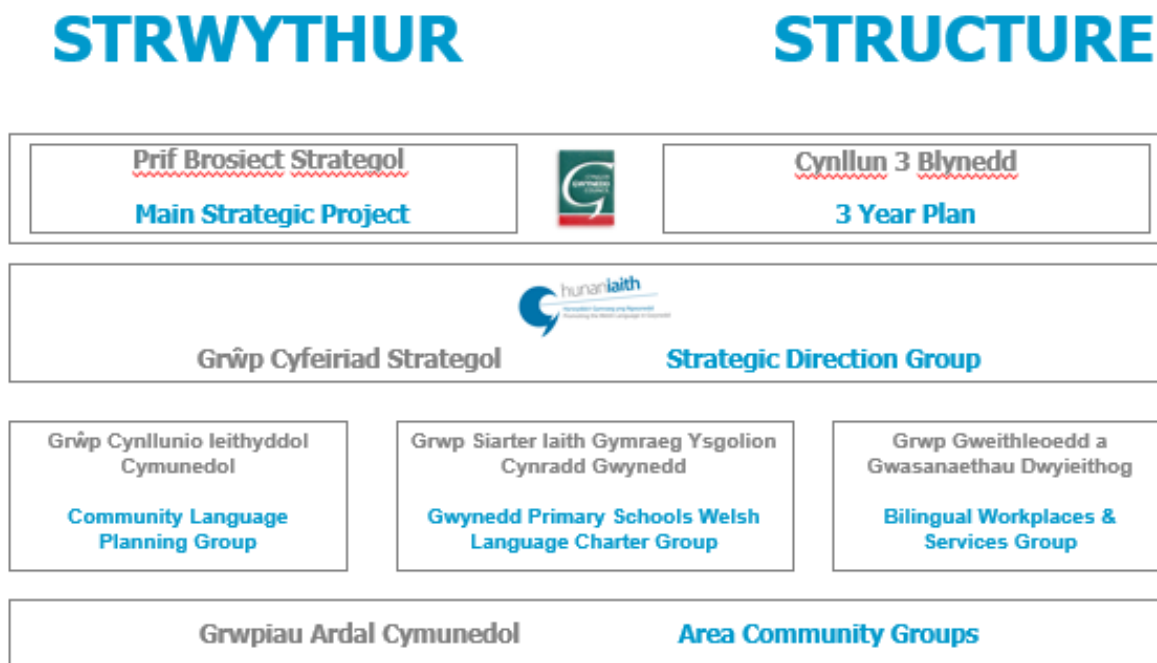
Hunaniaith strategic direction and the operational performance of the team. It appears that there has been some instability in those arrangements for a period as a result of maternity leave and secondments.

As noted above, currently, in terms of staff management and support, Hunaniaith staff are accountable to Gwynedd Council's Senior Language and Scrutiny Advisor, who earmarks 30% of her time to supervise the work and implementation of Hunaniaith. In turn, she is accountable to Gwynedd Council's Democracy and Language Unit Manager.

In terms of strategic leadership, the situation has been very changable over the past years.

Before 2016, the strategic accountability structure included the Strategic Direction Group, three thematic groups and community area groups as seen in Figure 1 below.

Figure 1: Hunaniaith's accountability structure pre 2017-18



The structure was reorganised in 2016-17, and as a result, the Hunaniaith officers became accountable to six different groups to varied degrees and purposes:

- Gwynedd and Anglesey Local Services Board Delivery Panel
- Hunaniaith Strategic Direction Group
- Gwynedd Language Forum
- Workplaces and Services Group
- Language Charter Working Group
- Bangor Language Initiative

The situation was reviewed again by 2019-20, and the structure was simplified. The current intention is for Hunaniaith to receive strategic direction directly from the Hunaniaith Strategic Group, with advisory functions earmarked to the Gwynedd Language Forum and the Bangor Language Initiative Board of Directors. Unfortunately, however, we understand that this

Strategic Group has not met very regularly over the past period, for various reasons. The Community Area Groups noted in Figure 1 have now ceased to be operational.

### 3.3.3 Finance

The table below outlines the central grant amounts received from Welsh Government towards Hunaniaith since 2015-16. The finance is mainly used to employ and maintain a team of staff, ensuring that some project funding is also available to them. In addition to the Welsh Government's grant, Gwynedd Council contributes 30% of the post of the Senior Language and Scrutiny Advisor - who acts as a line manager for the Hunaniaith team. As noted already, this contribution is used, along with work sites, as match funding against the Welsh Government's core grant.

Table 1: Welsh Government's Welsh Language Use Promotion Grant 2015-2021 and the staffing pattern maintained on this basis

<b>Phase</b>	<b>Core grant</b>	<b>Additional funding - Bwrw Mlaen</b>	<b>Total</b>
<b>2015 -2016</b>	<b>£194,362</b>	<b>£30,000</b>	<b>£224,362</b>
	4 officers (3 development officers + 1 Welsh Language Charter Co-ordinator)	Towards funding ½ workplace post	4 full-time officers 1 half/part-time post
<b>2016-2017</b>	<b>£144,262</b>	<b>£50,000</b>	<b>£194,262</b>
	3 officers (2 development officers + 1 Welsh Language Charter Co-ordinator)	1 post Bangor Development Officer	4 posts (+ ½ a post funded internally being used to implement workplace projects)
<b>2017-2018</b>	<b>£116,890</b>	<b>£50,000</b>	<b>£166,890</b>
	2 development officers	1 Bangor Development Officer	3 full-time officers
<b>2018-19</b>	<b>£166,890</b>	-	<b>£166,890</b>
	2 development officers 1 Bangor Development Officer		3 full-time officers
<b>2019-2020</b>	<b>£166,890</b>	-	<b>£166,890</b>
	2 development officers 1 Bangor Development Officer		3 full-time officers
<b>2020-2021</b>	<b>£166,890</b>	-	<b>£166,890</b>
	2 development officers 1 Bangor Development Officer (30 hours) 1 development assistant (15 hours)		3 full-time officers

It has already been noted that Hunaniaith saw a cut in the core grant in 2017 as the post of the Gwynedd Primary School Language Charter Coordinator was main-streamed within the

Education Department and as the Government took responsibility for the project nationally and provided regional funding. As a result, a total of £27,327 was lost. Therefore, it can be seen that Hunaniaith lost £57,472 and the time of 2 officers via the above funding changes.

It is also noted that £50,000 of Hunaniaith's core grant funding is earmarked directly for Bangor Language Initiative specifically. As a result, £116,890 grant funding was available for the use of other Gwynedd areas as a whole.

In the current economic climate, with the financial squeeze likely to affect public spending as a result of the present pandemic and the decision made for the United Kingdom to leave the European Union, it is unlikely that a substantial increase will be seen in the Government's grant funding in the coming years.

Hunaniaith's funding and resources are discussed further in Section 4.5 below.

### **3.3 Contextual changes since 2009**

Since establishing Hunaniaith in 2009, considerable change has been seen in the public policy landscape of Wales in relation to the Welsh language and the changes in the operational landscape. Below we list some of the main developments seen over the past decade:

- Publishing of *laith Pawb: A National Action Plan for a Bilingual Wales* (2009).
- Publishing of Welsh Government's Welsh-medium Education Strategy (2010).
- The Welsh Language (Wales) Measure 2011.
- Winding up of the Welsh Language Board and establishment of the Welsh Language Commissioner's office (2012).
- Funding for language initiatives received directly from Welsh Government (2012).
- Publishing of *More than just words: Strategic Framework for Welsh Language Services in Health, Social Services and Social Care* (2012 and 2016).
- Welsh in Education Strategic Plan receiving statutory status (2013).
- Release of the results of the 2011 Census (2014).
- The Well-being of Future Generations (Wales) Act (2015)
- Publication of Welsh Language Standards (2015).
- Establishment of Public Services Boards (2016).
- Publishing of *Cymraeg 2050: The Welsh Language Strategy* (2016).
- Development of Mentrau Iaith Cymru - as a forum and increasing source of support for language initiatives.

The outcomes of these changes, considering the national situation, is that the original 'strategic' functions noted for Hunaniaith have now been main-streamed into the general duties of a number of local authorities, other public bodies and partnership mechanisms.

As a result of the Well-being of Future Generations (Wales) Act 2015 and the Welsh Language Standards (2015), the duty to ensure a prosperous future for the Welsh language was adopted by Public Services Boards across Wales, and the requirement on local authorities to implement Welsh Language Promotion Plans has also led to an increase in the responsibility of unitary councils in that context.

It appears that the above developments, along with the tendency for the main income source (Grant Scheme to Promote and Facilitate the Use of Welsh 2019-21, Welsh Government) to focus on promoting the social use of Welsh among local communities, lies at the root of the basic tension that faces Hunaniaith today.

## 4.0 Key issues

Before noting some key issues that came to our attention during the field research period of this exercise, it is worth noting some general findings and impressions.

More than anything, it must be noted that broad and robust support exists amongst Hunaniaith contributors and to the work that has been achieved since its establishment. General appreciation has been shown in respect of the quality, achievements and commitment of Hunaniaith staff members along the journey. General recognition was also received of Gwynedd Council's commitment to increase the status of the Welsh language in the county and the use made of it, along with the Council's desire and commitment to ensure and reinforce the viability of the Welsh language in Gwynedd's communities.

Enquiries were made regarding what were considered to be Hunaniaith's successes over the years. Enquiries were also made about any obstructions experienced or aspects that merit further attention. Revealingly, the comments made about the successes of Hunaniaith tend to highlight specific activities and projects, whilst the obstructions noted tended to be aspects of the general organisation and management of Hunaniaith. The responses are summarised below:

### Hunaniaith's Successes

- The innovative work of bringing public bodies together at the start of the journey and establishing thematic groups.
- Establishing the Gwynedd Language Skills Academy.
- Establishing a procedure to facilitate simultaneous translation locally.
- Developing and promoting the Gwynedd Primary Schools Language Charter jointly with the Education Department.
- Managing to act on various levels - strategic, partnership and community levels over a decade.
- The good collaboration that took place with a range of statutory partners and voluntary organisations.
- The work conducted in Dolgellau and Pwllheli was noted as a good example of being creatively involved with the local community.
- Development of an e-module in language awareness jointly with the Grŵp Llandrillo Menai further education establishment.
- Maintaining and developing the Bangor Language Initiative - although some challenges remain.
- Local projects that see actors and writers working with communities.
- Recent work done with new Welsh speakers in the community.
- Very recently, success when responding to the pandemic by turning to on-line activity promotion.

A comment was made that Hunaniaith had not managed to highlight the range, variety and substance of all the successful work done over the years.

### Obstructions and aspects requiring further attention

- It was noted that the resources available for Hunaniaith are insufficient to meet the needs in field and as a result, good ideas and plans remain unactioned.

- Frustration was expressed at the lack of full understanding developed among the Hunaniaith team of the possibilities to attract funding from public sources within the Council and that the Council had not supported and facilitated Hunaniaith's team to do so. It appears that this, along with the failure to invest staff time to attract additional income, along with regular changes in lead staff, has prevented the team from attracting additional funding sources and adding value for money towards the core grant.
- Frustration was expressed that being wholly dependent on Welsh Government grant funding and its 1-3 year funding cycles did not facilitate operational forward planning or financial forward planning for the long-term.
- Some suggested that Hunaniaith needs to maintain a better focus on planning based on research and evidence before proceeding to act.
- Disappointment was expressed that the post associated with the Language Charter in schools had disappeared from the Hunaniaith team.
- Some contributors were of the opinion that there was a tendency for Hunaniaith to be isolated from Mentrau Iaith Cymru and other individual language initiatives; and that this could hinder the sharing of experiences and good practice.
- Concern was expressed that there was a distance between the Strategic Group and work in the field, causing lack of strategic direction, staff support and accountability.
- Concern was expressed that Hunaniaith had not succeeded to foster a regional partnership amongst individuals and groups that are interested in co-planning a prosperous future for the Welsh language.
- Throughout, the basic tension referred to already was highlighted, namely the finding, on one hand, that the employer expects Hunaniaith to act strategically among partners in the public sector and county networks and the perception, on the other hand, that the financier is pressing for the work they support to be focused on the local communities.

Finally, two different opinions were received regarding the linguistic nature of Gwynedd's communities. Some were of the opinion that the linguistic situation in Gwynedd was very different to other parts of Wales - in particular compared with the south-east and north-east. Whilst acknowledging the basic difference in the fact that Welsh is the administrative language of Gwynedd Council, others were of the opinion that the situation of the Welsh language in Gwynedd and the challenges it faces are not so different, by now, to the linguistic challenges facing other areas in the north-east and the south-west.

Below, we will further address some of these issues under the following headings:

- Hunaniaith's role,
- operational priorities,
- accountability, governance and status,
- responding to the geography and demography of Gwynedd,
- funding and resources,
- public profile and name.

In doing so, we would also attempt to draw attention to examples of other models of structuring, funding and action seen amongst some other local authorities and language initiatives in Wales.

At the end of each section, we raise some key questions for further consideration by the Council and its partners.





## 4.1 Hunaniaith's Role

When questioning interviewees regarding the main aim and role of Hunaniaith, we received varied opinions. This view encompassed the historical journey referred to already from its original role as a strategic and experimental policy unit to the current community activities and commitments.

From looking at the work records and achievements of Hunaniaith since its establishment, it can be seen that Hunaniaith has achieved a number of functions over the past decade:

- strategic action on a county level in partnership with public bodies, county networks and other agencies, e.g. establishing the Language Skills Academy;
- collaboration with County Council departments, adding value to other aspects of the Council's actions by highlighting language planning issues, advice based on the viability of the Welsh language and developing new and extended innovations, e.g. The Gwynedd Primary Schools Welsh Language Charter;
- motivating, facilitating and supporting groups within the local community to act in favour of the Welsh language at grass roots level, e.g. by means of Local Action and the support given to Bangor Language Initiative;
- providing Welsh medium activities directly for individuals and local networks, e.g. by implementing projects jointly with local communities and by commissioning activities by third party providers.

As a result of key changes seen over the past five years and described above, the general trend across Wales is for the first two functions to be implemented mainly under (a) the umbrella of the Public Services Board Well-being Plans and (b) individual local authorities under the umbrella of their Welsh Language Promotion Plan. The two final functions, on the whole, are implemented by language initiatives and other voluntary organisations - whether they belong traditionally to the Welsh language promotion field or third sector bodies that promote economic, social and community development locally.

In Gwynedd, strategic policy and language planning matters are set and implemented under the umbrella of the Gwynedd and Anglesey Public Services Board and its Well-being Plan. Gwynedd Council also promotes its Welsh Language Promotion Plan through the staff members of the Democracy and Language Unit staff, which also promotes and reviews the Welsh Language Standards and other strategies in collaboration with liaison officers in individual departments. They report on these aspects of their work to the Gwynedd Council Language Committee.

It appears that the initial role of Hunaniaith involved with this corporate work continues to create confusion about the current situation.

### **Comparative examples**

In Ceredigion, the Ceredigion County Council Language and Equality Officer supports the implementation of the Welsh Language Standards internally in collaboration with an internal group of officers and, to that end, facilitate the implementation of the Ceredigion Language Strategy by means of the Ceredigion Bilingual Future Forum, which includes representatives of the county's public organisations along with interested voluntary groups. The Welsh language is promoted at grass roots level (in collaboration with local community groups) by

Cered - which is an unit within the Council's Community and Learning Well-being Directorate - in partnership with a number of organisations, communities, schools and Council services. Cered is located on the Theatr Felin-fach campus along with a number of other Council services with a direct interface with the county's communities. Within the organisation of the County Council, there is a scrutiny committee that takes an overview of the Welsh language in terms of general policy and implementation of the Standards.

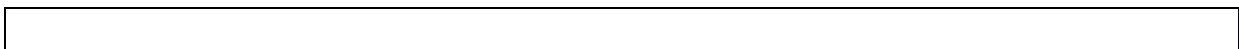
In Carmarthenshire, the Welsh Language Promotion Strategy in Carmarthenshire 2016-21 is reviewed and facilitated through a County Strategic Language Forum, which meets four times a year. The Forum includes Council elected members and staff, interested organisations and establishments, the three language initiatives of the county and the representatives of pressure groups. The Forum has an independent chair, Meri Huws, who steers the overview cycle. Regular thematic discussions and bespoke task and finish joint-projects are carried out between partners.

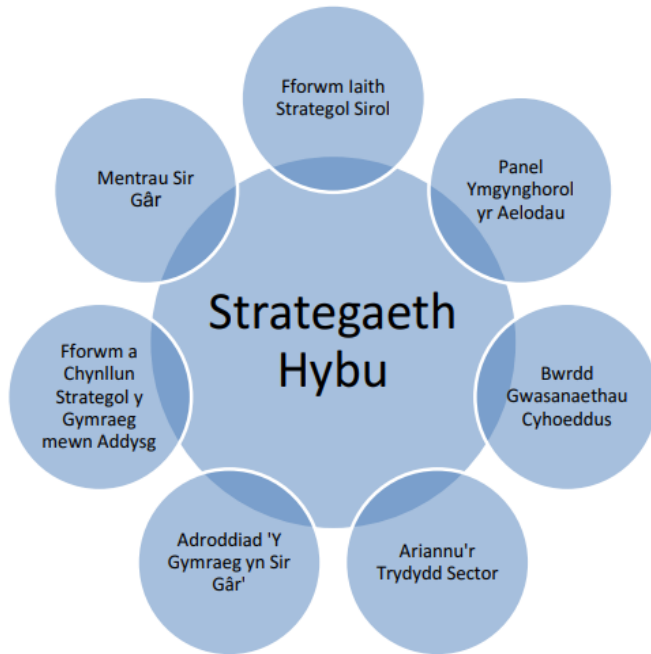
To that, a panel of elected members takes an overview of policy and Standards and the Welsh language is promoted as part of the Well-being Plan by the Public Services Board. There are other relevant structures in the context of prominent partners such as the Education Department, Social Services and the Third Sector.

The County Council has a Policy and Partnership Team of three staff members (2.5 full-time). Taking an overview of the Welsh language matters in the county is one of the team's responsibilities - equivalent to 1.5 full-time posts at present, with the possibility that the team will be expanded in the near future. Liaison officers are also located within other departments with responsibility for the Welsh language.

The County Council provides an annual grant of £18,500 for the three language initiatives in the county. Agreement is reached on relevant targets and monitoring meetings are held between them and the Council's officers three times a year.

Figure 2: Carmarthenshire County Welsh Language Promotion Strategy Mechanism 2016-21





#### Key questions:

- How does Gwynedd Council intend to promote the use of the Welsh language on a strategic level - (a) internally within the Council itself, (b) in terms of the impact of its services on individuals and communities and (c) in terms of collaborating with key partners from among the county's organisations and county networks?
- How will Gwynedd Council motivate and support individuals and groups within the local community to act in favour of the Welsh language at grass roots level?
- Given the key changes that have occurred in the language planning landscape over the past five years, what should be Hunaniaith's key role in the future?

## 4.2 Operational priorities

Everyone we questioned acknowledged that the operational priorities of Hunaniaith are determined and restricted by the conditions of the Welsh Government's Grant Scheme to Promote and Facilitate the Use of Welsh. Those specific priorities are jointly agreed between Hunaniaith and Government officers. There is room to discuss and vary those priorities according to county circumstances, provided that the strategic objectives of the grant are adhered to.

In addition, Hunaniaith can trigger joint developments with other services within the Council but the staff team, it appears, is not accustomed to attracting project funding from other sources - within or outside the Council itself. Therefore, the potential to expand the scope of the activity is greatly restricted.

Uncertainty was expressed by some who were questioned about the degree in which the operational priorities of Hunaniaith are based on research and robust evidence.

Doubts were also cast about the suitability of providing direct services for communities by means of the language initiative in Gwynedd - particularly as this happens under the umbrella of the local authority.

Comments were also made about the lack of suitability of the success measures promoted by the grant scheme, which are based on performance indicators and outcomes rather than on strategic results. It was also suggested that the grant scheme did not allow Hunaniaith to act within a sufficient enough strategic horizon.

### **Comparative examples**

Due to their independent status, the vast majority of Welsh language initiatives manage to attract supplementary income to the Government's grant scheme, expanding their fields of activity. The language initiatives that are a part of local authorities - such as Cered and Menter Brycheiniog - also manage to attract additional project funding from various sources from time to time.

Those activities encompass the following activities:

- projects in the field of work and local economy (Anglesey Language Initiative),
- outdoor activities training service (Conwy Language Initiative),
- IT education projects (Cered),
- community development projects (Carmarthenshire language initiatives),
- commissioning actions in the field of health and care (Carmarthenshire language initiatives), and
- environmental projects (Pembrokeshire Language Initiative).

To that, a number of language initiatives have developed a number of services and activities on a commercial basis, e.g. child care, translation services, advisory agency, leisure activities. This has mainly happened, but not without exception, in the south-east areas.

### **Key questions:**

- How can you expand the scope and span of the activities triggered by Hunaniaith in the future, beyond the requirements of the Grant Scheme to Promote and Facilitate the Use of Welsh?
- How can the success of Hunaniaith be measured in terms of outcomes - both strategically and in the long term?

## **4.3 Accountability, governance and status**

The accountability, governance and status of Hunaniaith was an issue that was given considerable attention by contributors. There was a unanimous opinion that the situation needed to be reviewed. Amongst the matters raised during the engagement were:

- the need to establish a leading system and accountability mechanism that is more transparent and clear in terms of its responsibilities and reporting procedures,
- the need to ensure regular lead meetings,
- the need to ensure that the membership of any lead group includes a suitable range of experiences and skills and responds to corporate, strategic and operational requirements,
- the need to ensure a greater voice for Gwynedd communities in the organisation of Hunaniaith,
- the need to differentiate between the need to ensure a strategic overview of the prosperity of the Welsh language in the county and the need for an executive oversight for Hunaniaith,
- the need to establish a corporate organisation and status that would maximise potential income sources, thus expanding Hunaniaith's activity in the future.

It was seen that there were advantages to the current situation of implementing as a service unit within the local authority. Those advantages included:

- the status that comes from working as a part of a local authority,
- that the Welsh corporate culture of the Council was a significant advantage in terms of highlighting the value of the Welsh language,
- the ability to network with other services and departments within the Council,
- the ability to influence other Council services and develop joint projects, and
- for staff:
  - working arrangements and robust and attractive terms of employment, and
  - effective IT support.

Nevertheless, some disadvantages of operating as a language initiative within Gwynedd Council were noted:

- that the commitment of Council services and the willingness of individual officers to collaborate with Hunaniaith varied across the Council,
- that other departments and services could be protective of their budgets,
- that the voice of Hunaniaith did not always carry the greatest weight within the Council's structures,
- although there was a general responsibility to promote the Welsh language within the Council, that there was no obvious method of ensuring focus on language planning matters,
- that working for the Council could act as a double-edged sword when working with local communities - thus undermining trust and preventing the creation of partnerships at times, and
- that operational ideas could take a long time to be developed and approved within the Council, thus preventing the team from being able to respond quickly to situations that require a swift response.

To that end, a question was raised regarding the current location of Hunaniaith within the organisation of the Corporate Support Department. Whilst accepting that this was appropriate

for the implementation of statutory and strategic Council responsibilities, doubt was cast regarding the propriety of that in respect of Hunaniaith as a service that is involved with communities. It was suggested, for example, that the Economic Development Department could be a more appropriate location for that work.

It was also noted that Hunaniaith's current status as a service unit within the County Council prevented it from becoming a full member of Mentrau Iaith Cymru (MIC). Nevertheless, it was also expressed that MIC activity was not always relevant to the purposes, context and activity of Hunaniaith.

Gwynedd Council's research unit conducted a public consultation on behalf of Hunaniaith between March and June 2020 in order to gather views about the direction of Hunaniaith's work in the future. The responses have not yet been analysed in full or published to date. However, the Council's officers have shared some main findings.

When seeking views about the most effective structure in order to promote and increase the use of Welsh in Gwynedd, the following findings were noted:

- 12% of those asked favoured continuing with one county-wide language initiative;
- 17% supported seeing a series of local language initiatives rather than a single county-wide initiative,
- 37% wished to see a combination of both options above, and
- 34% had not answered the question or expressed an opinion.<sup>9</sup>

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<sup>9</sup> Based on the findings of initial research carried out by Gwynedd Council's Research Unit on behalf of Hunaniaith between March-June 2020 (unpublished). The authors are not aware of the details of the research or the sample questioned to date.

### **Comparative examples**

The majority of language initiatives in Wales are independent entities. On the whole, they are companies limited by guarantee. Some of them have also registered as charities.

Despite this, three initiatives in mid Wales are implemented within the structures of local authorities:

- Cered - which is a service unit within Ceredigion Council's Community Well-being and Learning Department,
- Maldwyn Language Initiative – which is a voluntary group directly funded via a grant from Powys County Council, and
- Menter Iaith Brycheiniog a Maesyfed – which is led by an officer who is employed directly by Powys County Council.

To that, the Anglesey Language Initiative is implemented as a service unit within the county's economic development company, Menter Môn.

### **Key questions:**

- If Hunaniaith is to continue as a service provided by the County Council, what organisation will ensure:
  - transparency and clarity regarding strategic overview, executive oversight and accountability,
  - the best use of experiences, skills and relevant expertise, and
  - enhancing the voice of Gwynedd communities in Hunaniaith's advisory and planning processes.
- What form of corporate status could enhance the income sources and expand the activities of Hunaniaith in the future?

## **4.4 Response to the geography and demography of Gwynedd**

Gwynedd is a vast and varied area in terms of its geography and demography. The county is 2,548 km<sup>2</sup> (984 sq.miles) and includes extensive mountainous highlands as well as Penrhyn Llŷn and 180 miles of coastline. Its population is approximately 125,000 and includes the city of Bangor (population of almost 20,000 people), Caernarfon (population of almost 10,000 people) and a number of market towns and coastal destinations.

Gwynedd is the county with the highest percentage of Welsh speakers - 65% in 2011 - which represents 77,000 speakers. The percentages of Welsh speakers varies greatly from community to community - from 87.8% and 87.4% in Llanrug and Peblig to 35.5% in Aberdyfi. Nevertheless, the proportion of Welsh speakers represents at least 30% of the permanent



population in each ward bar two, namely the Menai ward (18.6%) and Deiniol Ward (22.8%) in Bangor.<sup>10</sup>

As previously noted, a number of the participants were of the opinion that the linguistic situation of Gwynedd is different to other areas in Wales. Others, despite acknowledging the status of the Welsh language as an administrative language within the Council and the significant number of communities that include over 70% of Welsh speakers, argued that the challenges likely to face Gwynedd over the coming decade would not be much different to those challenges that will be facing the remainder of the counties in the north and west. In addition, that the potential solutions would not differ much from area to area either.

Given the linguistic variations within the communities of Gwynedd - from Llanrug to Aberdyfi - different opinions were heard in respect of how best to respond to these linguistic situations. Some argued in favour of focusing on strengthening the resilience of the communities with high percentages of Welsh speakers. Others pleaded that the resilient communities were developing their own defence mechanisms and dynamics, and that the communities with the lowest percentages of speakers should be given the most attention by Hunaniaith. Others again argued in favour of focusing on the middle ground and those communities that were peripheral and vulnerable in terms of the viability of the Welsh language. Others did not have a specific view to express but they acknowledged the dilemma. A number suggested that this issue should be responded to on the basis of research and language planning expertise and that there was a need to develop various answers and interventions that would meet the need locally.

As noted above, Gwynedd Council's research unit conducted a public consultation at the beginning of 2020 in order to gather views about the direction of Hunaniaith's work in the future. When asking about the types of linguistic communities that Hunaniaith should be focusing its efforts on in terms of Welsh language promotion, the following responses were noted:

- 52% of responders noted that Hunaniaith should be focusing on promoting the Welsh language consistently across the county;
- 13% noted that areas with 50%-69% of Welsh speakers should be afforded the most attention;
- 7% noted that Hunaniaith should only focus its efforts on the strongholds,
- 2.3% noted that Hunaniaith should only act where the Welsh language was at its weakest, and to that
- 25% of those questioned did not provide an answer to this question.<sup>11</sup>

A general view was seen, therefore, that Hunaniaith's reach should continue on a county-wide basis.

Rather than taking a geographical approach, some contributors emphasised the need to act thematically within networks, sectors, specific cohorts or age groups across regions or across the whole county, e.g. sports clubs, businesses, community councils and the 16-24 age group.

Considering the vast geography of Gwynedd, there was a general consensus about the wisdom of operating regionally. The three traditional areas were proposed as one operational model - Arfon, Dwyfor and Meirionnydd. It was also suggested that the eight

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<sup>10</sup> Gwynedd Language Strategy 2014-2017.

<sup>11</sup> Research carried out by Hunaniaith / Gwynedd Council (2020), unpublished.

well-being areas or four Area Forum areas (Ogwen, Gwyrfai, Dwyfor and Meirionnydd) could be used as operational units for Hunaniaith in the future.

### Bangor Language Initiative

A substantial number of the contributors acknowledged that the Bangor Language Initiative brought some difficulties to the organisation and implementation of Hunaniaith as an entity. The fact that the Bangor Language Initiative claimed 30% of the budget and 40% of the staff resource - as instructed by the financier - was the subject of frustration to many.

Although no relevant documented evidence was seen, a number of the individuals expressed the firm finding that the original intention was for Hunaniaith to provide the funding for establishing Bangor Language Initiative of up to 30% of its budget; and that the support for that was to reduce until 2019 as Bangor Language Initiative became more self-sufficient. It appears that this did not happen.

Nevertheless, there was general recognition that the city of Bangor was a valid and significant target for language planning measures within the county and that there was potential for substantial gains there.

Some contributors suggested that Hunaniaith should consider expanding the responsibility of staff associated with Bangor Language Initiative to include a broader area - the whole of Arfon or at least those parts of Arfon that have a social and economic relationship with Bangor, e.g. the Ogwen Area Forum area.

Firm suggestions were also made that the relationship between Hunaniaith and Bangor Language Initiative as an independent entity was not completely clear and that there was a need to develop a more proactive understanding and relationship between them.

A few who were questioned also suggested that the Popdy building could pose some unnecessary challenges, e.g. that it swallowed up resources and time, and that it was inconvenient and inaccessible.

### **Comparative examples**

Carmarthenshire is a geographically vast and varied local authority area and, it is also one of the Welsh language strongholds and includes linguistic variations amongst its communities.

The first language initiative was established in Wales in Cwm Gwendraeth in 1991. Since then, a number of other language initiatives have been established in the county. For a period, six local language initiatives acted under the coordinating banner of Myrddin Language Initiatives. There are now three language initiatives in the county - Cwm Gwendraeth Elli Initiative, Bro Dinefwr Initiative and West Carmarthenshire Initiative.

The three initiatives collaborate with the County Council via the Carmarthenshire Language Forum and submit joint bid applications for Welsh Government grant. The three initiatives are independent bodies and manage to attract substantial additional project funding via grant sources, commissions and various commercial activities.

Powys County Council is responding to their geographical challenges by supporting two language initiatives in various ways in Sir Drefaldwyn and Sir Frycheiniog.

On the other hand, a different type of evolution was seen in the north-east. The two language initiatives originally established in Flintshire and in the Wrexham Maelor area now act jointly.

### Key questions:

- What system needs to be developed in order to facilitate Hunaniaith to respond to the various needs deriving from the geographic and demographic variety of Gwynedd?
- What relationship should be developed between Bangor Language Initiative and Hunaniaith in the future?

## 4.5 Funding and resources

The Welsh Government's Welsh Language Use Promotion Grant is the main funding source of Hunaniaith, and Gwynedd Council contributes 30% of line manager time and work locations.

See below a summary of this grant income over the past six financial years:

Table 2: Summary of the income received by Hunaniaith via Welsh Government's Welsh Language Use Promotion Grant 2015-2021

Financial Year	Total grant received	Jobs supported
2015-16	£224,362	3 development officers 1 Language Charter coordinator
2016-17	£194,262	2 development officers 1 Language Charter coordinator 1 Bangor Development Officer
2017-18	£166,890	2 development officers 1 Bangor Development Officer
2018-19	£166,890	2 development officers 1 Bangor Development Officer
2019-20	£166,890	2 development officers 1 Bangor Development Officer
2020-21	£166,890	2 development officers 1 Bangor Development Officer

During the above period, Welsh Government's financial support to Hunaniaith has dropped by £57,472 - which equates to a 26% cut over the period. Consequently, the staff team has reduced from 4 to 3 members. In addition, since 2016, at the instruction of financiers, £50,000 of the grant has been earmarked to support the work of Hunaniaith in Bangor jointly with the Bangor Language Initiative. The total grant funding has remained at £166,890 for four years.

Except for a budget of approximately £20,000 of project funding earmarked to hold projects and activities, the vast majority of Hunaniaith's budget maintains jobs. The development officers are employed at the PS1-PS2 scale within the Council's structure.

Copies of Hunaniaith's budgets since 2015-16 were presented for our attention. No evidence of supplementary funding being attracted in addition to the basic core grant was seen. In

addition, no evidence was seen that Gwynedd Council contributed 'ready money' to Hunaniaith's budget.

A large number of the individuals questioned noted that they saw the lack of supplementary financial resources as a hindrance to Hunaniaith. Hunaniaith was unable to develop and expand the scope and substance of its activities over the past five years as a result. We understand that this situation has developed due to two main factors: (a) an internal culture that did not encourage or facilitate bids for supplementary funding from Hunaniaith staff, whether internal or external to the Council; and, (b) lack of investment in staff time to investigate suitable sources and prepare bids, partly as so much focus is placed on achieving the projects and targets of the work plan.

It was also noted that the current situation and the annual nature of the grant within a 3 year cycle of planning obstructed planning in the long term.

The fact that £50,000 of the budget was being earmarked for the Bangor area also frustrated many who felt that the remainder of Gwynedd did not receive a fair allocation of the budget

Some comments were also made about Popdy. Some contributors felt that the centre diverted revenue resources that could be spent directly in the field.

### **Comparative examples**

Whilst Hunaniaith has relied very heavily on Welsh Government grant to employ the majority of its staff and to provide project funding - with support in the form of manager's time (30%) and work locations being provided by Gwynedd Council - other language initiatives, that have been established as companies limited by guarantee (and charities in a few cases), have been able to enhance their income, increase and expand their activities and reduce their reliance on the receipt of the core grant from Welsh Government.

These supplementary income sources include:

- grants from various public bodies,
- grants from charitable funds,
- projects developed jointly with local government departments,
- commissions for advisory or project management work,
- income generated from activities,
- income from commercial subsidiary companies, and
- direct fund raising activities.

See below three examples from three corners of Wales, based on the latest accounts registered by them with Companies House, for the 2018-19 financial year:

#### Caerphilly County Language Initiative:

Total Income	£814,278
Welsh Government Grant	£95,552
Grant percentage against whole income -	12%

West Carmarthenshire Language Initiative:

Total Income	£606,818
Welsh Government Grant	£72,688
Grant percentage against whole income -	19%

Conwy Language Initiative:

Total Income	£213,664
Welsh Government Grant	£105,570
Grant percentage against whole income -	49%

Therefore, it can be seen that these initiatives and others manage to add substantial financial value to the Welsh Government's core grant and any financial support they receive from their local authorities.

A number of County Councils provide financial grants to language initiatives within their boundaries, e.g. Carmarthenshire Council distribute grants of £55,500 to the three language initiatives within the county as well as other occasional project funding and support to local festivals such as Gŵyl Canol Dref in Carmarthen. The language initiatives, on occasions, also compete against other agencies to provide community public services on behalf of the Council.

**Key questions:**

- How can Hunaniaith develop new income streams that would add to Welsh Government's core grant?
- Is it more likely that those income streams can be increased from continuing as a service unit within Gwynedd Council or as an independent or semi-independent entity?

#### **4.6 Public profile and name**

A number who were questioned noted that Hunaniaith did not have the public profile that was expected for a language initiative in the county. Although this was a concern to a number of participants, who maintained that it was a barrier to building a relationship with communities and fostering local trust, it did not present as a major issue to others. The activities and their impact were the significant elements, and not ensuring a prominent public profile.

The name 'Hunaniaith' was not raised as an obvious discussion topic. Some expressed that they did not like the equivocal element of the name, a few favoured the re-instatement of the name 'Gwynedd Language Initiative', but on the whole, any discussion about the name was secondary.

Note that any change in the name would result in the use of purposeful time and resources to re-brand the work. Nevertheless, it would also be an opportunity to raise awareness of the work, highlighting opportunities and creating new momentum.

### **Comparative examples**

Of the 21 language initiatives listed on the website of Mentrau Iaith Cymru, 14 of them use the term 'language initiative (*menter iaith*)' in their names.

Five initiatives use the term 'initiative' without any reference to 'language'. One reason for that, e.g. in the context of Carmarthenshire's initiatives, was the basic philosophy of those initiatives insofar as one cannot separate acting in favour of the Welsh language from community, social and economic development.

As with Hunaniaith, Cered does not use 'initiative' or 'language' in its original name - although use has been made recently of 'Ceredigion Language Initiative' as a sub-title, in order to provide an explanation. The original concept was to use a vibrant name that would reflect the local dialect and, by not using the term 'language', reflecting the status of the Welsh language as the main normative language of the county.

### **Key questions:**

- To what extent does Hunaniaith need to change its name to reflect a new focus, new role, new structure or new status in the future?



## 5.0 Options

The purpose of this piece of work is to offer guidance to Gwynedd Council and its relevant partners on the following points in the context of Hunaniaith in this time of change:

- the role of Hunaniaith and its operational priorities,
- the status and constitution of Hunaniaith,
- how best to enhance the impact of the stakeholders' investment, and
- what structure and staffing pattern would be fitting for the future.

Before outlining the advantages and disadvantages of some options, we list below the key questions noted above, for convenience. It is suggested that the Council and its partners should consider these key questions before considering the potential options and making any key decisions.

### 5.1 Key questions

Listed below are the key questions raised as a result of the discussion in Section 4 above.

1. How does Gwynedd Council intend to promote the use of the Welsh language on a strategic level:
  - a) internally within the Council itself,
  - b) in terms of the impact of its services on individuals and communities, and
  - c) in terms of collaborating with key partners from among the county's organisations and county networks?
2. How will Gwynedd Council motivate and support individuals and groups within the local community to act in favour of the Welsh language at grass roots level?
3. Given the key changes that have occurred in the language planning landscape over the past five years, what should be Hunaniaith's key role in the future?
4. How can you expand the scope and span of the activities triggered by Hunaniaith in the future, beyond the requirements of the Grant Scheme to Promote and Facilitate the Use of Welsh?
5. How can the success of Hunaniaith be measured in terms of outcomes - both strategically and in the long term?
6. If Hunaniaith is to continue as a service provided by the County Council, what organisation will ensure:
  - a) transparency and clarity regarding strategic overview, executive oversight and accountability,
  - b) the best use of experiences, skills and relevant expertise, and
  - c) enhancing the voice of Gwynedd communities in Hunaniaith's advisory and planning processes?

7. What form of corporate status could enhance the income sources and expand the activities of Hunaniaith in the future?
8. What system needs to be developed in order to facilitate Hunaniaith to respond to the various needs deriving from the geographic and demographic variety of Gwynedd, and include the public's voice in its implementation?
9. What relationship should be developed between the Bangor Language Initiative and Hunaniaith in the future?
10. How can Hunaniaith develop new income streams that would add to Welsh Government's core grant?
11. Is it more likely that those income streams can be increased from continuing as a service unit within Gwynedd Council or as an independent or semi-independent entity?
12. To what extent does Hunaniaith need to change its name to reflect a new focus, new role, new structure or new status in the future?

## **5.2 Potential options**

### 5.2.1 Role

Based on the above key questions, it is suggested that the Council and other stakeholders need to make a number of key decisions.

The first is to define the appropriate roles of Hunaniaith from the range noted in Section 4.1, namely:

- strategic and partnership role,
- motivational role within the Council, its departments and its services,
- motivational and empowering role jointly with local communities and networks,
- operational role to motivate and implement direct and sustainable projects at grass roots level

It is recommended that the first two roles should be clearly earmarked to a team of policy officers within the Council's structures and that the two final roles should make up the main roles of Hunaniaith.

### 5.2.2 Status and constitution

If agreement is reached on the above, the next question is what vehicle, in terms of status and constitution, would facilitate the implementation of those roles and enhance the investment of any stakeholders. The matters relating to lead structures, accountability arrangements and staffing patterns would depend, to a great degree, on the choices made in that context.

In terms of status and constitution, three possibilities are suggested:

- that Hunaniaith remains as a service unit within Gwynedd Council structures,
- that Hunaniaith is established as an arms-length unit, e.g. subsidiary company in Gwynedd Council's ownership, or
- that Hunaniaith is established as an independent legal entity, e.g. company limited by guarantee, or charitable incorporated organisation<sup>12</sup>

Below we offer observations on the three options:

Service Unit - the legal situation would not change from the current situation but there would be a need to consider where within the Council's financial structures would Hunaniaith sit in order to maximise the benefit and impact, to whom would the service unit be responsible, how would Hunaniaith be accountable to Council members and the public, how they would receive strategic instruction and how they would foster a relationship with the general public. There would also be a need to resolve the current confusion around sourcing supplementary funding from sources additional to the Welsh Government grant.

An arm's length company - Hunaniaith and its staff would be accountable to the Board of Directors appointed by the Council. It would be open to develop strategic forums and voluntary regional forums to foster broader transparency and strategic ownership.

The relationship with the County Council could be maintained in several ways:

- receiving core funding or commissions from the County Council,
- receiving in kind support in the form of work locations, and
- ensuring representation within the Council's relevant structures.

The subsidiary company would be open to make bids for project funding from various sources, respond to commissions and operate commercially.

(Note that this option depends on the extent in which it is a custom and desire of Gwynedd Council to establish such subsidiaries).

Independent entity - by establishing Hunaniaith as an entity that would be independent of the County Council, e.g. a company limited by guarantee (that could also apply for charitable status), or a charitable incorporated organisation, there would be a need to appoint an independent Board of Directors that would be responsible for administering the company (or charity) in the appropriate way. Regional voluntary or thematic forums could be established and a relationship could be maintained with the County Council in a number of ways:

- ensuring representation from the County Council on the Board of Directors,
- receiving grant funding or commissions from the County Council,
- receiving in kind support in the form of work locations, and
- collaborating as a key partner to the County Council within relevant networks and structures.

The entity would also be open to make applications for grant funding from various sources, respond to commissions and operate commercially.

The presence of the Bangor Language Initiative as an independent language initiative within the boundaries of the county adds an element of complexity to the situation - as does the presence of Nantlle 20/20, directly funded by Welsh Government. However, considering the situation in Carmarthenshire, this should not lead to any obstruction. Consideration could be given to establishing specific operational groups to serve the other areas of Gwynedd - based on the four Area Forums, for example. This could intensify the local ownership of the vision and activity, respond to specific local needs and allow for collaboration between the individual groups and initiatives on common themes. Those groups, in due course, could be incorporated (or not) according to the local wishes.

### 5.2.3 Advantages and disadvantages

Information is presented about the general advantages of companies limited by guarantee, and the advantages and disadvantages of registering that company as a charity, in Appendix B.

In brief, however, the main advantage of establishing a company limited by guarantee is the creation of a legal entity that allows the company to act independently and self-regulatory, and to respond flexibly and promptly to its circumstances. Critically, the status of a limited company protects individual directors from any financial obligations that could derive from the losses or debts of the company.

In addition, gaining charitable status can be advantageous in terms of the public image of the entity and advantageous when building a constructive relationship with other organisations and the public in general. It can also facilitate access to grant and funding sources that are limited to registered charities. However, there are some advantages and potential restrictions of registering as a charity, e.g. restrictions on the nature of the activities that can be undertaken and more complex and restricted financial reporting requirements.

Although it would be possible to consider establishing a charitable incorporated organisation, it appears that this type of incorporation is more relevant to charities that possess property and where property is a central part of their activities. Therefore, it is not fit for purpose in the context of Hunaniaith.

In the following table, we attempt to outline the advantages and disadvantages of the three options proposed above in relation to this specific discussion.

Table 3: The advantages and disadvantages of the three options

The structural model	Advantages	Disadvantages
<p><b>Option 1</b></p> <p>That Hunaniaith remains as a service unit within Gwynedd Council structures.</p>	<p><b>Accountability and ownership</b></p> <p>Democratic accountability via the Council's structures (e.g. Hunaniaith Strategic Group).</p> <p>Ensuring a relationship with other accountability structures in relation to the Welsh language within the Council (e.g. Language Committee).</p> <p><b>Funding and other resources</b></p> <p>Receive administrative support in terms of offices and management contribution.</p> <p>An opportunity to review opportunities to attract funding from</p>	<p><b>Accountability and ownership</b></p> <p>Decisions associated with the Council's bureaucracy processes.</p> <p>A perception of Hunaniaith as a Council agent being able to produce unreal expectations and restrict the ability to be effectively involved with communities.</p> <p><b>Funding and other resources</b></p> <p>Risk of maintaining the current situations and restrict the budget to Welsh Government grant and Gwynedd Council resources.</p>

	<p>internal and external income sources.</p> <p><b>Scope and nature of activities</b></p> <p>An opportunity to be located within a department that is directly involved with the community.</p> <p>Opportunities to collaborate more pro-actively with other departments and service units within Gwynedd Council.</p> <p>Opportunities to take advantages of the Council's internal information sources.</p>	<p>Unable to apply for supplementary funding from charitable or commercial sources.</p> <p>Risk of maintaining the current situation and not invest staff time to attract income from supplementary sources, whether internal or external.</p> <p>Having to compete for scarce resources within the local authority.</p> <p><b>Scope and nature of activities</b></p> <p>Activities restricted to the conditions of the Welsh Government grant scheme.</p> <p>Risk of continuing with the uncertainty around the current purpose and confusing roles.</p> <p>Scarce staff resources finding it difficult to provide across a vast county with varied needs.</p>
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<b>The structural model</b>	<b>Advantages</b>	<b>Disadvantages</b>
<p><b>Option 2</b></p> <p>Arms-length company in the ownership of Gwynedd Council.</p>	<p><b>Accountability and ownership</b></p> <p>Opportunity to establish a lead system that is more responsive to the needs of the work.</p> <p>Possible to ensure representation within the relevant networks within the County Council.</p> <p>Possible to establish voluntary consultative forums as required.</p> <p><b>Funding and other resources</b></p> <p>Possible to submit bids for project funding or capital from various sources, respond to commissions and operate commercially, independent of the Council.</p>	<p><b>Accountability and ownership</b></p> <p>No direct ownership by bodies or individuals outside the County Council.</p> <p>A perception of Hunaniaith as a Council agent continuing as a potential obstruction.</p> <p><b>Funding and other resources</b></p> <p>Need to ensure independent financial management and accountability.</p> <p>Additional administrative requirements in terms of</p>

	<p>Possible to receive core funding or commissions from the County Council.</p> <p>Possible to receive support in kind in the form of work locations by the County Council.</p> <p><b>Scope and nature of activities</b></p> <p>It would be possible to extend the scope and nature of the activities as a result of attracting additional income sources.</p>	<p>accountancy and Companies House (along with the Charities Commission in respect of establishing a charity).</p> <p>No way of establishing charitable status.</p> <p>Possible changes in staff terms of employment.</p> <p><b>Scope and nature of activities</b></p> <p>No clear disadvantages.</p>
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The structural model	Advantages	Disadvantages
<p><b>Option 3</b></p> <p>Establishing an independent entity to Gwynedd Council.</p>	<p><b>Accountability and ownership</b></p> <p>The Board of Directors open to attract members in accordance with the need for a range of specific skills and expertise.</p> <p>Independence from the County Council more likely to foster broader regional and community ownership.</p> <p>Able to present an independent specialist voice within the County Council's partnership networks and in other forums.</p> <p>Able to act as an equal partner as other language initiatives within Mentrau Iaith Cymru.</p> <p><b>Funding and other resources</b></p> <p>Able to submit bids for project funding or capital from various sources, respond to commissions and operate commercially.</p> <p>Able to register as a charity where desirable.</p> <p><b>Scope and nature of activities</b></p>	<p><b>Accountability and ownership</b></p> <p>Need to ensure independent financial management and accountability.</p> <p>Additional administrative requirements in terms of accountancy and Companies House (along with the Charities Commission in respect of establishing a charity).</p> <p>The need to pave the way and ensure a measure of local ownership of the development before commencing.</p> <p><b>Funding and other resources</b></p> <p>More open to financial challenges as a result of changes in public policy and the economic climate.</p> <p>Possible changes in staff terms of employment.</p> <p><b>Scope and nature of activities</b></p>

	It would be possible to extend the scope and nature of the activities as a result of attracting additional income sources.	No clear disadvantages.
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It is recommended that consideration should be given to establishing Hunaniaith as a company limited by guarantee that would be an entity independent of Gwynedd Council - option 3 above. It is believed that this option would be more likely to facilitate:

- attracting additional resources in order to promote Welsh in the county,
- responding creatively to various development opportunities,
- creating significant partnerships with relevant bodies and organisations, and
- giving a voice and ownership to communities and local interested networks.

In addition, due to the potential restrictions on registered charities, it is recommended to delay registering the company as a charity immediately in order to weigh up the implications of that in more detail in due course.

#### 5.2.4 Structures

##### (a) Regionalisation

Gwynedd is a vast and varied county in terms of its geography and demography. Consequently, organisations that aim to serve the whole county have to consider acting on a regional basis. The three traditional areas - Arfon, Dwyfor and Meirionnydd - were proposed as one operational model. It was also suggested that the eight well-being areas or four Area Forum areas (Ogwen, Gwyrfai, Dwyfor and Meirionnydd) could be used as operational units for Hunaniaith in the future. Considering the operational relationship of Hunaniaith and Bangor Language Initiative, we believe that the four Area Forum areas offer a bespoke structure - Bangor Ogwen, Seiont Gwyrfai, Dwyfor and Meirionnydd.

Whatever other choices are made in terms of Hunaniaith's status in the future, it is suggested that consideration is given to establishing Hunaniaith from anew based on four regions - Bangor Ogwen, Seiont Gwyrfai, Dwyfor and Meirionnydd - and to draw together local partners (individuals, organisations and local groups), to create advisory groups within the four areas.

In the case of Bangor Ogwen, it is anticipated that the Bangor Language Initiative would be the nucleus of that advisory group, with representation from among prominent partners in the Ogwen Valley and areas to the west of the city of Bangor. Bangor Language Initiative would be free to operate in partnership with Hunaniaith and other partners in the context of the Bangor Ogwen area, and continue to arrange activities under the banner of its own 'brand' in the city of Bangor.

In other areas, regional advisory groups would also need to foster a relationship with relevant groups and local organisations, such as Nantlle 20/20, Cwmni Bro Ffestiniog, Gŵyl Fawr Dolgellau etc.

It is recommended, therefore, by ensuring match resources, that Hunaniaith should be restructured based on the four regions in order to enhance the involvement of individuals, groups and local organisations in the initiative's work.

## (b) Accountability

In this time of change, Hunaniaith needs the strongest possible leadership and support. As well as having a thorough awareness of the linguistic situation of Gwynedd, Hunaniaith needs to take advantage of the broadest possible range of experiences and expertise. Ensuring input in terms of robust understanding of language planning is a clear necessity for the lead group, along with an understanding of the public, private and third sectors. Ensuring experience of strategic planning in order to create change would also be advantageous.

In addition, by choosing to establish Hunaniaith as an independent entity, consideration would also need to be given to enhancing the set of desirable skills to include aspects such as experience of attracting grants, finance management and promotion of community enterprise.

It is also suggested that a county advisory group could be established from among key partners and region representatives. The group would meet occasionally to set the strategic direction for the initiative and to highlight development possibilities.

Therefore, it is recommended that the membership of the Hunaniaith lead group should be reviewed in accordance with the corporate status adopted.

In addition, consideration should be given to drawing up a county advisory group to be effectively involved with key partners across the county.

## (c) Staffing

The current staffing structure of Hunaniaith was outlined in 3.2.1 above. Currently, in addition to the 30% management role that is funded by Gwynedd Council, the Welsh Government grant (of approximately £167,00 per annum), maintains the following posts:

- Development Officer - who focuses on Dwyfor, and holds county-wide duties.
- Development Officer - who focuses on Meirionnydd, and holds county-wide duties.
- Development Officer - earmarked specifically for the Bangor Language Initiative.
- Development Assistant - earmarked specifically for the Bangor Language Initiative.

Although it is appropriate for Hunaniaith and the Council to challenge themselves regarding how best to use the current resource; changes in the current staffing structure, in reality, has been restricted by the grant amount, the instruction of the financiers to maintain a specific post in Bangor and the historic roles of the current posts, as well as their salary scales. Without substantial additional resources, it is difficult to see how Hunaniaith can be restructured within the current financial restrictions.

From looking at the staffing structures of other language initiatives in the north and west, we can assume, from establishing Hunaniaith as an independent language initiative, that the following structure can be a template that could be aimed for in the short-term:

- Chief Executive
- Finance and Administration Officer
- Research and Engagement Officer
- Bangor Ogwen Development Officer

- Seiont Gwyrfai Development Officer
- Dwyfor Development Officer
- Meirion Development Officer

In addition, we can anticipate attracting resources to establish thematic officers in accordance with local priorities, e.g.

- Environmental Projects Officers (jointly with Snowdonia National Park, Natural Resources Wales and others),
- Foundation Economy Officer (jointly with partners in the field and the Arfor programme),
- Children and Youth Officer (via charitable funds),
- Creative Projects Officer (jointly with national and local partners), and
- casual project workers in specific communities.

This type of staffing structure is entirely possible if Hunaniaith obtains the ability to attract resources, operate innovatively and create creative partnerships. However, in order to maintain a staffing core of this type, there would be a need to attract twice and three-times as much of the current resource that is received from Welsh Government in the form of a grant and additional income sources.

The key to this type of growth, except for robust support and collaboration from the Council, is the appointment of an innovative and imaginative Chief Executive who could set a clear direction for the initiative, form and maintain significant partnerships, attract new funding and projects, inspire and support staff, put resources into practice in the most effective and efficient ways and ensure that the initiative is meaningfully involved with communities and interested networks across Gwynedd. Currently, due to the lack of resources, it appears that there is no way for Hunaniaith staff to achieve these lead roles in a unified and purposeful way.

In addition, the appointment of a Research and Engagement Officer would be a valuable addition towards realising the final function.

A diagram of the potential staffing structure and management structure for Hunaniaith can be seen in Appendix C.

Therefore, it is recommended that it is a priority for Hunaniaith to seek additional resources in order to be able to increase the staff core and enhance its activities and impact across the whole of Gwynedd.

## 6.0 Conclusions and recommendations

### 6.1 Conclusions

The original requirement for IAITH in undertaking this review was to:

- *"To consider the possible options for the structure of the Gwynedd Language Initiative in the future..."*
- *To consider where the scarce intervention/resources of the Gwynedd Language Initiative should be targeted, in order to have the greatest impact...considering that the position of the Welsh language varies across the county..."*
- *To consider what the Language Initiative should do in order to have the greatest impact on the number of Welsh speakers within the resources available, whilst also ensuring that it does not hinder the work of other bodies".*

During the course of the exercise, we have highlighted a number of other key matters and questions that are the subject of concerns to the friends and stakeholders of Hunaniaith. These key matters and questions are listed in sections 4.0 and 5.0 of the report. However, in terms of the specific questions of the brief quoted above, we suggest that the following matters should be considered as a matter of priority:

- In terms of the structure of Hunaniaith in the future, initially, that Gwynedd Council needs to define, highlight and be explicitly clear and transparent about the core functions of Hunaniaith within the Welsh Language Promotion Plan for Gwynedd.
- Secondly, that the Council needs to consider what constitutional vehicle is appropriate for the functions and the work allocated to Hunaniaith within the Council's Welsh Language Promotion Plan.
- Thirdly, that the Council needs to consider to what degree is there a need to regionalise the work undertaken by Hunaniaith, e.g. based on the four Area Forum areas.
- That Gwynedd Council, considering the historic and current situation, needs to consider what constitutional vehicle is most likely to enhance the income sources to increase and enhance the work of Hunaniaith.
- In addition, there is a need to consider what constitutional vehicle is most likely to foster regional and local ownership among individuals, groups and networks that are interested in the aims and objectives of Hunaniaith.
- In this context, a general explanation is needed regarding the relationship to be developed between Hunaniaith and the Bangor Language Initiative, specifically, along with the relationship between Hunaniaith and other organisations, groups and networks that promote the Welsh language in the county.
- In addition, considering the varied geography and demography of the county, that any interventions need to be based on robust research and consultation exercises, and for analysis to be based on recognised language policy and planning practices.

- In terms of the name 'Hunaniaith', as noted already, some negative comments were received about it, but we believe that the issue of re-naming or re-branding Hunaniaith would be secondary to the structural and financial questions noted above.

## 6.2 Recommendations

Whilst acknowledging that it is the responsibility of others to reach conclusions and make decisions about the future of Hunaniaith, based on the evidence above, the concise views of the report's authors are as follows:

- 6.2.1 It should be ensured that the language policy unit within Gwynedd Council is developed further to maintain and develop the Council's strategic and partnership functions in the context of the Welsh language, and implement a motivational and challenging function within the Council, its departments and its services.
- 6.2.2 Clarity and a common consensus should be established that the function of Hunaniaith, as a county-wide language initiative, is to operate in a motivational and powerful way jointly with communities and local networks, and motivate and implement direct and sustainable projects at grass roots level.
- 6.2.3 Consideration should be given to establishing Hunaniaith as a company limited by guarantee that would be an independent entity to Gwynedd Council (option 3 above). By establishing Hunaniaith as an independent language initiative, it is believed that it would be more likely to:
  - attract additional resources in order to promote Welsh in the county,
  - respond creatively to various development opportunities,
  - create significant partnerships with relevant bodies and organisations, and
  - give a voice and ownership to communities and local interested networks.

Nevertheless, due to the potential restrictions on registered charities, it is recommended to delay from registering the company as a charity immediately in order to weigh up the implications of that in more detail in due course.

- 6.2.4 By ensuring match resources, Hunaniaith should be restructured based on the four regions in order to enhance the involvement of individuals, groups and local organisations in the initiative's work.
- 6.2.5 The membership of the Hunaniaith lead group should be reviewed in accordance with the corporate status adopted. In addition, consideration should be given to drawing up a county advisory group to be effectively involved with key partners across the county.
- 6.2.6 The main priority for Hunaniaith, without a doubt, is to seek to secure additional resources in order to be able to increase the staff core and thus enhance its activities and impact on the viability of the Welsh language across the whole of Gwynedd. It is believed that appointing an adventurous Chief Executive, having effective administrative support, an astute Research and Engagement Officer, along with a team of regional officers and thematic officers who have the potential to make an extensive contribution to the Welsh language in Gwynedd communities.



### **6.3 Implications**

We trust, therefore, that there is sufficient information in this report to trigger an informed discussion amongst the Council and other stakeholders regarding the current situation of Hunaniaith and to consider options for its future.

Obviously, there are implications to the decisions made as a result of that discussion, e.g.:

- the need to establish a clear vision and clear action pathway;
- the need to motivate regional and local ownership and formalise it in a relevant structure;
- the need to ensure the support and cooperation of financiers, partners and other stakeholders;
- the need to formulate a political consensus amongst councillors and the public in general,
- the need to ensure staffing arrangements, transfers or staffing re-organisation that is smooth and fair, along with consistency in terms of employment.

In addition, there are specific implications for Gwynedd Council to consider:

- the need to develop a constructive relationship between the language policy unit and the new-look Hunaniaith, and reach agreement on Hunaniaith's functions and how it can contribute to the aims of the Welsh Language Promotion Plan for Gwynedd;
- the extent to which Hunaniaith will require support from Gwynedd Council when being established - in terms of guidance, action, funding and support in kind;
- the degree to which Hunaniaith can add value to the Council's activities in terms of the viability of the Welsh language and other associated aspects - community development, the foundation economy, education in the community, the environment, etc.

In light of those implications, we suggest that the Council and its partners, in particular Welsh Government, will need to plan a joint transition period in order to realise and fund any changes.

**Gareth Ioan and Siwan Tomos**  
**IAITH: the language planning centre**  
**4 September 2020**

# Appendix A: Key research questions

The framework noted below was used for key research questions to guide our semi-structured interviews with the interviewees.

## 1. Aim and achievements

In your opinion, what is the main purpose of *Hunaniaith*?

Has the vision of *Hunaniaith* changed over the past 10 years? If yes - how and why?

In your opinion, what have been the main successes of *Hunaniaith* thus far?  
(Note examples and the reasons for the success).

Looking back, what aspects of the implementation of *Hunaniaith* could have been strengthened?  
(What were the barriers?)

## 2. Operational scope *Hunaniaith*

How would you like to see *Hunaniaith* developing in the future?

- To what extent should *Hunaniaith* focus on operating strategically on a county level in partnership with other bodies and agencies?
- To what extent should *Hunaniaith* focus on motivating and facilitating individuals and community groups to operate in favour of the Welsh language at grass roots level?
- To what extent should *Hunaniaith* focus on providing Welsh medium activities directly for individuals and local networks?

Should *Hunaniaith* work in areas that are facing linguistic challenges or in areas where the Welsh language is at its strongest?

If this is the wish, what areas should receive attention as a matter of priority?

## 3. Operational priorities

*Hunaniaith*'s priorities are led by the grant conditions, and recently the priorities of *Hunaniaith* were:

- influence the language of the family,
- strengthen the link between the school and the community,
- offer activities for the 18-24 age group, and
- develop an understanding of the linguistic practices of people.

To what extent do you believe that these priorities are appropriate?



To what extent do you believe that the action taken on these priorities has been successful?  
(Note examples and the reasons for the success).

What activities do you assume should be a priority for *Hunaniaith* in the future?

#### **4. Bangor Language Initiative**

Approximately 30% of the *Hunaniaith* budget is earmarked under a grant condition to Bangor Language Initiative: to what extent do you believe that this is appropriate?

What relationship should exist between Bangor Language Initiative and *Hunaniaith* in the future?

#### **5. Accountability, governance and status**

Since its establishment, *Hunaniaith* has acted as a specific project within the management structures of Gwynedd Council:

To what extent has that arrangement been effective in terms of:

- (a) allowing *Hunaniaith* to achieve its aim and objectives?
- (b) allowing *Hunaniaith* to respond effectively to the language planning requirements within the county?
- (c) ensuring that *Hunaniaith* has sufficient resources to achieve those purposes and objectives?
- (d) ensuring that *Hunaniaith* operates in a coordinated way as part of Gwynedd Council's armoury in favour of the Welsh language?

What are the advantages of the current arrangements?

What are the disadvantages of the current arrangements?

Have the accountability and steering arrangements been effective in the context of *Hunaniaith*?

How can they be strengthened in the future?

Have the support and review arrangements been effective in the context of *Hunaniaith*?

How can they be strengthened in the future?

Looking to the future, what type of status would you assume that would allow *Hunaniaith* to operate at its most effective:

- a) to remain as a project within the Council (operational project or commissioning unit),
- b) to exist as an arm's length entity,
- c) as an independent entity in the third sector, or
- d) any other resolution?

What would be the advantages of that arrangement?



## **6. Resources**

Hunaniaith's resources will be comparatively scarce and less than in the past:

Do you have any suggestion about how *Hunaniaith* could increase its resources (budget and staff)?

How can the current resources be used in a different way?

## **7. Any other matter**

Is there any other matter you would like to make an observation about regarding the future of *Hunaniaith*?

## **Appendix B:**

### **Advantages and disadvantages of being (a) a company limited by guarantee and (b) a registered charity.**

#### **1. Advantages of being a company limited by guarantee**

Advantages of establishing a company limited by guarantee:

1. The financial accountability of the company directors, should the company go into debt, is restricted, e.g. to £1, thus protecting individuals from being prosecuted for the company's debts - provided that no fraud was committed.
2. A limited company is a separate legal entity that is independent of its directors, owners or staff. This provides protection to the individuals and means that the company is able to continue beyond the involvement of specific individuals.
3. Any profit made by the company is to be used for the benefit of the company's continuation - rather than for the benefit of the shareholders.
4. The independent status of the company facilitates swift and prompt business decisions.
5. The independent status of the company facilitates a business and legal relationship with other companies and organisations.
6. The independent status of the company facilitates financial arrangements with banks and other financial organisations.
7. Establishing a limited company and registering it with Companies House protects its name in law.
8. Some limited tax advantages, but these are restricted.

There are no disadvantages as such, except for the usual needs to keep annual accounts and present them in a satisfactory manner to Companies House in good time; and acting within the company's memorandum and articles of association restrictions.

#### **2. Advantages and disadvantages of being a charity**

Advantages of registering a company limited by guarantee as a charity:

1. Charitable status would be advantageous in terms of image and when building a constructive relationship with other organisations and the public in general.

2. Access to grant and funding sources that are restricted to charities.
3. The charity's assets should be used for the purposes of the charity alone.
4. There are possible tax savings from being a charity:
  - a. reductions of up to 80% or 100% on local authorities' non-domestic rates,
  - b. corporation tax payment thresholds are higher than for general companies,
  - c. donations to charities can attract gift aid from the UK Government,
  - d. donations are exempt from inheritance tax,
  - e. some possible advantages in terms of charging VAT.

The disadvantages include:

1. The need to restrict activities to the charitable purposes noted in the constitution.
2. Restrictions on political activities and campaigning.
3. Fund-raising via shares is prohibited.
4. Requirements to report on financial activities is more restricted and complex than the requirements for non-charity companies.
5. Restrictions on directors in terms of receiving payments and the need for them to declare any conflicts of interest.

**Sources:**

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# Appendix C:

## Potential structure for Hunaniaith in the future

