

# WELSH FEDERAL COLLEGE

## IMPLEMENTATION STRATEGY

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### **Abbreviations used:**

WFC – Welsh Federal College

HEW – Higher Education Wales

HEIs – Higher Education Institutions

HEFCW – Higher Education Funding Council for Wales

## 1. INTRODUCTION

This paper proposes a plan of action for the establishment of a Welsh Federal College (WFC), a policy put forward by the *One Wales* government, the coalition between Labour and Plaid Cymru. Since the principle of a WFC was adopted as government policy, the debate began with regard to what type of structure there would be to the WFC, and some of the different proposals that were put forward previously were looked at once more. It is therefore more appropriate than ever that we move on to consider the form and structure of what we refer to as a Welsh Federal College, and it is our intention in this paper to clarify what is meant by the term; we need to turn the slogan into substance.

### 1.1 *The political context of the developments*

During the summer of 2006 all hopes of establishing a WFC were dashed with the following words:

“In light of the fact that the HEIs reject this model out of hand, we believe that intervention on this scale and of this nature would be difficult to introduce and contrary to the sector’s wishes, and it could destabilise the current provision.”

Following a period of research, a report was published on *Assessing the Options: Models for Welsh Medium Education within Higher Education* by Arad Consulting. They mentioned three reasons preventing moves towards the establishment of a WFC; i) it would be too expensive; ii) a WFC would create some sort of parochial community which *Aim Higher*

would object to; iii) The Principals and VCs of Wales' HEIs were dead against it. The first objection reflects the Government's lack of political will at the time to seek a solution to the obvious problem that faced them. In fact, only a relatively small sum would need to be added to the higher education sector budget in Wales in order to create a WFC. The second misinterprets the purpose of creating a WFC in the view of most of those who are calling for its establishment, and the report itself can be seen as parochial in its inability to see a WFC as a modern and progressive institution with the aim of creating a bilingual nation and as a means of main-streaming the Welsh language in the workplace. Ironically, the third objection noted as a barrier to the establishment of a WFC is proof positive of the need for a statutory institution of this type in order to ensure that the development of Welsh Education isn't being hampered within the individual Universities and Colleges; in fact, there is a need for deliberate planning on a national level in order to make a difference. In light of the three reasons put forward, this was the report's last word on the option of establishing a WFC:

“We are not convinced that a Federal College would lead to an increase in provision, and we therefore believe that there would be risks involved in following this model too closely, bearing in mind the investment that would be required.”

Once Arad had published their report, we set about developing a new strategy for Welsh medium Higher Education – an alternative model developed by Arad based on co-operation. We welcome the efforts made by Universities in beginning to co-operate on the issue of Welsh medium education, but the strategy is not going to lay the firm foundations which are necessary in order to ensure meaningful provision; this is partly because of the need for far more investment. The current plans are a step in the right direction from the situation five years ago, but without an independent institution with a substantial budget, any efforts to bridge the gap will fail.

One sign of the current higher education system's inability to develop the provision in a meaningful way is the fact that the target set for increasing Welsh medium provision has been changed by the Government itself. *Aim Higher's* original target stated that 7% of Wales' higher education students were to receive some element of their education through the medium of Welsh by 2010 (from a starting point of 3.4% in 2000/01). Since then, the figure has been changed to *7% of those who are originally from Wales and studying in Wales*: a creative way of moving the target so that the expected increase by HEIs in Wales is 80% lower than the target increase originally set. Under the new terms, some of the institutions have already met the Government's targets, which emphasises how luke-warm and unmotivated the Government's attitude and strategy have been with regard to increasing provision until now.

Extra funding was allocated to the Centre for Developing Welsh Medium Education, which has helped plans for Welsh medium Scholarships and Fellowships, as well as developing the 'Mantais' marketing project which promotes existing opportunities for studying through the medium of Welsh. The Centre for Developing Welsh Medium Education was recently transferred from University of Wales control and placed under the control of Higher Education Wales (HEW) and its governing body the Higher Sector Group, who were also responsible for implementing the new strategy. Wales' twelve HEI are represented by a member of the senior management team from each institution; the Higher Sector Group began meeting during the early months of 2007 in order to draw up a detailed plan of their targets regarding the development of Welsh Medium Education Wales-wide for the next five years. Copies of the action points and their objectives were circulated shortly thereafter, and this is what is being launched on 27<sup>th</sup> November 2007.

On 3<sup>rd</sup> May 2007, Wales' citizens had an opportunity to exercise their democratic right to evaluate the policies of the different political parties, and vote to decide who would govern Wales for the next four years. The Labour party was unable to secure a clear majority and form a Government, so a deal was struck with Plaid Cymru based on a programme of government now referred to as *One Wales*. Because the establishment of a Welsh Federal College was part of Plaid Cymru's manifesto, it was included, in agreement with the Labour Party, as a policy of the *One Wales* Government. It's worth mentioning in passing that this policy was also included in the proposed *Rainbow Coalition*, as the establishment of a WFC was part of the Liberal Democrats' manifesto.

Despite the political developments – i.e. a new government elected by the people adopting a policy to support the establishment of a WFC – the HEIs, especially HEW, have failed to respond to the political developments and the Government's new policy direction. The plans put forward by HEW in the winter of 2007 had been drawn up before the May 2007 election, and do not reflect the U-turn in the Government's policy regarding support for the establishment of a WFC. HEW's plans seem to ignore the fact that there has been an election and that the Government's policy has changed on the matter – there is now the political will to establish a WFC. We therefore strongly recommend that the government acts swiftly and avoids referring to HEW's pre-election plans as part of their WFC policy. The political decision has now been taken to support the establishment of a WFC; it is HEW's role to respond to the democratic political will, not to ignore it and push forward without any consideration for the latest political developments.

It is therefore to this purpose that we submit this paper, in order to show what a Welsh Federal College is and what form we would like it to take. Furthermore, we see this paper as a foundation for putting onto action the government's policy to establish a Welsh Federal College.

## **2. BASIS AND PRINCIPLES**

Our aim is to see the establishment of a totally new body which will have specific responsibility and statutory authority over developing and extending Welsh medium Higher Education. It should be noted that it is decisions made by Assembly Government politicians which will give the authority to establish the new body. The new body will be a federal institution (i.e. national and “multi-site”) which will offer a wide range of Welsh medium provision in the HEIs by funding lecturers within departments to teach through the medium of Welsh. It is people that make a college; although the research community will be geographically spread-out, they will be united nationally by their vision to extend Welsh medium learning.

- 2.1 The WFC will be under a charter that will guarantee the institution it's legitimisation and status needed to work towards and fulfil it's clear mission statement.
  
- 2.2 This new structure will be funded directly and separately from the rest of HEW funding. Ensuring a separate funding stream is a fundamental principle in order to make sure that funding for the development of Welsh medium education is not in competition with any other interests, especially the interests of other HEIs. One of the essential elements of establishing a WFC is to ensure an independent source of funding for the institution in order to monitor the money which is allocated to Welsh medium education and college administration. This funding should be the responsibility of HEFCW, but should not be mixed with rest of the money allocated to Higher Education.

- 2.3 The WFC centrally will make final decisions regarding what will be taught through the medium of Welsh and where the provision will be located. This committee will be called the National Planning Committee. As it is a new, independent and separate entity, it can make decisions objectively as it does not represent single HEIs but the general development of Welsh medium education nationally.
- 2.4 As the WFC will be directly funded, it will be advantageous for the Universities to be part of the WFC's projects, as it would be an opportunity for them to apply for a proportion of the WFC's annual grant. The HEIs will apply for funding on behalf of certain departments in order to provide or extend Welsh medium teaching, and will be granted a contract if they are successful. It is hoped that we can avoid a situation where the Welsh medium provision is dependent on the whim of a Welsh-speaking lecturer within a department. We believe that competition by Universities for WFC contracts will raise standards and make the development of the WFC both attractive and effective for the Universities.
- 2.5 As well as having independent funding, the WFC will be free to develop its own ethos, education and funding sources. This institution's main focus will be to increase Welsh medium learning for the benefit of the nation, both locally and nationally; this will be the driving force behind its unique aims and development.
- 2.6 Students who wish to study through the medium of Welsh will register at their HEI like every other student, and they will be awarded degrees either from their university or from the University of Wales, in the same way as students studying through the medium of English. In light of this, the WFC need not be a degree-awarding body.
- 2.7 Despite its administrative presence, the WFC will not have the resources of a traditional geographic university. Welsh medium students will therefore enjoy the same benefits as every other student at that university, along with full use of halls of residence, library, laboratory and computers.
- 2.8 The WFC will have, as well as a main administrative centre, visible centres at each HEI where the necessary administration will be carried out. The Branch Officers will co-ordinate the work of the WFC in the individual colleges and universities.
- 2.9 In order to provide new teaching and tutoring staff who can work through the medium of Welsh, we anticipate the continuation and development of existing scholarship and fellowship schemes.

### **3. NATIONAL STRATEGY COUNCIL**

#### *3.1 The role, purpose and structure of the Council*

- 3.1.1 This will be the sovereign body of the WFC which will oversee and monitor all the WFC's work and responsibilities.
- 3.1.2 Its main responsibilities will be prioritising the WFC's policy in the long and short term by stating what level of funding should be invested in what subjects and where, in accordance with the Senior Management Team's recommendations, but also in line with the council's objective vision.
- 3.1.3 The council and its Chair will report to the National Assembly's Education Minister and Education Committee about recent development and future projects but will not be accountable in a subjective sense; this is to guarantee the WFC's independence from political interference, this is an important principle. It's worth noting that it will report directly to the Minister, not *via* HEW. It would be advantageous if the Chair was *not* an active member of the WFC's management team in order to maintain the council's objectivity.
- 3.1.4 The Chair is appointed in accordance with the National Assembly's normal procedures for appointing Chairs to public bodies.

### 3.2 *Membership of the Council*

- 3.2.1 Although it will be independent of HEW, we believe it would be advantageous for the Chair of HEW to be a member of the WFC's National Strategy Council.
- 3.2.2 A representative of HEFCW's council should sit on the WFC's council.
- 3.2.3 The members of the WFC's Senior Management Team will be members of the council, along with the branch officers. These will be the executive members of the council.
- 3.2.4 Other members of WFC staff may be co-opted to sit on the council where this is deemed appropriate.
- 3.2.5 An attempt should be made to get a representative from every academic discipline to sit on the council – representatives of the network panels.
- 3.2.6 Some members of the council should be co-elected to represent a wider snapshot of Welsh civil society so to represent all stake-holders of the WFC: e.e. student representation, representation to parents of Welsh medium pupils/students, representation to heads of the WFC's feeder schools, representation to prospective employees of WFC graduates.

## **4. SENIOR MANAGEMENT TEAM**

### *4.1 Director*

4.1.1 The Director will be mainly responsible for carrying out the policies and recommendations of the National Strategy Council between sittings.

4.1.2 The Director will receive the recommendations of the other directors and branch officers and present them to the National Strategy Council.

4.1.3 In partnership with the branch officers the Director will act as the WFC's liaison with individual HEIs.

### *4.2 Director of Finance*

4.2.1 The Director of Finance will administer the annual budget of the WFC.

4.2.2 The Director of Finance will monitor and facilitate scholarships and contracts with the of Wales' HEIs.

4.2.3 The Director of Finance will have responsibility for dialogue with the Education Minister regarding the WFC's annual grant.

#### 4.3 *Director of Teaching and Research*

- 4.3.1 The Director of Teaching and Research will assess and evaluate the needs within each discipline with regard to maintaining and developing Welsh medium teaching on behalf of the National Strategy Council.
- 4.3.2 The Director of Teaching and Research will co-ordinate, in partnership with the HEIs, the development of progressive Welsh medium teaching in disciplines which have not yet begun to provide modules or courses.
- 4.3.3 The Director of Teaching and Research will monitor the standard and quality of Welsh medium teaching and research nationally and will moderate accordingly.

#### 4.4 *Marketing Director*

- 4.4.1 The Marketing Director will co-ordinate a national marketing strategy for Welsh medium education and will oversee the Welsh medium marketing plans for all of Wales' Higher Education Institutions.
- 4.4.2 In addition to a maintaining a cross-institutional national marketing strategy, the Marketing Director will facilitate, both practically and financially, the Welsh medium marketing needs of individual institutions.
- 4.4.3 The Marketing Director will co-ordinate a strategy to increase the demand amongst Wales' secondary school pupils for Welsh medium Higher Education.

#### 4.5 *Training Director*

- 4.5.1 The Training Director will co-ordinate the work of training Welsh medium lecturers and future lecturers nationally.
- 4.5.2 The Training Director will look at alternative and progressive teaching methods.

#### 4.6 *Branch Officers*

- 4.6.1 The Branch Officers will be the WFC's statutory representatives in the individual HEIs.

- 4.6.2 The Branch Officers will oversee and facilitate the development and implementation of the WFC's policies within the individual Universities and Colleges.
- 4.6.3 The Branch Officers will oversee the administrative work when implementing the WFC's policies and strategies within the HEIs.
- 4.6.4 The offices of the Branch Officers will be located within the individual institutions and not in the same central office as the rest off the Senior Management Team.
- 4.6.5 It is anticipated that the Branch Officers' salaries and administrative costs will be funded jointly by the WFC and the individual HEIs in order to maintain a healthy balance between interests.
- 4.6.6 Each institution will need a Branch Officer:
- Swansea Institute of Higher Education
  - North East Wales Institute
  - University of Wales Institute, Cardiff
  - Welsh College of Music and Drama
  - Trinity College, Carmarthen
  - Swansea University
  - Aberystwyth University
  - Bangor University
  - Cardiff University
  - University of Wales, Newport
  - University of Wales, Lampeter
  - University of Glamorgan
- 4.6.7 The amount of work done by different offices will vary from institution to institution, and resources will have to be allocated according to the workload of the individual branches. There will evidently need to be more than one officer in some institutions. As mentioned in 4.6.5, the aim would be to share the cost of the branch offices between the WFC and the HEIs, therefore in some cases, it may be possible to place branch officers in existing units within the HEIs in order to meet the requirements of the 1993 Welsh Language Act.

## **5. TEACHING AND RESEARCH DEPARTMENT**

- 5.1 This section will be under the guidance of the Welsh Federal College's Director of Learning and Research, who will assess how the development of Welsh medium education should be prioritised, and who will present the evidence to the National Strategy Council.
  
- 5.2 *The Teaching and Research Department will:*
  - 5.2.1 Accept applications from Welsh HEIs for funding to develop aspects of their Welsh provision, and present their evidence and recommendations to the National Strategy Council.
  
  - 5.2.2 Administer Welsh-medium research scholarships and fellowships awarded by the National Strategy Council.
  
  - 5.2.3 Commission projects and strategies in disciplines that are not so progressive in their approach to Welsh medium teaching. The Learning and Research Department will draw the attention of academic departments within HEIs to the funding that's available to them for the development of Welsh medium provision.
  
  - 5.2.4 Invite Welsh medium post-doctoral research grant applications with a view to preparing to publish the fruits of Welsh medium research.

- 5.2.5 Monitor and evaluate the academic quality of Welsh medium teaching nationally, according to the expected standards of the Higher Education sector. A special committee will assess the plan of the module presented by the co-ordinator of the module before recommending it for teaching.
- 5.2.6 Oversee all the Welsh Federal College's modules and courses and assist lecturers as they go about planning new modules.
- 5.2.7 Ensure teaching methods are appropriate and if combined methods are used, that they are suitable and that they enhance inter-university teaching.
- 5.2.8 Develop pioneering inter-department Welsh medium modules within universities and between Welsh HEIs, and inter-disciplinary study where appropriate.
  - 5.2.8.1 They will work alongside the Training Department to see where gaps can be bridged between disciplines in order to create dynamic courses fitting to the needs of undergraduates; the input of the Marketing Department will be crucial here to create attractive courses according to current students' interests, and the needs of the world of work as well as traditional academic modules.
  - 5.2.8.2 The possibility of secondment schemes from other public institutions or the private sector could also be looked at, where specialists who are able to present their expertise through the medium of Welsh are head-hunted in order to benefit Welsh medium provision. For example, human resources specialists could be head-hunted from Wales' public bodies for secondment to teach that subject through the medium of Welsh, a module at a time. As another example, law specialists could be head-hunted from the relevant field for secondment in order to contribute to teaching in the particular area of their expertise.
- 5.2.9 Develop generic Welsh medium modules, e.g. modules for improving fluency, research techniques and multi-disciplinary modules. The purpose of these would be to give students the confidence to study through the medium of Welsh and to open doors for learners, using them as a positive example to encourage students to take other modules under Welsh Federal College sponsorship.

## **6. TRAINING DEPARTMENT**

- 6.1 This is an area that will require far-reaching and long-term development to benefit the sustainability and momentum of the Welsh Federal College. The main course of action for the Training Department will be to support scholarship and fellowship holders as well as older lecturers, by providing workshops and courses on a number of aspects of their work.
  
- 6.2 *The Training Department will:*
  - 6.2.1 Offer training in research techniques and skills development for scholarship holders and offer this service to other research students across Wales who study and publish Welsh medium research.
  
  - 6.2.2 Co-operate with the Research and Teaching Department to attempt to bridge gaps between different departments, and research into how modules / subjects can be combined and interlinked to comply with students' interests and requirements.
  
  - 6.2.3 Offer general and specific support to lecturing staff, working towards creating a community of progressive and broad-minded Welsh-medium educators and researchers.

6.2.4 Organise research conferences for different disciplines in order to share ideas and display the Welsh medium research and teaching.

6.2.5 Nurture contacts within private sector and public organisations and companies that will have an interest in commissioning specialist research that will be relevant to them.

6.2.5.1 This department (in partnership with the Finance Department) will apply for funds from the National Assembly, local authorities, public and private bodies to enable the Welsh Federal College to undertake research in fields of interest. This aspect emphasises the College's awareness and of its role in the provision of information and specialist research to service Wales.

### 6.3 *Progressive Teaching Techniques*

6.3.1 The Training Department will look into developing progressive Welsh-medium teaching techniques.

6.3.2 The Welsh Federal College will commission research into the various new means of teaching, looking at modules from other countries, and especially minority language nationalities.

6.3.3 The Welsh Federal College will be progressive and will not be afraid to experiment with new media and procedures.

6.3.3.1 Research should be undertaken into combined teaching when designing and planning module teaching techniques. The Training Department will recommend options to the Teaching and Research Department regarding the technique of module teaching that is shared between two departments in different institutions. The lecturers should be included in this process and the relevant HEI resources should be taken into consideration.

6.3.3.2 The Training Department will develop new ideas that will appeal to students e.g. spending a semester / year at another University. The idea of spending a period of time studying in different surroundings has become very popular recently, and students could be offered

the opportunity to study Welsh medium courses at different universities in Wales for a semester or a year to enhance their Welsh medium learning experience.

#### 6.4 Careers

- 6.4.1 The Training Department will offer work experience opportunities for students to help skills development. This will show students that there is demand amongst employers for staff who possess the skills to work through the medium of Welsh.
- 6.4.2 As a result of the experience and activities of the Training Department co-operating with external agencies, they will attempt to encourage bodies / companies to sponsor students or special *learning in the workplace* schemes.
- 6.4.3 There is a previous example of this in the *AmNawdd* scheme (the scheme sponsored by the Countryside Commission) that sponsors a number of students each year to study through the medium of Welsh.
- 6.4.4 The Training Department would encourage similar ventures including work experience and employment whilst training for graduates. Close co-operation with the Finance Department and the Marketing Department will attract funding from the private sector and other public bodies to finance these kinds of projects.

## 7. MARKETING DEPARTMENT

*The Marketing Department will:*

- 7.1 Compile a broad and progressive strategy that will co-operate with:
  - Schools
  - Individual Colleges and Universities
  - Careers Agencies in Wales
  - Private sector companies and private bodies that wish to employ and develop Welsh medium graduates
- 7.2 Get to grips with the reasons behind the lack of willingness amongst many Welsh medium secondary school pupils to choose to study through the medium of Welsh at University level.
- 7.3 Hold annual series of Welsh medium education marketing discussion groups in Welsh secondary schools.
- 7.4 Devise a specialist marketing campaign and practices to attract Welsh learners to study courses or part of their courses through the medium of Welsh.

- 7.5 Co-operate with the Training Department to increase the awareness that bilingual skills are advantageous to graduates in their careers and in the world of work.
- 7.6 Co-operate with individual HEI's marketing departments to paint a clear picture for potential students regarding where to study which course through the medium of Welsh.
  - 7.6.1 The Marketing Department will be responsible for explaining the role of the Welsh Federal College within any schemes
- 7.7 Co-operating with County Councils, gain access to all the secondary schools in Wales to present the advantages of studying in Welsh, not only to sixth form pupils, but to every age group within secondary schools to create the awareness throughout the term of their secondary education, of the advantages of a Welsh medium education.
  - 7.7.1 The nature of marketing strategies for age groups of 11-15 year olds would obviously be different from strategies for 16-18 year olds. (For younger age-groups they'd concentrate on virtues and principles, and for older pupils, they'd present the actual provision as well as emphasising virtues and principles).
- 7.8 Undertake research work to discover what kind of titles / subjects are of interest to students, and present these findings to The Teaching and Research Department of the Welsh Federal College in order to consider the development of Welsh medium teaching in those fields.

## 8. FUNDING

- 8.1 One of the WFC's basic principles is that it will be directly funded by the Government (through HEFCW).
  - 8.1.1 Welsh medium education is just one consideration amongst many for Universities, HEFCW and HEW, and it is not healthy for Welsh medium education to be in competition for attention and priority
  - 8.1.2 By being funded directly and not *via* HEW, Welsh medium education would not be in competition with the HEIs range of other interests.
  - 8.1.3 Even if funding was specifically allocated for Welsh medium education, and was in the hands of HEW, we wouldn't necessarily see major developments; even if there wasn't an element of competition for funding, the development of Welsh medium education would still be in competition with a range of other interests within the sector in terms of priority and implementing strategy.
  - 8.1.4 Because HEW is the united voice of Universities, and HEW is made up of the Universities, the Universities/HEW cannot develop strategies for

Welsh medium education from an objective position as the WFC would. It must be acknowledged that the development of Welsh medium education isn't necessarily advantageous to the Universities in every case; therefore there needs to be a more objective body than HEW responsible for the development.

- 8.2 In order to create a worthwhile structure, there needs to be substantial investment, approximately £20 million from the start. It's inevitable, bearing in mind the slow response of HEIs to any change, that any developments will be slow in the beginning, particularly in those HEIs where there is currently less provision, and therefore, there will be a need for a high level of resources immediately after the establishment of the WFC in order to start ambitious projects which will inspire the WFC's work in the following years, when the annual costs of running the WFC will stabilise at a figure that we estimate to be about £20 million.
  - 8.2.1 This £20 million would still be less than 3% of the sector's overall income, which is more than £700 million. Although this is a significant increase over the current level of funding available for Welsh medium Higher Education in percentage terms of the overall budget, it is still a small percentage, and a very small price to pay for such an essential contribution to creating a bilingual Wales.
  - 8.2.2 When estimating the cost of Plaid Cymru's manifesto for the 2007 election, budgeting experts estimated the cost of establishing and developing the WFC at £4.2 million, increasing to £12.6 million by the fourth year. It is our recommendation, however, that a budget of £20 million would be needed.
- 8.3 The Government must decide immediately where this money is going to come from to implement the plan – this is, essentially, a political decision as much as it is a financial and educational one.
  - 8.3.1 We believe that the money would have to come as additional funding to the sector, as cuts in other areas within Higher Education in order to finance this strategy would be unpopular.
  - 8.3.2 However, we accept that in reality the funding will come from two sources – some from the existing budget and some from a specific additional budget.

- 8.4 The Finance Department under the leadership of the Director of Finance and in partnership with the Training Director and his/her department will attempt to attract additional funding from the private sector and from other public bodies to fund Welsh medium research projects and students.
- 8.5 The WFC will not directly employ lecturers, but will allocate grants to individual University departments who apply for funding to develop their Welsh medium provision. However, the Finance Department in partnership with the Branch Officers will be responsible for monitoring the use that is made of the funding.

## **9. CONCLUSION**

This is our vision and plan regarding what a Welsh Federal College means. The main principles, namely i) the notion of a new statutory body with the remit of developing Welsh medium education receiving ii) a substantial and independent funding stream, are not new ideas, but some of the details may be new to the debate. The Government, in adopting the policy of a Welsh Federal College will hopefully at least accept the two core principles, but may not perhaps have considered the institution's form and structure. This paper is therefore an attempt to flesh out the bare bones of this basic principle.

We are calling upon the Government to adopt this model and to reject the notion that HEW's plans are anything like a Welsh Federal College, as their model does not acknowledge these two basic principles, not to mention other minor strategies which are discussed in this paper. We realise that the establishment of a Welsh Federal College is as much a political decision as it is a linguistic or an educational one. Consequently, there needs to be a political will, with the Government showing the way and setting out the principles, then letting the sector draw up a structure, not unlike the one we have set out in this paper. It would be a weak Government without political will which would make another U-turn and fail to establish a Welsh Federal College after all.

The establishment of a Welsh Federal College as outlined in this paper is an essential part of a broader project to make Wales a bilingual, prosperous and self-confident nation which is capable of playing its role within the international family of nations.