

THE HIGHLAND COUNCIL GAELIC LANGUAGE PLAN 2012-2016

CONSULTATION DRAFT

FOREWORD

From the Convener of The Highland Council and the Chair of the Council Gaelic Committee

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PART 1 INTRODUCTION

The Highland Council is committed to the promotion and future growth of Gaelic education, language and culture. The Council prepared Scotland's first statutory Gaelic Language Plan in 2007 under the Gaelic Language (Scotland) Act 2005; and this second generation Gaelic Language Plan builds on the ambition and implementation of that first generation Plan.

This Plan also builds on the foundations already laid in promoting bilingualism through Gaelic Education and it seeks to increase the number of Gaelic speakers. The Plan provides for a heightened public profile for Gaelic; and it aims to grow strong and sustainable links between Gaelic in schools and the use of Gaelic in every day life. The Actions contained in this Plan are also intended to make a tangible contribution towards the Government's aim that we promote the acquisition, use and status of Gaelic with the aim of ensuring that by 2021 the proportion of Gaelic speakers is back up to 2001 levels.

The Highland Council is the largest provider of Gaelic Education; and organises a wide range of community related Gaelic development activity for young people and adults. The Council also has a distinguished track record of supporting Gaelic in the arts, media and heritage sectors. It has created, encouraged, supported and funded numerous cultural events; and it has helped to establish and deliver Festivals that have significantly raised the profile of Gaelic; and which have delivered important economic benefits for the area.

Given the extent of its commitment, the Council is keen to engage with partners to deliver activity that will augment and extend its own work in promoting and enhancing Gaelic language and culture; in sustaining and building Gaelic Education and in seeking new economic development opportunities related to Gaelic. The Council also believes it is important that, given the fiscal climate envisaged across the lifetime of this Plan; public authorities and their delivery partners must seek imaginative and innovative ways of sharing expertise and resources, to maximise the impact of Gaelic initiatives.

The Council aims to ensure that this Plan is accessible and easily understood; and that the actions within it are clear, measurable, achievable, realistic and deliverable within the lifetime of the Plan. In addition, it is crucial that the Plan is adaptable; that it is capable of responding to changing circumstances and improvement within its lifespan; and that it is capable of reacting to opportunities that provide for flexibility of approach or delivery.

PART 2 THE NATIONAL CONTEXT

Section 2 of the Gaelic Language (Scotland) Act 2005 requires Bòrd na Gàidhlig to “prepare and submit to the Scottish Ministers a national Gaelic language plan”, and revised versions thereof “no later than 5 years after the date on which the most recent plan is published”. The Council’s Gaelic Language Plan is aligned to and complements the aspirations and targets contained in National Plan for Gaelic 2012-2017 and this can be found [here \(weblink\)](#).

The position of Gaelic is fragile and if the language is to have a sustainable future, there needs to be coordination of effort and direction of resources towards agreed actions and outcomes. The National Plan for Gaelic 2012-17 sets out what these national actions and outcomes are and how they are to be implemented. This will involve a national partnership between the Scottish Government, Bòrd na Gàidhlig, Local Authorities and many other public, voluntary and private bodies and individuals throughout Scotland. The Government target is that the 2021 National Census confirms that the growth in the number of young people speaking Gaelic continues and that by 2031 it has reached replacement level. In other words, the aim is to stabilise the number of people speaking Gaelic by raising the rate at which new speakers offset the loss of (mostly older) Gaelic speakers.

The National Plan for Gaelic 2012-17 carries forward the first National Plan’s vision of a sustainable future for Gaelic as a “healthy, vibrant language, increasingly used, valued and respected in a modern, multicultural and multilingual Scotland”. It has three overarching aims:

- arresting the decline in the overall number of Gaelic speakers in Scotland by increasing the number acquiring the language;
- expanding the range of situations in which Gaelic is used, in line with the Gaelic Language Act’s key principle of equal respect for Gaelic and English; and
- helping speakers of Gaelic, both learners and native speakers, to develop their competence in the language and their confidence in using it, and ensuring that the language itself continues to be healthy and vibrant.

The National Plan for Gaelic also seeks to contribute to the Government’s National Performance Indicators and also links through these to the Council’s Single Outcome Agreement. This second generation Plan is an important link in the national partnership to implement the actions and outcomes in the National Plan for Gaelic 2012-17; and it also provides Highland Council’s own regional prioritisation alongside the overarching national aspirations.

PART 3 THE HIGHLAND COUNCIL CONTEXT

As mentioned in the introduction, the Council's Gaelic Language Plan 2007-11 was the first Plan produced and submitted to Bòrd na Gàidhlig under the Gaelic Language (Scotland) Act 2005. That Plan was approved in May 2008; and Section 7 of the Act outlines the requirement to review the Gaelic Language Plan no later than five years after the date of approval of the previous Plan.

The first generation Plan contained an ambitious set of objectives; provided a rigorous challenge in terms of implementation and much of its ambition in terms of Gaelic in Council Services have been normalised as part of internal policy and practice. This second generation Plan builds on the successes of the earlier Plan; and the challenges posed and lessons learned will provide invaluable benchmarks for 2012-16.

The Council has worked closely with Bòrd na Gàidhlig in preparing the Plan; and to ensure that any necessary elements from the 2007-11 Plan, as identified by Glasgow Caledonian University, were carried over to 2012-16. This Plan will be managed and monitored as one of the Council's suite of corporate performance documents and will be overseen by the Council's strategic Gaelic Committee. In addition, the Plan will contribute to actions and results to implement the Government's National Performance Indicators, through the Council's Single Outcome Agreement and the targets set in Council Service Plans.

PART 4 THE HIGHLAND COUNCIL – DELIVERY ON GAELIC

Situated within the Education, Culture and Sport Service, the Council's Gaelic Team comprises a Gaelic Development Manager, a Gaelic Development Officer, a Senior Translator, a Gaelic Resources Assistant, a Gaelic Administration Assistant and two FTE Gaelic Community Learning and Development Officers. It is hoped to fill the vacant Gaelic Education Development Officer post in the early part of this Plan. The Council spends a total of £3.67M on Gaelic Medium Education and Gaelic Development. In addition, partnership funding from the Scottish Government is provided through the combined Gaelic Specific Grant and Gaelic Learners in Primary Schools funding of £975000 in 2011-12; and the Council also delivers projects with regular partnership project funding from Bòrd na Gàidhlig.

The 2010-11 school session marked 25 years of The Highland Council's provision of Gaelic Education, during which time the Council has demonstrated significant commitment and resources to Gaelic Education and to growing Gaelic in communities. The Council delivered the nation's first Gaelic Language Plan under the Gaelic Language (Scotland) Act 2005 and delivered the first purpose built all-Gaelic Primary school in Scotland - Bun Sgoil Ghàidhlig Inbhir Nis. Such was the School's success that, in partnership with the Scottish Government, the Council had to build an extension to the school in 2010.

At the beginning of this second generation Plan, the Council has: (Highlighted figures below to be inserted following the School Census returns in October 2011).

- 19 Gaelic medium nurseries and 4 partner centres providing pre-school Gaelic education for over 430 three and four year old children;
- 21 Primary Schools providing GME for XX pupils;

- XX pupils in XX schools receiving Gaelic Learners in Primary Schools (GLPS);
- 12 Secondary Schools offering Gàidhlig (Gaelic fluent speaker) classes, or subject teaching through the medium of Gaelic medium, to XX pupils; and
- 13 Secondary Schools offering Gaelic Learners classes for XX pupils

In a national context, the scale of the Council's' education commitment alone is illustrated by Bòrd na Gàidhlig statistics for 2010-2011. These showed The Highland Council providing for:

- 33% of Scotland's GM Pre School children;
- 32% of Scotland's GM Primary School pupils;
- 33.7% of Scotland's GM Secondary pupils studying Gàidhlig as fluent speakers;
- 35.1% of Scotland's GM Secondary pupils studying subjects through the medium of Gaelic; and
- 51.1% of Scotland's GM Secondary pupils studying Gaelic as learners.

Over the lifetime of this Plan, the Council aims to create and maintain a sustainable and seamless 0-18 Gaelic Medium provision (from pre-school through to Primary School and on to Secondary education) in order to develop a solid foundation for Gaelic education, language and culture in a strategically placed network of schools across the Highland area. To develop and manage both growth and demand, the Council is working with Bòrd na Gàidhlig to establish a professionally organised, properly resourced, long term, sustainable early years sector which will encompass pre-school and wraparound provision.

The Council organises Gaelic Adult Learning opportunities through the Ulpan progressive learning method and through other Classes, for over 200 people. Participants include the parents of children in Gaelic Education across Inverness, Aviemore, Nairn, Drumnadrochit, Balnain, Lochaber, Dingwall, Portree, Achamore, Plockton and Sleat. This work is ongoing and, with support from Bòrd na Gàidhlig, is targeted for expansion. The Council also provides an education resource supply and information service for the schools network; and organises a range of events and activities aimed at using Gaelic in informal, everyday situations. The Council also provides a professional Gaelic Translation Service which is used internally and externally and which will be considered for shared service expansion within the lifetime of the Plan.

The Council has signed Memoranda of Understanding with the Provincial Government of Nova Scotia and with Sabhal Mòr Ostaig; and maintains positive relations in furtherance of Gaelic with the Scottish Government, Bòrd na Gàidhlig, sister Authorities and with Gaelic and non Gaelic related organisations across Highland and Scottish public life.

The Council has also built a wide range of partnerships across the Gaelic language arts media and cultural landscape; and campaigned successfully to secure Freeview transmission for BBC ALBA. The Council supports the Royal National Mod which, through a Service Delivery Contract with An Comunn Gàidhealach, will

take place within Highland in 2014, 2017 and 2020. The Council also supports the Blas Festival and the Fèisean movement; and all of these events and initiatives contribute to the educational, cultural and economic wellbeing of the Highlands.

PART 5 ACTION FOR GROWTH - THE SIX THEMES IN THE PLAN

The Council will take action under six themes identified in the Plan. The Action Sheets in the Plan contain specific actions and expected results under the themes; but the below is a brief overview of the themes and the Council's broad aims under each one.

Theme 1 - Gaelic in the Home

The Council will promote the importance of home and family environments in encouraging and supporting young people to become bilingual through Gaelic and will provide Gaelic language learning opportunities for parents of Gaelic Medium (GM) pupils. The Council will also build on its work in organising after school clubs and activities for GM pupils and will support parental advocacy schemes and parent networks that encourage growth in Gaelic Education.

Theme 2 - Gaelic in the Community

In Communities, the Council will strengthen and increase Gaelic related activities and increase the opportunities for young people to use Gaelic in informal settings. The Council will organise community based Gaelic Language Learning classes and press for a review of the effectiveness and focus of Gaelic language learning, particularly for adults, in the community. The Council will also engage with Bòrd na Gàidhlig *Iomairt* (community partnership) groups within the Council area; and undertake joint planning and delivery of activities where appropriate.

Theme 3 - Gaelic in Education

As the largest provider of Gaelic Education, the Council is conscious of its responsibilities at local and national levels. The Council will continue to initiate, contribute to and influence the direction and application of national policies and guidance in relation to Gaelic; and it will continue to ensure that Gaelic is factored into strategic Highland Council Education reviews and assessments. The Council recognises the need for long term workforce planning and development; to facilitate sustained growth in education and will fully engage with the Government to urgently work towards a solution. The Council will also carry out a mapping exercise showing the areas in Highland that would be able to support sustainable and long term 0-18 Gaelic Education; and will seek an increase in early years, pre-school, primary and secondary Gaelic Education.

Theme 4 - Gaelic in the Workplace

The Council will work to increase the normalisation of Gaelic across Council Services and encourage delivery partners and contractors to increase Gaelic visibility within their structures. The Council will also gather up to date baseline data to identify a network of Gaelic contacts across Services; and will ensure that, when policies and initiatives are being scoped, account is taken of the potential positive and negative impact on Gaelic language and education development. The Council will increase the profile of Gaelic at Council Committees and at public events organised by the Council; and will encourage sharing of information and the efficient use of resources across the public sector. The Council will also scope opportunities for Gaelic speaking senior citizens to speak and hear Gaelic within Council funded care provision;

Theme 5 - Gaelic in the Arts, Media and Heritage

The Council will engage with Bòrd na Gàidhlig and Creative Scotland to influence national strategy and policy, with the aim of increasing the number of people participating in the Arts, using Gaelic. The Council will also support and strengthen links with Royal National Mod and Local Mods; and will increase the use of Gaelic within Fèisean and other major Council funded events within the Highlands. Council staff will work closely with High Life Highland (HLH) to raise Gaelic profile in HLH Museums and Archive Centres and also within Council funded independent Museums. The Council also wishes to increase the opportunities for people to engage with Gaelic through the media, arts and creative industries; and to engage with BBC ALBA to identify areas where collaborative initiatives would be appropriate.

Theme 6 - Gaelic in Economic Development

The Council will aim to gain a heightened profile for the economic benefits of Gaelic and bilingualism; alongside culture and heritage and will work to establish the profile of Gaelic in general economic development initiatives and in tourism. It will scope the current information and advice concerning employability and careers issues within the Gaelic jobs market and will outline the economic and cultural benefits of bilingualism and the breadth of careers options and opportunities that Gaelic provides. The Council will contribute to long term workforce planning in respect of the Gaelic jobs sector and will maximise the economic benefits of Gaelic events and media activity held within The Highland Council area. The Council will also create a Marketing and Communications Strategy to highlight the economic, educational and cultural benefits and advantages associated with Gaelic and bilingualism.

Through actions identified under each of these six themes, the Council has overarching aims to:

- **increase the number of speakers;**
- **increase the range of opportunities for using Gaelic;**
- **promote bilingualism in communities, in the home and in education;**
- **sustain and strengthen Gaelic education, language and heritage;**

- **maximise the economic benefits of Gaelic;**
- **contribute to future growth within Gaelic arts, media and culture; and**
- **further raise the status and visibility of Gaelic.**

PART 6 DELIVERING AND RESOURCING THE PLAN

As part of the Director of Education, Culture and Sport Service's Management Team, the Council's Gaelic Development Manager (GDM) will lead the delivery and resourcing of the Plan. The GDM will be supported by the Council's Gaelic Team; and by internal and external partners, where this is possible and appropriate. Responsibility for the Actions in the Plan will be allocated to internal lead officers; and the Gaelic Team's workplans and priorities will be guided by both ongoing and developmental targets within the Plan.

The Council will continue to invest its own resources in Gaelic education, language and culture and, where possible, will seek to realign existing priorities and resources. The Council will also explore all external and partnership funding opportunities where appropriate. National funding streams, and a pragmatic partnership approach to delivery, have been of crucial importance for establishing and sustaining growth in Gaelic; and the Council is strongly committed to a consensual and strategic national approach to Gaelic funding. The Council recognises the fiscal environment in which it operates, and is keen to engage about imaginative and flexible funding approaches to, for example, establishment costs to facilitate growth across Gaelic Education provision.

PART 7 REVIEWING AND MONITORING IMPLEMENTATION OF THE PLAN

As part of the Council's suite of corporate delivery documents, the Gaelic Language Plan 2012-16 will be monitored with the same rigour, scrutiny and timeframes as the Council's Corporate Plan and Council Service Plans. This will include quarterly performance reporting in line with the Education Culture and Sport Service and the Chief Executive's Service monitoring cycles; information and Reports to the Council's Gaelic Committee and an Annual Implementation Report for Bòrd na Gàidhlig. Finally, it is important that the Plan is adaptable; that it is capable of responding to changing circumstances and improvement within its lifespan and that it is capable of reacting to opportunities that provide for a flexibility of approach or delivery.

PART 8 GLOSSARY

List of acronyms, abbreviations etc. to be added.

Part 9 Action Sheets for the Six Themes in the Plan

Theme 1. Gaelic in the Home

Our Aims for Gaelic in the Home	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
1. To promote the importance of home and family environments in encouraging and supporting young people to become bilingual through Gaelic.	<p>We will develop marketing and awareness events and material; promoting the many benefits of bilingual education through Gaelic, including use in the home.</p> <p>We will continue to produce pre-school enrolment information that promotes bilingualism</p> <p>We will ascertain the level of direct and online support and advice currently available to parents/guardians.</p>		<p>A marketing campaign which will raise awareness of the benefits of bilingualism.</p> <p>Encouragement to parents to take the bilingual Gaelic education route.</p> <p>More events and promotional material, including a parental resource pack, will highlight the importance of using Gaelic within the home; and the support available.</p>	Ongoing from 2012 and the parental resource pack produced 2012-13.
2. To provide Gaelic language learning opportunities for parents of GM pupils	<p>We will continue to organise Ùlpan progressive language classes around the Council's Associated School Groups (ASGs); where GME is provided.</p> <p>We will carry out a learning needs assessment with GM parents in order to ascertain the requirement for other types of learning.</p>		<p>An increase in the number of adult speakers; and increased opportunities for GM pupils to use Gaelic in the home.</p> <p>More language learning classes and an increase in the 200 adults undertaking Ùlpan in 2011.</p>	Ongoing from 2012 and the Learning Needs Analysis completed in 2012.
3. To organise After School Clubs and activities for GM pupils.	We will support existing homework clubs, after school clubs and activities and set up new provision where sustainable.		An increase in the number of clubs and activities to provide opportunities for GM pupils to use Gaelic outside the formal classroom environment.	Ongoing from 2012, with new after School Clubs in Ft William and Portree in 2012-13.
4. To support Gaelic parental advocacy schemes and	To organise advisory workshops for GM parents; and		Pilot parental workshops in Skye and Lochaber.	Skye and Lochaber parental workshops delivered in 2012-

Our Aims for Gaelic in the Home	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
parent networks.	work with parents alongside other community based partners.			13; with potentially ongoing development depending on demand.

Theme 2. Gaelic in the Community

Our Aims for Gaelic in the Community	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
1. To strengthen and increase Gaelic activities and development in communities	<p>We will deliver Gaelic family learning and leisure activities within communities across Highland.</p> <p>We will actively support and further develop community partnerships in the Highland Council area.</p> <p>We will encourage opportunities for inter generational communication between senior citizens and young people; where Gaelic will be spoken.</p> <p>In partnership with "Active Schools" we will offer training and Gaelic language coaching in a range of sports for GM Secondary pupils.</p>		<p>An increase in Gaelic family learning events and activities.</p> <p>Organising and delivering the national Gaelic Family Learning week in Skye each July.</p> <p>Greater liaison within community partnerships; such as with Bòrd na Gàidhlig's <i>Iomairt</i> initiatives</p> <p>More opportunities for inter generational transmission within activities.</p>	Ongoing from 2012.
2. To increase the opportunities for young people to use Gaelic in informal settings.	<p>We will continue to include Gaelic options in partnership initiatives such as High Life Highland's Summer Activity Programme.</p> <p>We will continue to deliver and further develop a Gaelic arts, media and leisure programme including drama, film and sporting activities.</p>		<p>An increase in the number of Gaelic options within general activities and sports related programmes.</p> <p>Organising and delivering <i>Seachdain na Deugairean</i> for Secondary pupils each year, at Sabhal Mòr Ostaig.</p>	Ongoing from 2012 with renewed engagement with High Life Highland.
3. To continue to organise community based Gaelic Language Learning classes.	<p>We will continue to organise Ùlpan progressive language classes.</p> <p>We will continue to organise Gaelic Conversation classes.</p>		More language learning classes and an increase in adults learning Gaelic. An increase in the 200 adults undertaking Progressive Ùlpan	Ongoing from 2012 with support from external partners.

Our Aims for Gaelic in the Community	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	We will continue to organise a range of informal learning opportunities for adults; including any with additional support needs.		classes in 2011-12.	
4. To review the effectiveness and focus of Gaelic language learning in the community.	<p>We will request and participate in, a review of Gaelic adult learning opportunities to ensure that what is being delivered is successful and meets the needs of learners. Reference will be made to the May 2010 Research by Edinburgh University- Adult Gaelic Learning in Scotland: Opportunities, Motivations and Challenges.</p> <p>We will request and participate in, a review of the effectiveness of Ulpan. This should include feedback from tutors, learners and course organisers; an examination of the pricing structure, the terms and conditions and an assessment of future needs.</p>		<p>An up to date appraisal of language learning methods and provision within communities.</p> <p>A formal national evaluation of Ulpan will provide feedback on its effectiveness and any changes that might be helpful, going forward.</p>	Work to be commenced in 2012-13; target completion in 2013-14.
5. To develop Bun-sgoil Ghàidhlig Inbhir Nis (BSGI) as the hub of Gaelic development in and around Inverness.	We will further enhance the community liaison role within BSGI to support the development of an <i>lomairt</i> (community partnership) in Inverness.		A renewed cooperation and partnership between Gaelic organisations, committed to work for significant Gaelic growth in Inverness.	Ongoing from 2012.

Theme 3. Gaelic in Education

Our Aims for Gaelic in Education	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
<p>1. To engage with partners in relation to national Gaelic education and wider development initiatives including commissioned Research, Conferences, Studies and Reports which may inform and influence national policy and guidance.</p>	<p>Through membership of the National Gaelic Education Steering Group and other forums; we will initiate, contribute to, and engage with, Gaelic initiatives which inform and influence national policy and guidance.</p> <p>We will engage with HMIE to agree actions from its Report of June 2011 <i>“Gaelic Education: Building on the successes, addressing the Barriers”</i></p> <p>We will engage with relevant academic sources on their research on Bilingualism and Gaelic-medium Education in Scotland:</p> <p>We will continue to support the UHI Gaelic Bursaries Scheme.</p> <p>We will ensure that the outcomes of the six 25th Anniversary GME Consultation Events are fed into deliberations on Gaelic Education at Council and National levels where appropriate.</p>		<p>Continuing to initiate, contribute to and influence the direction and application of national policies and guidance in relation to Gaelic.</p>	<p>Ongoing from 2012.</p>

Our Aims for Gaelic in Education	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
<p>2. To ensure that Gaelic Education and Gaelic Schools continue to be factored into strategic Highland Council Education reviews and assessments.</p>	<p>The potential impact on Gaelic education will be taken into account within the Strategic School Estates Review</p> <p>The potential impact on Gaelic education will be taken into account within the Strategic Review of Education Provision in the City of Inverness and the A96 Corridor</p> <p>The Council will build Gaelic schools in Fort William and Portree with support from the Scottish Government</p> <p>Experiences gained from the successful establishment and growth of Bun Sgoil Ghàidhlig Inbhir Nis will be factored into the establishment of further Gaelic schools.</p>		<p>Gaelic education will continue to be factored into strategic Education reviews or assessments within the Council; taking account of the particular linguistic imperatives of GME.</p>	<p>Ongoing from 2012.</p>
<p>3. To carry out a mapping exercise showing the areas in Highland that would be able to support sustainable and long term 0-18 Gaelic Education.</p>	<p>We will consult with Area Education Managers to identify the areas within, or between, Associated School Groups (ASGs), where current Gaelic Education provision could be configured and/or strengthened to support and establish long term Gaelic Education provision.</p> <p>We will consult within ECS and with the Council Early Years Team and Bòrd na Gàidhlig to ensure that all information on 0-3 and 3-5 pre-school provision within Highland is</p>		<p>We will have identified areas where we can develop sustainable and seamless 0-18 Gaelic Medium provision (from early years through to Primary School and on to Secondary education).</p> <p>A solid foundation for Gaelic education, language and culture in a strategically placed network of schools across the Highland area.</p> <p>An overview of Gaelic education availability and</p>	<p>Initial mapping to be completed in 2012-13 and areas for development to be identified. Follow on mapping to be completed in 2013-14.</p>

Our Aims for Gaelic in Education	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	<p>accurate and up to date.</p> <p>We will identify and support 0-3 nursery groups in specific locations to feed directly through to GM pre-school, Primary and Secondary schools.</p> <p>We will identify and support 3-5 pre-school provision, in specific locations, to support the transition to GM Primary and Secondary schools.</p> <p>We will collate and map Gaelic related community activities and developments, within ASGs across Highland.</p> <p>We will engage with ICT colleagues to create a digital/online webmapped Gaelic educational and community resource for public/parental use and information.</p>		Gaelic related community activities across Highland.	
4. To identify the future staffing requirements in the Pre School, Primary and Secondary sectors	<p>We will collate information within the Council, which will contribute to national workforce planning research in order to plan the future supply of Gaelic early years staff and teachers and support staff in Primary and Secondary education.</p> <p>We will explore the possibility of cooperation between GM Primary and GM Secondary schools, where Gaelic teaching provision for S1 and S2 requires support. (See also 13 below)</p>		A long term, sustainable teacher careers and recruitment strategy; providing the necessary number of qualified staff to meet the needs of Gaelic across early years, Primary and Secondary education.	Undertaken within BnG National Workforce Planning timeframe.

Our Aims for Gaelic in Education	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
5. To investigate the need/demand for statutory Additional Support Needs (ASN) in GME	We will collate information within the Council on statutory provision/demand, which will contribute to a national review of ASN provision in GME.		A clearer picture relating to statutory ASN demand; which would inform a national strategy on Gaelic education related ASN.	Collation of information in 2012-13; with a view to national guidance being available for implementation in 2015.
6. To establish national baseline information regarding the availability and uptake of online learning resources, initially for schools.	We will carry out an audit and create a database of the online learning material and resources currently available.		A national overview of online learning resources that will allow the assessment and development of future online requirements for both teachers, pupils and other learners.	Ongoing from 2012
	We will ascertain the latest uptake levels for online learning resources; identify priority areas and identify subjects for renewing and creating online educational resources			
7. To research the demand and sustainability for wraparound care in Gaelic Education	We will ascertain the level of demand for wraparound care within GME and undertake a pilot project in an appropriate area.		A clear pathway to include wraparound care where GM provision exists.	Identify the level of demand in 2012-13 and plan pilot wraparound for 2013-14; in conjunction with emerging conclusions from the 0-18 GM mapping exercise.
8. To initiate research into the action required to increase pupil numbers around the key transition stages from nursery to Primary School; from Primary to Secondary School and within Secondary stages.	We will collate information within the Council, which would contribute to a national research project(s) into the key transition phases.		Local and national research that would identify and address the challenges at the various key transition stages in GME.	Collation of data in 2013 and ongoing work thereafter.
	We will maintain; and then increase the number of GM pupils continuing with GME at the various key transition stages.			
9. To increase the number of young people in Gaelic Education who engage in Gaelic creative writing.	We will organise a series of creative writing workshops in schools; supported by Gaelic writers to develop pupils' fluency and literacy.		An increase in the number of pupils who engage with Gaelic writers and participate in creative writing events.	Engagement with partners in 2012 and implementation of workshops and increase in numbers from 2013-14 onwards.

Our Aims for Gaelic in Education	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
10. To establish a professionally organised, well resourced, sustainable Early Years sector.	We will establish a 3 year pilot partnership programme with Bòrd na Gàidhlig, comprising a total of 5 FTE Early Years Workers to establish sustainable provision within the 0-3 sector.		The creation of a strong and cohesive 0-3 Early Years sector, feeding through to pre-school provision and onwards to Primary and Secondary Gaelic Education.	Preparatory work completed in 2012; with a review of future direction and support in 2013-14.
11. To increase the number of children in 0-5 Gaelic provision.	<p>We will, in conjunction with Bòrd na Gàidhlig, train 5 Early Years Workers to research and sustain current provision, and to support and develop growth where appropriate.</p> <p>We will target growth in the 0-3 sector through the Early Years Workers at 10 above; to support the transition to GM pre-school, GM Primary and Secondary schools:</p>		<p>An increase in the number of children in Gaelic 0-3 groups and an increase in the number of children feeding through to 3-5 Council and Partner Centre Gaelic Nurseries.</p> <p>Insert Pre School 3-5 September 2011 baseline figure.</p>	Ongoing from 2012.
12. To increase the percentage of pupils in GM Primary School education.	<p>We will create parental promotion and marketing material highlighting the benefits of a bilingual education</p> <p>As at 3 above; we will identify and support 3-5 pre-school provision, in specific locations, to support the transition to GM Primary and Secondary schools.</p> <p>We will target growth in Ullapool, Portree, Dingwall, Tain, Nairn and Fort William.</p> <p>We will provide guidance and support for relevant Council staff, including in schools, to advise parents in relation to undertaking bilingual</p>		<p>Baseline %age available after 2011 School Census</p> <p>An increase in promotional material relating to bilingualism; and more encouragement for parents to choose bilingual education.</p> <p>An increase in the overall percentage of Primary school pupils population attending GM Primary, particularly in Portree, Dingwall, Tain, Nairn and Fort William.</p>	Ongoing from 2012.

Our Aims for Gaelic in Education	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	education.			
13. To increase the percentage of English Medium pupils in Primary School education, accessing Gaelic as learners	We will target GLPS at Primary Schools that feed directly into Secondary schools which provide Gaelic as a subject.		<p>Baseline %age available after 2011 School Census</p> <p>An increase in the percentage of EM pupils in Primary School education, accessing Gaelic as learners</p>	Ongoing from 2012.
14. To increase the percentage of Secondary School pupils studying Gàidhlig (fluent speakers).	<p>We will encourage all pupils at Primary 7 in GME to continue through to Secondary 1 Gàidhlig classes (fluent speakers).</p> <p>We will explore the possibility of cooperation between GM Primary and GM Secondary schools, where Gàidhlig provision for S1 and S2 requires support. (See also 4 above)</p>		<p>Baseline %age available after 2011 School Census</p> <p>An increase in the percentage of the overall Secondary school pupil population studying Gàidhlig (fluent speakers).</p>	Ongoing from 2012.
15. To increase the percentage of Secondary School pupils studying subjects through the medium of Gaelic	We will contribute to a national partnership to support the delivery of subjects in Gaelic within Secondary schools that currently receive GM Primary school pupils.		<p>Baseline %age available after 2011 School Census</p> <p>An increase in the percentage of the overall Secondary school pupil population studying subjects through the medium of Gaelic</p>	Ongoing from 2012.
16. To increase the percentage of English Medium pupils in Secondary School education, accessing Gaelic as learners.	<p>We will identify the scope for expansion in existing schools.</p> <p>We will contribute to the development of national online resources.</p>		<p>Baseline %age available after 2011 School Census</p> <p>An increase in the percentage of the overall Secondary school pupil population accessing Gaelic as learners.</p>	Ongoing from 2012.

Theme 4. Gaelic in the Workplace

Our Aims for Gaelic in the Workplace	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
1. To establish up to date baseline data on the number and location of Gaelic speakers within the Council.	We will conduct a Gaelic language skills audit; which will include Gaelic usage within the Council.		Up to date baseline data that will enable us to identify a network of Gaelic contacts across Services.	2012-13
2. To reinforce the message that customers who contact the Council and wish a response in Gaelic are guaranteed a response in Gaelic.	<p>We will reinforce this message across all Council Services, including Headquarters, Service Points, the Service Centre and online.</p> <p>We will develop welcome phrases for relevant staff; and provide individual training or coaching where appropriate; and use our online Bilingual Toolkit with sound clips.</p>		<p>Using a standard bilingual telephone welcome, including in recorded messages, will signal increasing normalisation within the Council.</p> <p>The public will be more aware that they can contact the Council in Gaelic; and will receive a response from the Council in Gaelic, within the standard response timeframes.</p>	Cross Service between 2012-14
3. To maintain the high standards of Gaelic Translation provided within, and by, the Council.	<p>We will highlight - across all Services - the requirement to use the Gaelic translation service for quality and consistency.</p> <p>We will explore the potential to form a shared service model within the public sector.</p> <p>We will keep abreast of orthographic developments and will engage with developments in quality control and accreditation relating to translation.</p> <p>We will continue to work in collaboration with and support Ainmean Àite na h-Alba, as the</p>		A service providing consistent and high quality translation, which will be held in high regard internally and externally.	Ongoing from 2012.

Our Aims for Gaelic in the Workplace	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	national experts on Gaelic place names.			
4. To increase the profile of Gaelic at Council Committees and at public events organised by the Council.	<p>Standard words of welcome in Gaelic will be produced and made available for Chairs of Meetings and Events to use.</p> <p>We will provide individual training or coaching and also use our online Bilingual Toolkit with sound clips.</p>		A heightened profile and status for Gaelic; giving a tangible sign of corporate support and increasing normalisation within the Council.	Cross Services and Committees from 2012-14
5. To support Members and Council staff who wish to develop their awareness of, and competence in, Gaelic.	<p>We will undertake a Gaelic language training needs analysis across Services and amongst Members.</p> <p>We will organise Gaelic Awareness Training for newly Elected Members.</p> <p>We will review the need for an updated Gaelic Awareness Course for Council Staff.</p> <p>We will scope the potential for using external sources such as the Scottish Union Learning Fund to support Gaelic learning in the workplace</p>		An increase in the number of Members and staff who are engaging with and learning, Gaelic.	<p>Ongoing from 2012.</p> <p>We will review the Gaelic Awareness Course in 2012-13.</p> <p>We will explore external funding possibilities from 2012.</p>
6. To scope the possibility of sharing expertise, staff numbers and resources in the provision of Gaelic Language training courses for staff.	We will contact other public sector organisations, initially in Inverness, such as SNH, Forestry Commission Scotland, the Crofters Commission, UHI, NHS Highland, Northern Constabulary and HIE to assess combined demand for Gaelic language training.		Increased collaboration, sharing of information and the efficient use of resources across the public sector will result in more language classes with sustainable numbers.	Scoping exercise in 2012-2013.

Our Aims for Gaelic in the Workplace	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	If Inverness proves successful, we will look at other similar opportunities within the Highland Council area.			
7. To scope opportunities for Gaelic speaking senior citizens to speak and hear Gaelic within Council funded care provision.	We will undertake an assessment of the demand for, and the potential to provide, opportunities for Gaelic speaking senior citizens to speak and hear Gaelic within Council funded care provision.		An increasing number of senior citizens in Council funded care provision can engage in Gaelic conversation and be entertained through traditional music.	Assessment of need/demand completed in 2013
8. To restructure the Gaelic elements on the Council Website	<p>We will review all pages relating to Gaelic on the website; and create a new, unified area with a clear message on the benefits of bilingualism</p> <p>The second phase of the exercise will seek to incorporate Gaelic across the entire website.</p>		A new Gaelic area on the website, including information on education, bilingualism, the learning toolkit, Gaelic developments across the Council and links with our partners.	Ongoing from 2012.
9. To ensure that, when Council policies and initiatives are being scoped, account is taken of the potential positive and negative impact on Gaelic language and education development.	<p>A Gaelic Impact Assessment will be included as part of the "risk" checklist for policy initiative consideration.</p> <p>"Gaelic" will be added to the list of "Implications" that are taken into consideration in all Council Committee papers</p>		As part of its policy assessment and decision making processes, the Council takes account of potentially positive and negative effects and messages regarding Gaelic.	Ongoing from 2012
10. To review the Gaelic content within our Standard Contracts, Service Delivery Agreements and associated Schedules.	<p>We will bilingualise headings etc, within current Agreements and Contracts.</p> <p>We will carry out a cross Service review to include specific Gaelic language criteria within our Grants, our Service Delivery Contracts, Service Level Agreements and</p>		An increasing normalisation of Gaelic use within the Council and also using the Council's influence to encourage partners to increase Gaelic visibility within their structures.	2014

Our Aims for Gaelic in the Workplace	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	our Commercial Contracts.			

Theme 5. Gaelic in the Media, Arts and Heritage

Our Aims for Gaelic in the Media, Arts and Heritage	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
1. To influence Gaelic strategy and policy within Media, Arts and Heritage.	<p>We will participate in the revision of the National Gaelic Arts, Media and Culture Strategy.</p> <p>We will participate in the work of the National Gaelic Arts Strategy Advisory Forum and its associated working groups.</p>		<p>A contemporary and visionary Gaelic Arts, Media and Culture strategy; influenced by Highland Council.</p> <p>An increase in the number of people participating in the Arts, using Gaelic.</p>	Ongoing from 2012.
2. To continue to fund, support and encourage the growth of the Royal National Mod (RNM) in the Highlands.	We will work with An Comunn Gàidhealach and other stakeholders to increase the number of participants at, and visitors to, RNMs in Highland.		<p>An increase in the number of participants, and visitors to Royal National Mods within Highland.</p> <p>An increased profile for the Mod through more branding and marketing opportunities.</p>	Preparatory work in 2012-13; looking ahead to the Royal National Mod in Inverness in 2014.
3. To continue to support the Provincial/Local Mods within Highland.	We will undertake a review of Provincial/Local Mods within Highland; and identify action that would increase participation in the Royal National Mod in Inverness in 2014.		Up to date information on current participation in Highland Provincial/Local Mods; and a plan to maximise competitor attendance at Inverness 2014.	Ongoing from 2012.
4. To continue to support and build the use of Gaelic within Fèisean and other major Council funded events within the Highlands	<p>We will assess the Gaelic language elements within our Service Delivery Contracts with Fèisean nan Gàidheal and Fèis Rois and take action where appropriate.</p> <p>We will seek ways to maximise the impact of Gaelic within Council and High Life Highland funded visitor attractions, initiatives, events and festivals.</p>		An increase in the profile and use of Gaelic within Council funded visitor attraction initiatives, events and festivals.	<p>Review of SDCs in 2012-13 and implementation of any changes in 2013-14.</p> <p>Engagement with HLH via the Service Level Agreement Schedule ongoing from 2012.</p>

Our Aims for Gaelic in the Media, Arts and Heritage	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	We will ensure that the profile of Blas as a bilingual festival is increased.			
5. To increase the number of opportunities available to develop the Gaelic visual arts, music, literature, film/media and dance	<p>We will deliver opportunities for these activities through our partnership agreements, Service Delivery Contracts and Memoranda of Understanding.</p> <p>We will organise literature events and readings in High Life Highland Libraries.</p> <p>We will create opportunities for young people to participate in innovative and contemporary multi media projects.</p>		An increase in the number of opportunities for people to engage with Gaelic through the media, arts and creative industries.	Ongoing from 2012.
6. To increase the number of young people engaged with Gaelic drama to develop their language competence.	We will draw up a pilot programme for drama in schools; linked to the Curriculum for Excellence.		A strategic approach to introducing young people to the expressive arts; and to develop their language competence.	Ongoing from 2012 and linked to the Curriculum for Excellence and the Review of the Gaelic Arts Strategy.
7. To engage with, and maximise the use of, the media to increase the broadcast content, status and profile of Gaelic.	<p>We will engage with BBC ALBA and identify areas where collaborative initiatives would be appropriate.</p> <p>We will identify the growth potential for Gaelic content on local radio stations within Highland.</p> <p>We will issue news releases regularly in order to increase the profile of Gaelic and its delivery within the Council</p> <p>We will assess the requirements for media training and arrange appropriate courses and support.</p>		<p>A continued positive profile for the Council and its efforts to increase Gaelic broadcasting content.</p> <p>A positive profile for Gaelic within the Council; with more Members and staff trained in media handling and relations.</p>	Engagement with BBC ALBA in 2013; and review the potential with local Radio Stations thereafter.

Our Aims for Gaelic in the Media, Arts and Heritage	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
8. To raise awareness of the Gaelic elements in Highland history and heritage assets.	<p>We will work in partnership with Council and HLH funded community and voluntary heritage groups to raise the profile of the Gaelic heritage of local areas.</p> <p>We will work closely with High Life Highland to raise Gaelic profile in HLH Museums and Archive Centres and also within Council funded independent Museums.</p>		<p>An increase in the profile of Gaelic culture and heritage in the Highlands.</p> <p>An increase profile for, and use of Gaelic in, exhibitions and in HLH and Council funded heritage establishments.</p>	Liaison with HLH in 2013-14 to review Gaelic input and profile in the heritage sector.
9. To develop resources on the heritage of the area in a range of media and in association with the Gaelic Diaspora.	<p>We will engage with the second Year of Scottish Homecoming in 2014; which coincides with the Royal National Mod being held Inverness.</p> <p>We will look at imaginative and innovative ways of implementing the Memorandum of Understanding between the Council and the Provincial Government of Nova Scotia.</p> <p>We will, where appropriate, engage with other parts of the Gaelic Diaspora, making use of remote contact mechanisms.</p>		<p>Gaelic will be an integral element for the Council, within Homecoming 2014.</p> <p>We will use videoconferencing and other interactive communications methods to deliver the MoU.</p>	Ongoing from 2012.

Theme 6. Gaelic in Economic Development

Our Aims for Gaelic in Economic Development	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
<p>1. To scope the current information and advice concerning employability and careers issues within the Gaelic jobs market.</p>	<p>We will contribute to the review and updating of the 2008 Report - <i>Measuring the Gaelic Labour Market: Current and Future Potential</i>.</p> <p>We will contribute to the development of a structured campaign of advice on Gaelic careers and skills. Using appropriate literature/technologies and role models, this initiative will outline the educational, economic and cultural benefits of bilingualism and the breadth of careers options and opportunities that Gaelic provides</p>		<p>Baseline information and new research to target efforts to increase the number of people entering the Gaelic labour market</p> <p>A clear and consistent career information service with an agreement on a young person's entitlement to effective career information, advice and guidance (CIAG) services which will also include choices on Gaelic</p>	<p>Review and update of the 2008 report to be planned in 2012-13.</p> <p>Careers material and campaign to follow on.</p>
<p>2. To contribute to long term workforce planning in respect of the Gaelic jobs sector.</p>	<p>We will initiate, and participate in, a long term Gaelic workforce and skills development, audit and planning exercise.</p>		<p>A long term Gaelic employment strategy; from early years jobs, through the education sector and on to the media, and wider Gaelic development opportunities.</p>	<p>Ongoing from 2012; and in conjunction with the national workforce planning strategy.</p>
<p>3. To establish the profile of Gaelic in general economic development initiatives and in tourism.</p>	<p>Gaelic will be included in process checklists in order that the potential for increasing the visibility and use of the language is addressed at project planning stages</p> <p>We will secure a higher profile and visibility for bilingualism in commercial and retail developments and in wider economic planning and</p>		<p>A tangible sign of increasing normalisation within the Council and an increase in the use and profile of Gaelic in high profile commercial, retail and visitor developments.</p>	<p>Ongoing from 2013.</p>

Our Aims for Gaelic in Economic Development	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	<p>development initiatives.</p> <p>We will build further on the Council's agreement with VisitScotland which requires the Gaelic language to be featured as part of their promotion of the Highlands' distinct culture; including featuring Gaelic in marketing campaigns.</p>			
<p>4. To maximise the economic benefits of Gaelic events and media activity held within The Highland Council area.</p>	<p>We will establish where we can further maximise the economic impact of Gaelic events in Highland.</p> <p>We will further develop the Economic Impact Assessment Study on the Royal National Mod when held within Highland.</p> <p>We will work to increase the number of participants in the Royal National Mod and to attract additional sponsorship for the event.</p> <p>We will engage with The Highlands of Scotland Film Commission to establish where the profile and use of Gaelic can further be developed in their business area.</p> <p>We will scope the possibility of the Celtic Media Festival being</p>		<p>A higher profile for the economic benefits of Gaelic and bilingualism; alongside culture and heritage.</p>	<p>Ongoing from 2012.</p> <p>Engagement with HSFC in 2013-14.</p>

Our Aims for Gaelic in Economic Development	Actions needed to achieve the Aims	Partnership to deliver the Actions (To be completed after discussion with partner organisations)	The end Results	Timescales
	hosted at an appropriate time in Highland.			
5. To develop a strategy to raise the profile of bilingualism and the associated benefits and advantages.	We will create a Marketing and Communications Strategy to highlight the economic, educational and cultural benefits and advantages associated with Gaelic and bilingualism.		A structured, professional approach to “marketing” the Gaelic language; and a greater understanding and acceptance of the importance of the language.	Ongoing from 2012.
6. To support opportunities for young people to gain work experience in a Gaelic environment.	We will continue to support the creation of Gaelic related work experience placements in relevant organisations.		Participants will ultimately seek employment which will enable them to use Gaelic.	Ongoing from 2012.