

THE HIGHLAND COUNCIL GAELIC LANGUAGE PLAN 2012-2016

FOREWORD

The Highland Council's Gaelic Language Plan 2012-16 sets out the Council's aims and ambitions for Gaelic over the next four years; and how these will be achieved. This renewed and refreshed Plan does not replace the 2007-11 Gaelic Language Plan, but builds on the Council's ongoing successes and achievements in growing Gaelic. We are proud of our achievements in strengthening the language across education and public services and through events and initiatives which contribute to the educational, cultural and economic wellbeing of the Highlands.

The Council is determined to increase the number of Gaelic speakers and significantly enhance the profile of Gaelic. To achieve our aspirations we will have a strong focus on actions for our young people and families particularly in Education; and in the Home and in Communities. We will also increase the use and profile of Gaelic within Council Services and we will work to strengthen and build Gaelic with a range of partner organisations across the Arts, Media and Heritage and the Economic Development sectors. The Council will also work to ensure that the interests of Gaelic are taken into consideration within its spheres of influence including the Community Planning Partnership locally and the wider levels of Government beyond.

We commit ourselves to reviewing our progress and to preparing annual reports on the implementation of the Plan. Finally, we will always try to improve on our performance and delivery and, in the uncertain economic times ahead, we will do all we can to provide Gaelic with a strong, prosperous and sustainable future.

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Convener of The Highland Council

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PART 1. INTRODUCTION

1.1 The Highland Council prepared Scotland's first statutory Gaelic Language Plan in 2007 under the Gaelic Language (Scotland) Act 2005; and five years later, the Council is proud to reaffirm its commitment to the promotion and future growth of Gaelic education, language and culture. The 2007-11 Plan contained a hugely ambitious suite of aims and objectives; and many of those outlined then as Core Commitments have been successfully normalised within the Council's internal processes and procedures.

1.2 This second generation Gaelic Language Plan for 2012-16 therefore, does not replace the Council's original 2007-11 Plan. Rather it builds on the ambition, the successes and the experience gained in implementing the first generation Plan; it further develops the Council's ambitions for Gaelic sustainability, growth and status; and it complements the National Gaelic Language Plan 2012-17.

1.3 This Plan also builds on the foundations already laid in promoting bilingualism through Gaelic Education; provides for a heightened public profile for Gaelic and it aims to develop stronger and more sustainable links between Gaelic in formal education, and the use of Gaelic in everyday life in communities. The Actions contained in this Plan are also intended to make a tangible contribution towards the Government's target to promote the acquisition, use and status of Gaelic as outlined in 2.3 in *The National Context* below.

1.4 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.

1.5 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.

1.6 The Council intends that this Plan is accessible 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 can respond to changing circumstances and improvement within its lifespan; and that it can react to opportunities that provide for flexibility of approach or delivery.

PART 2. THE NATIONAL CONTEXT

2.1 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 Bòrd na Gàidhlig’s National Gaelic Language Plan 2012-2017.

2.2 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 Gaelic Language Plan 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.

2.3 The National Gaelic Language Plan’s headline target is to attain stability in the number of people speaking Gaelic by raising the rate at which new Gaelic speakers are created to ‘replacement level’ – i.e. the level at which the loss of mostly older Gaelic speakers is balanced by the creation of new speakers. The specific national performance criteria are 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. Assuming that the 2011 Census Report presents a broadly similar picture to 2001, Bòrd na Gàidhlig’s target to achieve the annual ‘replacement target’, would be to double the number of young people entering Gaelic Medium Primary 1 classes to around 800 by 2017. To support the attainment of Scottish Government targets, once the Council has scrutinised the data from the 2011 Census and consulted with Bòrd na Gàidhlig; specific targets will be incorporated within the Education Theme’s Strategic Commitments 2.3 and 2.4 in Part 9 below.

2.4 The National Gaelic Language Plan 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 fluent 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.

2.5 The National Gaelic Language Plan 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 Gaelic Language Plan 2012-17; and it also provides Highland Council's own regional prioritisation alongside the overarching national aspirations.

PART 3. THE HIGHLAND COUNCIL CONTEXT

3.1 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.

3.2 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.

3.3 The Council has worked closely with Bòrd na Gàidhlig in preparing the Plan; and to ensure that any necessary ongoing elements from the 2007-11 Plan, including those identified by Glasgow Caledonian University, were addressed. 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.

3.4 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

4.1 The Council's Gaelic Team, situated within the Education, Culture and Sport Service, is led by the Gaelic Development Manager supported by a Gaelic Development Officer, two Full Time Equivalent Gaelic Community Learning and Development Officers, a Senior Translation Officer, a Gaelic Resources Assistant and a Gaelic Clerical Assistant. It is hoped to fill the vacant Gaelic Education Officer post in the early part of this Plan.

4.2 In Financial Year 2011-12 the Council had a gross expenditure budget for Gaelic Medium Education and Gaelic Development of £4.768M. The total budgeted income for the year was £0.975M relating to partnership funding from the Scottish Government which was provided through the combined Gaelic Specific Grant and Gaelic Learners in Primary Schools funding. This provided a total net budget for Gaelic in 2011-12 of £3.793M. The Council also delivers projects with partnership funding from Bòrd na Gàidhlig.

4.3 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.

4.4 At the beginning of this second generation Plan, the Council provides:

- 19 Gaelic medium nurseries and 4 partner centres providing pre-school Gaelic Education for over 320 three and four year old children;

- 21 Primary Schools providing Gaelic Medium Education for 761 pupils;
- 1345 pupils in 59 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 373 pupils; and
- 12 Secondary Schools offering Gaelic Learners classes for 1286 pupils

4.5 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 Gaelic Medium Pre School children;
- 32% of Scotland's Gaelic Medium Primary School pupils;
- 34% of Scotland's Gaelic Medium Secondary pupils studying Gàidhlig as fluent speakers;
- 35% of Scotland's Gaelic Medium Secondary pupils studying subjects through the medium of Gaelic; and
- 51% of Scotland's Gaelic Medium Secondary pupils studying Gaelic as learners.

4.6 Over the lifetime of this Plan, the Council aims to create and maintain a sustainable and seamless Gaelic Education 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 the 0-3 and pre-school levels and develop wraparound provision within Gaelic Education.

4.7 The Council organises and delivers Gaelic Adult Learning opportunities through the Ùlpan progressive learning method and other classes, for over 200 people in 2011-12. Participants include the parents of children in Gaelic Education across Inverness, Aviemore, Nairn, Drumnadrochit, Balnain, Lochaber, Dingwall, Portree, Achmore, Plockton, Ullapool and in Sutherland. This work is ongoing and, with support

from Bòrd na Gàidhlig, is targeted for expansion. The Council provides an education resource supply and information service for the Gaelic 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.

4.8 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.

4.9 The Council has also built a wide range of partnerships across the Gaelic arts, media and cultural landscape; and campaigned successfully to secure Freeview transmission for BBC ALBA. The Council is a principal supporter of 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 FIVE THEMES IN THE PLAN

5.1 The Council will take action under five themes in this Plan. The Action Sheets in Part 9 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.

5.2 *Theme 1 - Gaelic in the Home and in Communities*

The Council will promote the importance of Gaelic usage in the home and family environments, thus encouraging and supporting young people to become bilingual through Gaelic. The Council will also provide Gaelic language learning opportunities for parents of Gaelic Medium pupils

and will build on its work in organising after school clubs and activities for Gaelic Medium pupils. The Council will support parental advocacy schemes and parent networks that encourage growth in Gaelic Education. In Communities, the Council will strengthen and increase Gaelic related activities and provide more 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 of Gaelic language learning, particularly for adults. The Council will also engage with Gaelic community partnership development initiatives within the Council area; and undertake joint planning and delivery of activities where appropriate.

5.3 *Theme 2 - 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 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 Bòrd na Gàidhlig and the Scottish Government to urgently work towards a solution. The Council will also carry out a mapping exercise identifying 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 to support the overarching targets in the National Gaelic Language Plan 2012-17.

5.4 *Theme 3 - 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 the profile of Gaelic in HLH Museums and Archive Centres and in 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.

5.5 ***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 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 publicly funded care provision.

5.6 ***Theme 5 - 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 advice in relation to the Gaelic jobs market; and will outline the economic and cultural benefits of bilingualism and the breadth of careers options and opportunities that speaking 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 associated with Gaelic and bilingualism.

5.7 Through actions identified under each of these five themes, **the Council's overarching aim is to sustain and increase the number of speakers by:**

- **strengthening Gaelic Education, language and culture;**
- **increasing the range of opportunities for using Gaelic;**
- **promoting the benefits of bilingualism in communities, in the home and through education and learning;**
- **maximising the economic benefits of Gaelic;**
- **contributing to future growth within Gaelic arts, media and heritage; and**
- **further raising the status and visibility of Gaelic.**

PART 6. DELIVERING AND RESOURCING THE PLAN

6.1 The Gaelic Development Manager is responsible to the Director of Education Culture and Sport for leading and managing the Council's Gaelic Language Plan across all Services within The Council. The Gaelic Development Manager has responsibility for the implementation of the Gaelic Language Plan, and any related plans and policies, through inter-service working within the Council, working in close association with the Scottish Government, Bòrd na Gàidhlig and in collaboration with other external organisations and Gaelic agencies. The Gaelic Team's operational priorities will be guided by the Strategic Aims, the Key Performance Results and the Enabling Actions outlined within the Plan. The Council will continue to invest its own resources in Gaelic education, language and culture and, where appropriate, will seek to realign existing priorities and resources.

6.2 The shortage of qualified teachers and support staff is a pivotal issue in relation to the expansion of Gaelic education and the consequential increase in speakers. This issue will be addressed as a matter of urgency at a national level through the Workforce Planning initiative.

6.3 The Council will also explore all external partnership funding opportunities where appropriate. National funding streams, and a pragmatic partnership approach to delivery, have been of crucial importance to establishing and sustaining growth in Gaelic. The Council is strongly

committed to a consensual and strategic national approach to Gaelic funding. Given the fiscal environment in which it operates, the Council is keen to explore imaginative and flexible funding approaches to support, for example, the establishment costs to facilitate growth across Gaelic Education provision.

PART 7. RISKS

7.1 Strategic risk management entails identifying, analysing and prioritising those risks that may affect the Council's ability to achieve its objectives. A review of the risks associated with the Plan was carried out by the Gaelic Team in December 2011 and the following high level risks were identified.

Risk Number	Description
GLP 1	Reduction in financial resources both at local and national levels.
GLP 2	Lack of National Workforce Planning; recruitment and retention especially within Gaelic Education.
GLP 3	Inability to achieve and sustain the required Gaelic Team complement.

7.2 These risks will be managed through the Quarterly Performance Review process; with other risks being managed through normal operational planning.

PART 8. REVIEWING AND MONITORING IMPLEMENTATION OF THE PLAN

8.1 As part of the Council's suite of corporate delivery documents, the Gaelic Language Plan 2012-16 will be monitored with the same rigour and scrutiny as the Council's Corporate Plan and 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 submitted to Bòrd na Gàidhlig.

Finally, it is important that the Plan is adaptable so that the Council is capable of responding to changing circumstances and improvement within the Plan's lifespan and that the Plan gives the Council scope to react to opportunities that provide for a flexibility of approach or delivery.

PART 9. STRATEGIC AIMS AND IMPLEMENTATION ACTIONS FOR THE FIVE THEMES IN THE PLAN

Theme 1. What we will do for Gaelic in the Home and in Communities

Strategic Commitment	1.1 We will institute a pan Highland partnership to create resources to encourage and support parents or guardians in using Gaelic in the home.	
Lead Officer	Gaelic Development Manager	
Partners	Bòrd na Gàidhlig; Deiseal Ltd, Comunn nam Pàrant, Comunn na Gàidhlig, Sabhal Mòr Ostaig, Community Learning and Development Review Group.	
Key Performance Results	<ul style="list-style-type: none"> • Baseline data established which will show the linguistic ability of parents or guardians of Gaelic Medium pupils in order to ascertain the requirements for learning and support in the home. Following this exercise, set a target for increasing the number within the lifetime of the Plan. • Increase the attendance and participation at Gaelic family events and increase attendance at the Gaelic Family Learning Weeks by 20% from 30 families with 98 participants in 2011-12. 	
Enabling Actions		Review Date
1.1.1	Carry out a survey of the linguistic ability of parents or guardians of Gaelic Medium pupils in order to ascertain their requirements for learning and support in the home.	April 2013
1.1.2	Create a new resource pack, using up to date technology, to encourage and support parents/guardians in using Gaelic in the home.	April 2013
1.1.3	Organise and develop Ùlpan progressive language classes around the Council's Associated School Groups; where Gaelic Medium Education is provided.	April 2013
1.1.4	Organise advisory workshops for Gaelic Medium parents; and work with parents alongside other community based partners.	April 2013
1.1.5	Work with partners to organise and expand the "Gaelic Family Learning Week" initiative	April 2013

Theme 1. What we will do for Gaelic in the Home and in Communities

Strategic Commitment	1.2 We will provide language acquisition support in the home and community for pupils in Gaelic Medium Education.	
Lead Officer	Gaelic Development Manager	
Partners	Bòrd na Gàidhlig; Comunn nam Pàrant, Comunn na Gàidhlig, Sabhal Mòr Ostaig, High Life Highland.	
Key Performance Results	<ul style="list-style-type: none"> Over the lifetime of the Plan, increase the numbers participating in Gaelic Medium Education language acquisition support, through extra-curricular activities, by 20% from a baseline of 700 in 2011-12. Over the lifetime of the Plan, increase the number of Gaelic Medium options within general activities and sports related programmes by 20% from a baseline of 30 in 2011-12. Organise and deliver <i>Seachdain nan Deugairean</i> for Secondary pupils each year at Sabhal Mòr Ostaig Establish a baseline figure for the number of Gaelic speaking sports coaches/activity leaders in the Council and High Life Highland. Following this, set a target for increasing the number within the lifetime of the Plan. 	
Enabling Actions		Review Date
1.2.1	Create language support activities around the Council's Associated School Groups; where Gaelic Medium Education is provided.	April 2013
1.2.2	Support existing homework clubs, after school clubs and activities and expand activities where sustainable.	April 2013
1.2.3	Provide opportunities for inter generational Gaelic usage between senior citizens and young people.	April 2013
1.2.4	In partnership with High Life Highland, organise coaching events for Gaelic Medium Secondary School pupils to enable them to deliver activities in Gaelic.	April 2013
1.2.5	Liaise with High Life Highland to include Gaelic options in Summer Activity Programme.	April 2013
1.2.6	Develop a Gaelic arts, media and leisure programme including drama, film and sporting activities	April 2013
1.2.7	Secure Individual Learning Account Provider status to enable Council organised Gaelic courses to be eligible for Individual Learning Account support.	April 2013
1.2.8	Support the football competition, Cuach na Cloinne and investigate the possibility of a national schools Shinty competition.	April 2013

Theme 1. What we will do for Gaelic in the Home and in Communities

Strategic Commitment	1.3 We will play a principal role in establishing Community Partnership Development Plans around Gaelic Education provision; in conjunction with parents and Gaelic organisations; and based on the priorities in the National Gaelic Language Plan.	
Lead Officer	Gaelic Development Manager	
Partners	Bòrd na Gàidhlig, Comunn na Gàidhlig, Comunn nam Pàrant, Deiseal Ltd, Cli Gàidhlig, Sabhal Mòr Ostaig.	
Key Performance Results	<ul style="list-style-type: none"> • Three Community Partnership Development Plans to be put in place around Gaelic Education provision in Lochaber, Skye and Inverness. • Over the lifetime of the Plan, increase the number of children accessing Gaelic Medium Primary Education to support the attainment of Scottish Government targets - pupil target and funding support subject to consultation with Bòrd na Gàidhlig. • Over the lifetime of the Plan, increase the number undertaking adult Gaelic learning including Ùlpan by 20%, from a baseline of 200 in 2011-12 – target subject to further consultation with Bòrd na Gàidhlig. • A formal evaluation of Gaelic community learning provision, particularly Ùlpan; and a Report on any changes that might be helpful, going forward. • Bun-sgoil Ghàidhlig Inbhir Nis established as the hub of Gaelic development in and around Inverness. 	
Enabling Actions		Review Date
1.3.1	Develop marketing and awareness events and material; promoting the many benefits of bilingualism through Gaelic, including use in the home.	April 2013
1.3.2	Organise Gaelic Conversation classes.	April 2013
1.3.3	Produce pre-school enrolment information that promotes the benefits of bilingualism through Gaelic education.	April 2013
1.3.4	Organise Ùlpan progressive language classes and less formal learning opportunities for adults; including those with Additional Support Needs.	April 2013
1.3.5	Contribute to an independent review of Gaelic adult learning opportunities in communities, including a review of the effectiveness of Ùlpan: involving tutors, learners and course organisers; an examination of the pricing structures, the terms and conditions and an assessment of future needs.	April 2013
1.3.6	Work with Sabhal Mòr Ostaig to develop an adult literacy course for fluent Gaelic speakers.	April 2013
1.3.7	Enhance the community liaison role within Bun-sgoil Ghàidhlig Inbhir Nis to support the expansion of community partnership development planning in Inverness.	April 2013

Theme 2. What we will do for Gaelic in Education

Strategic Commitment	2.1 We will contribute to national strategic partnership initiatives, and policy formulation for Gaelic Education.	
Lead Officer	Gaelic Development Manager	
Partners	Scottish Government, Bòrd na Gàidhlig, Education Scotland, Local Authorities, Universities.	
Key Performance Results	<ul style="list-style-type: none"> • A national strategy to provide the teaching and other staff required to achieve the Government targets for growth in Gaelic Education. • A national strategy for the supply of specialist Additional Support Needs staff for Gaelic Education • National policies and guidance in relation to Gaelic will be influenced and enhanced by Highland Council input. • The benefits of bilingualism through Gaelic Education will be highlighted in Gaelic Medium Education information/publicity material. • Improved linguistic competence leading to improved teaching and learning experiences. • Pilot the joint production of generic Gaelic Education marketing material by Local Authorities 	
Enabling Actions		Review Date
2.1.1	Through membership of the National Gaelic Education Strategy Steering Group and other forums, contribute to, and engage with, initiatives which inform and influence national policy and guidance.	April 2013
2.1.2	Engage with Education Scotland and others to agree actions from its Report of June 2011 <i>“Gaelic Education: Building on the successes, addressing the Barriers”</i>	April 2013
2.1.3	Ensure engagement and involvement with Academic sources, Research bodies, Conferences, Studies and Reports which may inform and influence national policy and guidance.	April 2013
2.1.4	Ensure that the outcomes of the Council’s 25 th Anniversary Gaelic Medium Education Consultation Events are fed into deliberations on Gaelic Education at national level where appropriate.	April 2013
2.1.5	Work with Bòrd na Gàidhlig on a national Gaelic Education Workforce Planning Strategy.	April 2013
2.1.6	Develop and enhance linguistic competency through teacher Continuing Professional Development.	April 2013
2.1.7	Work with Bòrd na Gàidhlig on a national Gaelic Education Additional Support Needs Strategy	April 2013
2.1.8	Engage with other Local Authorities to examine where joint working and shared services might benefit the sustainability and expansion of Gaelic Education.	April 2013

Theme 2. What we will do for Gaelic in Education

Strategic Commitment	2.2 We will ensure that Gaelic Education is factored into strategic Highland Council Education reviews and assessments	
Lead Officer	Gaelic Development Manager	
Partner	NHS Highland	
Key Performance Results	<ul style="list-style-type: none"> • Gaelic Education requirements will be assessed as part of the Strategic School Estates Review (SSER) including the Inverness/A96 Corridor. • Strategic Education reviews or other education assessments will take account of the potential implications for Gaelic Education. • The potential impact on Gaelic of the Planning for Integration initiative with NHS Highland will be assessed and addressed. 	
Enabling Actions		Review Date
2.2.1	Gaelic Education will be taken into account within the Council's SSER.	April 2013
2.2.2	Engage with Planning for Integration Project Team and carry out a Gaelic Impact Assessment	April 2013
2.2.3	Ensure that the outcomes of the Council's 25 th Anniversary Gaelic Medium Education Consultation Events are fed into deliberations on Gaelic Education where appropriate	April 2013
2.2.4	Ensure that Gaelic Education requirements form part of the Council's assessment of Additional Support Needs.	April 2013
2.2.5	Review and refresh the approach to recruiting a Gaelic Education officer.	April 2013

Theme 2. What we will do for Gaelic in Education

Strategic Commitment	2.3 We will create partnerships to establish a professionally organised, well resourced and sustainable 0-3 Gaelic Early Years sector.	
Lead Officer	Gaelic Development Manager	
Partners	Bòrd na Gàidhlig, Comann nam Pàrant, Care and Learning Alliance (CALA)	
Key Performance Results	<ul style="list-style-type: none"> • In association with Bòrd na Gàidhlig and the Care and Learning Alliance, establish baseline data for 0-3 Gaelic Early Years provision across Highland in 2012. Following this exercise, set a target for increasing the numbers over the lifetime of the Plan; with a consequential increase in the number of children feeding through to 3-5 Council and Partner Centre Gaelic Nurseries. • Over the lifetime of the Plan, establish new provision in Kinlochbervie, Lochcarron, Kyle, Tongue, Tain, Inverness, Newtonmore, Mallaig and Ballachulish. Strengthen and expand all other 0-3 groups across Highland. • A Report outlining the actions required to plan ongoing resources and staffing support 	
Enabling Actions		Review Date
2.3.1	Establish a 3 year pilot partnership programme with Bòrd na Gàidhlig and the Care and Learning Alliance to secure 5 Full Time Equivalent Early Years Support Workers to establish sustainable provision within the 0-3 sector feeding directly through to Gaelic Medium pre-school, Primary and Secondary schools.	April 2013
2.3.2	Agree a funding support formula with Bòrd na Gàidhlig, for sustaining and expanding this crucial sector.	April 2013
2.3.3	In concert with the Council Early Years Team, engage with Bòrd na Gàidhlig and the Care and Learning Alliance to carry out an assessment of the Gaelic related training, staffing and resources/materials required to sustain growth in the sector	April 2013

Theme 2. What we will do for Gaelic in Education

Strategic Commitment	2.4 We will develop 3-18 Gaelic Education and increase the number of Gaelic Learners in schools.	
Lead Officer	Gaelic Development Manager	
Partners	Scottish Government, Bòrd na Gàidhlig.	
Key Performance Results	<ul style="list-style-type: none"> • Two new standalone Gaelic Primary Schools in Fort William and Portree and additional nursery development in Lochcarron. • Over the lifetime of the Plan, increase the number of children accessing Gaelic Medium Primary Education to support the attainment of Scottish Government targets. More detailed pupil target and funding support subject to consultation with Bòrd na Gàidhlig. • Over the lifetime of the Plan, increase the number of English Medium pupils receiving Gaelic Learners in Primary Schools (GLPS) – target subject to consultation with Bòrd na Gàidhlig. • Over the lifetime of the Plan, increase the number of Secondary pupils studying: <ul style="list-style-type: none"> a. Gaelic as Learners; b. Gàidhlig (as Fluent Speakers); and c. Subjects through the medium of Gaelic. Secondary Sector targets subject to consultation with Bòrd na Gàidhlig. • An online map showing all Council Gaelic Education provision, potential capacity and local Gaelic community activity. 	
Enabling Actions		Review Date
2.4.1	Establish a partnership approach with the Scottish Government to deliver new standalone Gaelic Primary Schools in Fort William and Portree.	April 2013
2.4.2	Agree a funding support formula with Bòrd na Gàidhlig, for new developments and additional provision.	April 2013
2.4.3	Council-wide Mapping exercise to identify the areas within, or between, Associated School Groups, where current Gaelic Education provision (0-18) could be configured and/or strengthened to support and establish long term sustainable Gaelic Education provision.	April 2013
2.4.4	Identify Gaelic community development activities within Associated School Groups, to complement and link with formal Gaelic Education provision.	April 2013
2.4.5	Identify and support 3-5 pre-school provision, in specific locations, to support the transition to Gaelic Medium Primary and Secondary schools.	April 2013

2.4.6	Work locally, at the earliest opportunity, to establish demand for full wraparound care provision in anticipation of the planned standalone Gaelic Primary Schools in Fort William and Portree. Should sustainable demand be identified elsewhere such as Inverness or Dingwall, these will also be explored.	April 2013
2.4.7	Target Gaelic Medium Primary provision in Thurso, Ullapool, Portree, Dingwall, Tain, Nairn, Inverness and Fort William.	April 2013
2.4.8	Target Gaelic Learners in Primary Schools (GLPS) expansion in North and North West along with the Greater Fort William area.	April 2013
2.4.9	Target Gaelic Secondary Education expansion in Inverness, Lochaber and in Dingwall/Tain.	April 2013
2.4.10	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	April 2013
2.4.11	Develop links between Gaelic Medium Primary and Gaelic Medium Secondary schools, where Gaelic teaching provision for S1 and S2 might usefully be supported by Primary teachers.	April 2013
2.4.12	Create parental promotion and marketing material highlighting the benefits of Gaelic Education and bilingualism.	April 2013
2.4.13	Provide guidance and support for relevant Council staff, including in schools, to encourage parents to choose the Gaelic Education route to bilingualism.	April 2013
2.4.14	Work with Bòrd na Gàidhlig on a national Gaelic Education Workforce Planning Strategy.	April 2013
2.4.15	Work with Bòrd na Gàidhlig on a national Gaelic Education Additional Support Needs Strategy	April 2013

Theme 2. What we will do for Gaelic in Education

Strategic Commitment	2.5 We will work with partners to review the learning materials and learning resources provided to support Gaelic Education.	
Lead Officer	Gaelic Development Manager	
Partners	Scottish Government, Bòrd na Gàidhlig, Local Authorities, Stòrlann, Sabhal Mòr Ostaig.	
Key Performance Results	<ul style="list-style-type: none"> • An overview of Gaelic Education online learning materials resources that will inform a strategic national assessment of the development of future online requirements for teachers, pupils and other learners. • A review of the outcomes and resource priorities required from Stòrlann. 	
Enabling Actions		Review Date
2.5.1	Undertake an audit of the Gaelic Education online learning material and resources currently available in Highland, including usage and uptake.	April 2013
2.5.2	Engage with other Local Authorities, Stòrlann and Sabhal Mòr Ostaig to assess the current range of Gaelic education materials and resources, their delivery and outline future development.	April 2013

Theme 3. What we will do for Gaelic in the Arts, Media and Heritage

Strategic Commitment	3.1 We will engage with partners and contribute to national strategic initiatives and policy formulation for Gaelic in the arts, media and heritage sectors.	
Lead Officer	Gaelic Development Manager	
Partners	Bòrd na Gàidhlig, Creative Scotland, Sabhal Mòr Ostaig, BBC ALBA	
Key Performance Results	<ul style="list-style-type: none"> • A contemporary and visionary Gaelic Arts strategy influenced by The Highland Council. • The Sabhal Mòr Ostaig national residency programme will interface, and develop links with other arts events organised by the Council. 	
Enabling Actions		Review Date
3.1.1	Participate in the work of the National Gaelic Arts Strategic Advisory Forum.	April 2013
3.1.2	Work with the Year of Homecoming 2014 Team to include Gaelic and culture as a core element in their planned activities and events.	April 2013
3.1.3	Work with Sabhal Mòr Ostaig to support and maximise the impact and the outcomes of the Residency Programme.	April 2013
3.1.4	Engage with BBC ALBA and identify areas where collaborative initiatives would be appropriate; including the potential for expanding Gaelic content on local radio stations within Highland.	April 2013

Theme 3. What we will do for Gaelic in the Arts, Media and Heritage

Strategic Commitment	3.2 We will increase the profile and build the use of Gaelic within Council funded organisations and events within the Highlands.	
Lead Officer	Gaelic Development Manager	
Partners	High Life Highland, An Comunn Gàidhealach, Fèisean nan Gaidheal, Fèis Rois, Comunn na Gàidhlig.	
Key Performance Results	<ul style="list-style-type: none"> • A successful Royal National Mod in Inverness in 2014. • Increased number of participants and visitors attending the Royal National Mod and its associated activities, when the events take place in the Highlands. • Increase the number of Provincial Mod competitors participating in the Royal National Mod when based in the Highlands. • Increased use of Gaelic in Fèisean activities. • Increased visibility of Gaelic in High Life Highland activities and outputs. 	
Enabling Actions		Review Date
3.2.1	Work with An Comunn Gàidhealach to deliver a Royal National Mod in Inverness in 2014 befitting the world's premier Gaelic cultural event; particularly given the other international events Scotland is hosting in 2014.	April 2013
3.2.2	Work with An Comunn Gàidhealach and other stakeholders to increase the number of participants, and visitors to Royal National Mods when they are based in the Highlands	April 2013
3.2.3	Work with An Comunn Gàidhealach to undertake a review of Provincial Mods and identify action that would maximise competitor attendance at the 2014 Royal National Mod in Inverness.	April 2013
3.2.4	Work with the Blas Festival organisers to promote Gaelic arts productions produced by young people, for example viewings of their short films, drama events, and readings of creative writing.	April 2013
3.2.5	Work with Fèisean nan Gàidheal and Fèis Rois through our Service Delivery Contracts, to support Fèisean based in the Highlands in promoting and increasing Gaelic in their outputs.	April 2013
3.2.6	Work with High Life Highland and others to raise the profile of and increase the use and visibility of Gaelic within High Life Highland and Council supported visitor attractions, leisure facilities, museums, archive centres and events.	April 2013
3.2.7	Work with Comunn na Gàidhlig to develop and support relevant sporting activities, e.g. football and shinty through the medium of Gaelic.	April 2013

Theme 3. What we will do for Gaelic in the Arts, Media and Heritage

Strategic Commitment	3.3 We will develop opportunities for people to engage with Gaelic through the media, arts and creative industries.	
Lead Officer	Gaelic Development Manager	
Partners	Sabhal Mòr Ostaig, MG ALBA, Comhairle nan Leabhraichean (Gaelic Books Council).	
Key Performance Results	<ul style="list-style-type: none"> • Further progress with Gaelic education, arts and economic development within the projects delivered under the Memorandum of Understanding between the Council and Sabhal Mòr Ostaig. • Gaelic Short Films created and produced by young people in Gaelic Education. • Gaelic Film Clubs and media production programme for young people. • Create a Gaelic authors/writers in schools programme. • Two new Competitions – one for young people and one for adults for music or literature. • Negotiate the hosting of the Traditional Music Awards in the Highlands during the lifespan of the Plan. • Revised Memorandum of Understanding between the Council and the Provincial Government of Nova Scotia. • Youth groups visits to Ireland, Wales or other Countries with lesser used languages. 	
Enabling Actions		Review Date
3.3.1	Work with Sabhal Mòr Ostaig to implement the projects agreed between both organisations under the Memorandum of Understanding.	April 2013
3.3.2	Work with media specialists to develop short films and set up film clubs specifically around Associated School Groups where Gaelic Education is provided.	April 2013
3.3.3	Work with media and film making professionals to support the annual Gaelic FilmG Awards.	April 2013
3.3.4	Work with other agencies to develop a series of visiting Gaelic writers/authors in schools programme.	April 2013
3.3.5	Provide support and advice to local groups to attract funding for specific Gaelic projects based in the community.	April 2013
3.3.6	Develop links with the broader linguistic and cultural diaspora for example Nova Scotia, and other Countries with lesser used languages such as Ireland and Wales.	April 2013
3.3.7	Engage with MG ALBA and the organisers of the Traditional Music Awards to discuss hosting this event in the Highlands.	April 2013
3.3.8	Revise the Memorandum of Understanding between the Council and the Provincial Government of Nova Scotia to develop mutually beneficial educational, cultural, and economic links.	April 2013

Theme 4. What we will do for Gaelic in the Workplace

Strategic Commitment	4.1 We will increase Gaelic usage and the profile of the Gaelic language and internal Gaelic services, across the Council.	
Lead Officer	Gaelic Development Manager	
Partners	Bòrd na Gàidhlig, Local Authorities, Sabhal Mòr Ostaig.	
Key Performance Results	<ul style="list-style-type: none"> • A Gaelic Impact Assessment will be included as part of the “risk” checklist for policy initiative consideration. • “Gaelic” will be added to the list of “Implications” that are taken into consideration in all Council Committee Reports. • Database to identify a network of Gaelic contacts across Services. • Introduction of a standard bilingual welcome for Council Reception staff including the Service Centre and Service Points; to signal increasing normalisation of Gaelic within the Council. • Restructuring and consolidation of the Gaelic elements on the Council Website. 	
Enabling Actions		Review Date
4.1.1	Council Senior Management Team will ensure that, when Council policies and initiatives are being scoped, account is taken of the potential impact on Gaelic.	April 2013
4.1.2	Issue a circular to all Council Services, including Headquarters, Service Points and the Service Centre; complemented by a news release - reinforcing the message that customers who contact the Council and wish a response in Gaelic, are guaranteed a response in Gaelic.	April 2013
4.1.3	Develop “Welcome” phrases for relevant Members or staff for use at meetings or other Council events; provide individual training or coaching where appropriate; and use the Council’s online Bilingual Toolkit.	April 2013
4.1.4	Requirement for all Services to use the internal Gaelic translation service for quality and consistency.	April 2013
4.1.5	Review all pages relating to Gaelic on the website; and create a new, unified area which will include information on Gaelic Education, bilingualism, the learning toolkit, Gaelic developments across the Council and links with partners.	April 2013

Theme 4. What we will do for Gaelic in the Workplace

Strategic Commitment	4.2 We will identify and provide developmental opportunities for Members and officers to learn Gaelic or improve their Gaelic skills.	
Lead Officer	Gaelic Development Manager	
Partners	Clì Gàidhlig, Sabhal Mòr Ostaig	
Key Performance Results	<ul style="list-style-type: none"> • Organise Gaelic Awareness Training for new Members as part of their Induction process. • Increase the number of Members and staff who participate in Gaelic language courses and awareness training. 	
Enabling Actions		Review Date
4.2.1	Establish up to date baseline data, by conducting a Gaelic language skills audit; which will include Gaelic usage within the Council.	April 2013
4.2.2	Review the need for updated workplace Gaelic Awareness sessions for Members and Council Staff.	April 2013
4.2.3	Organise sustainable Ùlpan progressive language courses for staff.	April 2013
4.2.4	Explore the potential for using external funding sources to support Gaelic learning in the workplace.	April 2013

Theme 4. What we will do for Gaelic in the Workplace

Strategic Commitment	4.3 We will increase the use and profile of Gaelic in dealings with external partners, stakeholders and contacts.	
Lead Officer	Gaelic Development Manager	
Partners	Community Planning Partnership, including Forestry Commission Scotland, Scottish Natural Heritage, the Crofters Commission, University of the Highlands & Islands, NHS Highland, Northern Constabulary, Highlands & Islands Fire & Rescue Service and Highlands & Islands Enterprise.	
Key Performance Results	<ul style="list-style-type: none"> • Completion of a scoping exercise on sharing expertise, staff numbers and resources in the provision of Gaelic Language training courses for public sector staff in Inverness. • Gaelic to be included in the Council's deliberations on the Planning for Integration exercise and interfaced with NHS Highland's Gaelic Language Plan. • Gaelic language criteria included within Council Grants, Service Delivery Contracts, Service Level Agreements and Commercial Contracts. 	
Enabling Actions		Review Date
4.3.1	Contact public sector organisations, initially in Inverness, such as Forestry Commission Scotland, Scottish Natural Heritage, Crofters Commission, University of the Highlands & Islands, NHS Highland, Northern Constabulary, Highlands & Islands Fire & Rescue Service and Highlands & Islands Enterprise to scope potential joint provision of Gaelic awareness or language learning courses. If Inverness proves successful, we will look at other similar opportunities within the Highland.	April 2013
4.3.2	Undertake an assessment of the demand for, and the potential to provide, opportunities for Gaelic speaking senior citizens to speak and hear Gaelic within publicly funded care provision.	April 2013
4.3.3	Keep abreast of Gaelic Corpus issues including Gaelic orthographic developments and issues relating to translation and interpretation quality control and accreditation.	April 2013
4.3.4	Work in collaboration with and support, Ainmean Àite na h-Alba, as the national experts on Gaelic place names.	April 2013
4.3.5	Review the Gaelic content within Standard Contracts, Service Delivery Agreements and associated Schedules.	April 2013

Theme 5. What we will do for Gaelic in Economic Development

Strategic Commitment	5.1 We will create and support initiatives which strengthen the use and profile of Gaelic within general economic development and tourism in the Highlands.	
Lead Officer	Gaelic Development Manager	
Partners	Scottish Government, Bòrd na Gàidhlig, Highlands & Islands Enterprise, Skills Development Scotland, Local Authorities, Sabhal Mòr Ostaig, Comunn na Gàidhlig, VisitScotland, Highland Film Commission, Fèisean nan Gaidheal, Fèis Rois.	
Key Performance Results	<ul style="list-style-type: none"> • Increased Gaelic visibility in Retail and Commercial Development signage. • Increased commercial profile for Gaelic in events such as the Royal National Mod and the Blas Festival. • Negotiate hosting the Celtic Media Festival. • Gaelic further developed in The Highland Film Commission business area. • A higher profile for the economic benefits of Gaelic and bilingualism; alongside culture and heritage. 	
Enabling Actions		Review Date
5.1.1	"Gaelic Impact" added to internal Service process checklists, in order that the potential for increasing the visibility and use of the language is addressed at project planning stages.	April 2013
5.1.2	Work with developers to secure a higher profile and visibility for Gaelic in commercial and retail developments; and in wider economic planning and development initiatives.	April 2013
5.1.3	Work with local groups and Ainmean Àite na h-Alba to promote Gaelic place-names in housing and commercial developments	April 2013
5.1.4	Engage with The Highland Film Commission to establish where the profile and use of Gaelic can be further developed in its business area.	April 2013
5.1.5	Establish how we can increase the audience, participant and sponsorship engagement with Gaelic related events in Highland including the Royal National Mod and the Blas Festival.	April 2013
5.1.6	Build and develop on the Council's agreement with VisitScotland in the promotion of the Highlands' distinct culture; including featuring Gaelic in marketing campaigns.	April 2013
5.1.7	Work with An Comunn Gàidhealach to further develop the Economic Impact Assessment Study of the Royal National Mod.	April 2013
5.1.8	Support and encourage Fèisean nan Gaidheal and Fèis Rois in their efforts to sustain and develop Gaelic skills and jobs.	April 2013

Theme 5. What we will do for Gaelic in Economic Development

Strategic Commitment	5.2 We will work with partners to develop strategies for the Gaelic jobs markets, including careers advice, skills acquisition, further and higher education and work experience opportunities.	
Lead Officer	Gaelic Development Manager	
Partners	Scottish Government, Bòrd na Gàidhlig, Highlands & Islands Enterprise, Skills Development Scotland, Local Authorities, Sabhal Mòr Ostaig, BBC ALBA, Comunn na Gàidhlig, University of the Highlands & Islands.	
Key Performance Results	<ul style="list-style-type: none"> • A review and updating of the 2008 Report - <i>Measuring the Gaelic Labour Market: Current and Future Potential.</i> • New Marketing and Communications campaigns, supporting Gaelic careers and workforce planning. • Targeted initiatives for Early Years, Primary, Secondary school teachers and support workers and adult learning tutors. • A suite of projects, updated annually, agreed and delivered with Sabhal Mòr Ostaig under the terms of the 2011 Memorandum of Understanding. • Increase the number of Gaelic work placements under the Sgeama Greis Gníomhachais by 50%. 	
Enabling Actions		Review Date
5.2.1	Refresh the data on the Gaelic Labour Market in order to develop a Gaelic Skills and Employment Partnership; look to address the “Pathways to Work” initiative; share economic development information and undertake joint workforce planning.	April 2013
5.2.2	Develop targeted campaigns advising on Gaelic careers and skills - outlining the educational, economic and cultural benefits of bilingualism; the breadth of careers options and opportunities that Gaelic provides; assessing the potential for Modern Apprenticeships; seeking cross-sectoral development/pilots/case studies; engaging with national initiatives and with potential employers.	April 2013
5.2.3	Under the terms of the 2011 Memorandum of Understanding, work with Sabhal Mòr Ostaig to develop partnership projects including increasing educational and economic opportunities for Gaelic, media training, project management and adult learning collaboration.	April 2013
5.2.4	Support and expand opportunities for young people to gain work experience in a Gaelic environment within Highland through, for example, Sgeama Greis Gníomhachais.	April 2013
5.2.5	Support the University of the Highlands & Islands Gaelic Bursaries Scheme.	April 2013