



The Highland Council

Draft Gaelic Language Plan

**2023–2028**

## FOREWORD

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As Chief Executive, and the Leader of the Highland Council, we are both delighted to present The Highland Council's Gaelic Language Plan 2023–28, which sets out the Council's aims and ambitions for Gaelic language and culture over the next five years, and how these will be achieved.

The Plan outlines The Highland Council's support of the Gaelic language and associated culture, furthering previous work whilst instigating new initiatives and clear targets.

The fourth Gaelic Language Plan builds on and increases the ambition of The Highland Council's ongoing commitments, successes, and achievements in developing and sustaining Gaelic and cultural development within our previous Gaelic Language Plans.

The Plan is supported through the Highland Council Programme (2022–27), 'Our Future Highland', which is our vision and outlines our key strategic priorities for the next five years.

While the development of the Programme is set against a backdrop of the greatest financial crisis in decades, the refreshed plan must be both affordable and ambitious in establishing the foundations of a brighter and more sustainable future for our communities, particularly our younger generation. The Plan includes outcomes and measures to deliver the strategic priorities for Gaelic in Highland, which will be monitored as part of the Corporate Plan.

The Highland Council has a clear focus on increasing Gaelic usage and to increase the number of Gaelic speakers. The Council continues to be committed to providing and enhancing Gaelic Medium Education; recognising this as one of the key drivers in sustaining and developing Gaelic.

The Highland Council continues to support the language across services and with key partners, in order to contribute to the broad educational, social, cultural and economic value and wellbeing of the Highlands.

Councillor Raymond Bremner

Kate Lackie

Leader of The Highland Council

Chief Executive of The Highland Council



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## **THE HIGHLAND COUNCIL GAELIC LANGUAGE PLAN – OVERVIEW**

This is The Highland Council's fourth Gaelic Language Plan, prepared within the framework of the Gaelic Language (Scotland) Act 2005. The draft Gaelic Language Plan spans a five-year period from 2023 to 2028 and builds on the progress made in the previous three plans.

The draft Gaelic Language Plan follows the format of the draft National Gaelic Language Plan 2023–28, which includes the following four themes:

1. Communities and Home
2. Media, Arts, Culture and Heritage
3. Business and the Economy
4. Education

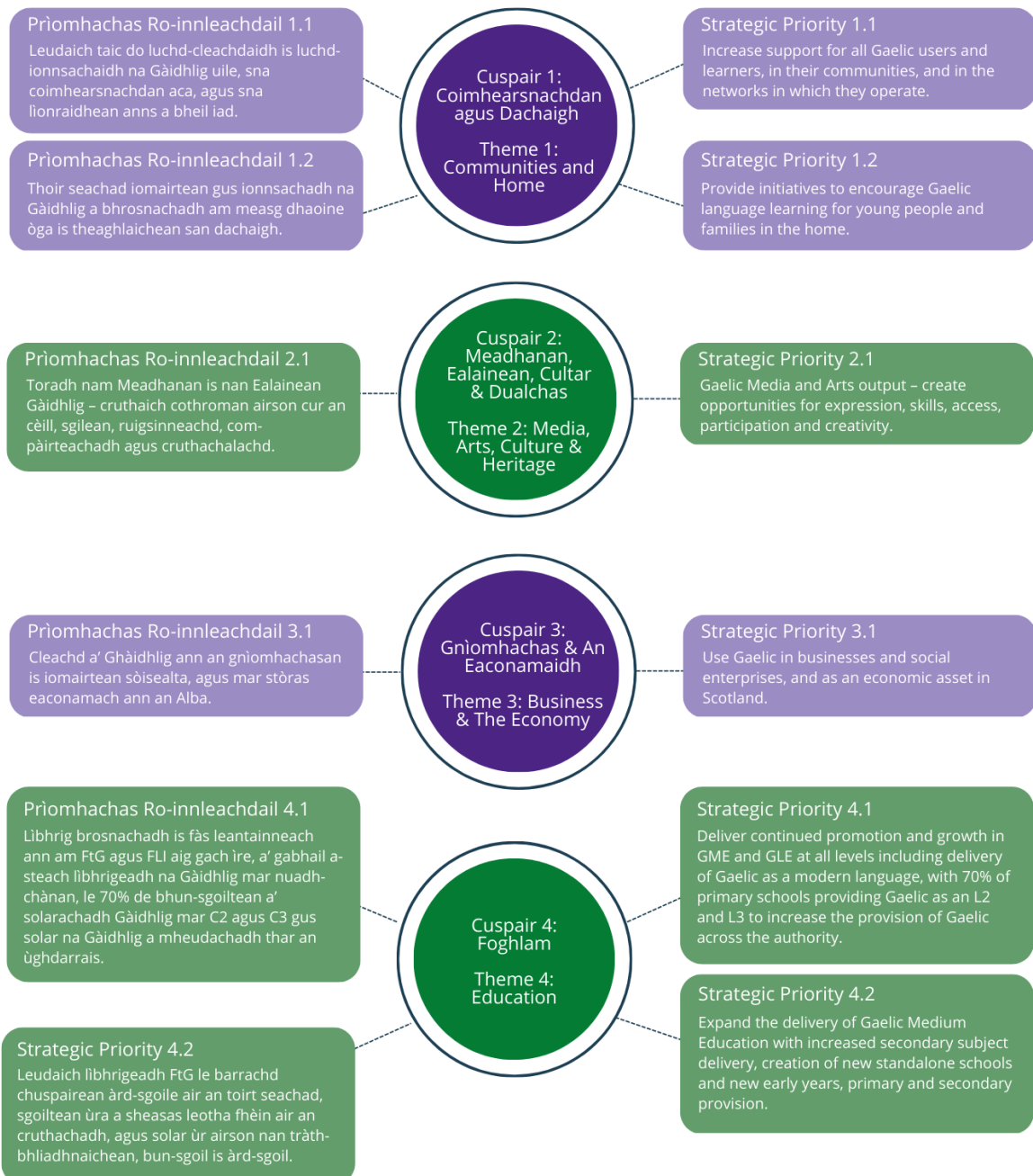
Bòrd na Gàidhlig and The Highland Council have worked together to produce a set of Strategic Priorities for the development of the Plan to further grow the use of Gaelic and the learning of Gaelic.

The Strategic Priorities focus on how the functions of The Highland Council will progress the aims of the draft National Gaelic Language Plan. These are based upon the high-level aims which were shared by Bòrd na Gàidhlig with The Highland Council, and their commitments as laid out in the draft National Plan.

The draft Gaelic Plan describes how each of the Strategic Priorities will be delivered, and identifies the actions required.

The draft Gaelic Plan also includes a section on Corporate Service Aims. These will be utilised with the aim of standardising and normalising key Gaelic services across all Council services during the lifetime of the Plan.

## SUMMARY – STRATEGIC PRIORITIES



## 1. INTRODUCTION

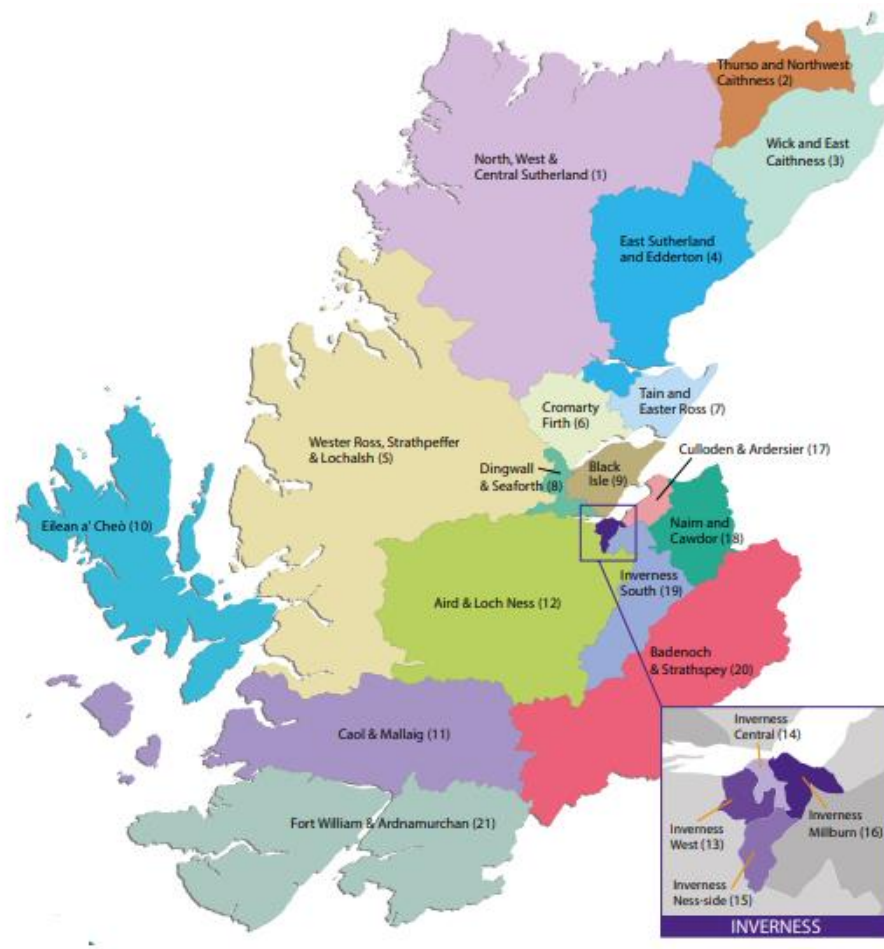
The Highland Council is the largest local authority in the UK, with a landmass larger than Belgium. The area includes six inhabited islands, nearly 7000km of roads, 90 harbours and marine facilities, 199 schools and 14,500 council houses.

Gaelic place-names are prevalent across the Highlands and indicate our rich Gaelic language and cultural heritage.

At the end of Quarter 3 of the year 2022–23, The Highland Council employed 10,680 people.

The Council has a £900M, 15-year Capital Programme and an annual net revenue budget of £703M to deliver services to 235,430 residents and thousands of annual visitors.

The Highland Council serves a geographical area of 26,484 sq. km, as shown in the map below:



## Membership

The Council has 74 elected members, serving on 11 four-member wards and ten three-member wards. Members will serve on the Council until 2026. The representation is:

Scottish National Party	22
Highland Independent	17
Scottish Liberal Democrats	15
Scottish Conservative and Unionist Party	9
Scottish Green Party	4
Scottish Labour Party	2
Sutherland Independent	1
Caithness Independent	1
Inverness Independent	1
Independent	1
Non-aligned	1

## Committees

Committee members serve on the following committees, which meet at The Highland Council Headquarters, Glenurquhart Road, Inverness. Committees are open to the public. Dates of meetings and agendas can be found on our website at: [www.bit.ly/HC-CommitteeStructure](http://www.bit.ly/HC-CommitteeStructure)

## Joint Boards

Members serve on the Highland and Western Isles Valuation Joint Board, which also involves members from the Western Isles.

## Local Community Partnerships

Under the terms of the Community Empowerment Act, community planning is the responsibility of five named partners – Police Scotland, Scottish Fire and Rescue Service, Highlands and Islands Enterprise, NHS Highland, and The Highland Council.

There are nine local partnerships across the Highland area to support local planning arrangements, with representation from the third sector and other representation as appropriate.



The partnerships are:

- Caithness
- Lochaber
- Sutherland
- Inverness City Area
- East Ross
- Nairn
- Mid Ross
- Badenoch and Strathspey
- Skye, Lochalsh and Wester Ross.

### **Council Structure**

The Chief Executive is supported by the following services:

- Communities and Place
- Education and Learning
- Health and Social Care
- Infrastructure, Environment and Economy
- Performance and Governance
- Resources and Finance

Further information on the structure of The Highland Council can be found here:

[highland.gov.uk/downloads/file/4610/know\\_your\\_council](https://highland.gov.uk/downloads/file/4610/know_your_council)

## **HIGHLAND COUNCIL'S CORPORATE PLAN 2022-2027**

The Highland Council's Corporate Plan 2022–27 integrates the strategic priorities from the Council's Programme. It sets out the measures and actions required to deliver and monitor the Council's priorities for 2022–27. The Corporate Plan includes many ambitions, one of which is to continue to promote Gaelic language and cultural development.

## **THE GAELIC LANGUAGE PLAN IN THE CORPORATE STRUCTURE**

The draft Highland Council Gaelic Language Plan (GLP) 2023–28 sets out a formal structure for strengthening current developments and introducing new initiatives and clear targets. This is supported through The Highland Council Programme and Corporate Plan.

The Highland Council's Gaelic Team is based in the Education and Learning Service, and the Performance and Governance Service has corporate responsibility for Gaelic Plan strategic development and delivery. The Executive Chief Officer for Performance and Governance is the Strategic Lead Officer for Gaelic.

The Gaelic Team members who have day-to-day operational responsibility include: a Gaelic Manager, Gaelic Development Officer, Gaelic Policy Officer, Senior Translation Officer and three Community Learning and Development Officers (Gaelic), a contracted Gaelic Administrative Support Assistant and a Gaelic Education Officer.

Finally, it is important to highlight that the GLP is adaptable so that The Highland Council can respond to changing circumstances, and the GLP also gives the Council flexibility to react to opportunities that may arise in relation to its delivery and implementation.

## GAELIC WITHIN THE HIGHLAND COUNCIL'S AREA OF OPERATION

The Highland Council recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. The Highland Council is committed to the aims, priority areas and commitments as set out in the draft National Gaelic Language Plan 2023–28.

This draft GLP is based on the two main aims set out in the draft NGLP 2023–28:

- Increase the use of Gaelic
- Increase the learning of Gaelic

The Highland Council's GLP follows the format of the draft NGLP and uses the four themes of:

1. Communities and Home;
2. Media, Arts, Culture and Heritage;
3. Business and the Economy; and
4. Education.

### **Gaelic as an Economic and Social Asset in the Highlands**

In conjunction with Highlands and Islands Enterprise and other partners, The Highland Council commissioned an independent report which researched the impact of Gaelic on businesses and social enterprises. The purpose was to gather information on economic activity and commitment related to Gaelic, in order that the Gaelic community can be better informed when making future decisions. The report found that:

- 60% of the businesses surveyed felt that their use of Gaelic enhanced the value of the language within the community; and

- Gaelic is an asset, especially when used to promote the creative industries, tourism, food and drink.

The key findings from businesses and social enterprises consulted were that:

- Gaelic is used by more than 60% of the businesses as a key element of their product or service;
- almost two-thirds recognised Gaelic as a principal element in the success of their business;
- Gaelic is particularly important to businesses operating in the creative industries;
- 70% of businesses recognised Gaelic as an asset to their business;
- almost 60% of businesses that already use Gaelic see additional opportunities to make more use of the language; and
- one-third of businesses who viewed the language as an asset could measure the value to their businesses. Of these 34 businesses, Gaelic contributed to turnover in the region of £4 million.

The report can be read in full at [hie.co.uk/media/5379/ar-st%C3%B2ras-g%C3%A0idhlig-executive-summary.pdf](https://hie.co.uk/media/5379/ar-st%C3%B2ras-g%C3%A0idhlig-executive-summary.pdf)

### **Gaelic Education in the Highlands**

Throughout this version of the GLP, references are made to 'Gaelic education'. This term is used when discussing matters relevant to both Gaelic Medium Education (GME) and Gaelic Learner Education (GLE).

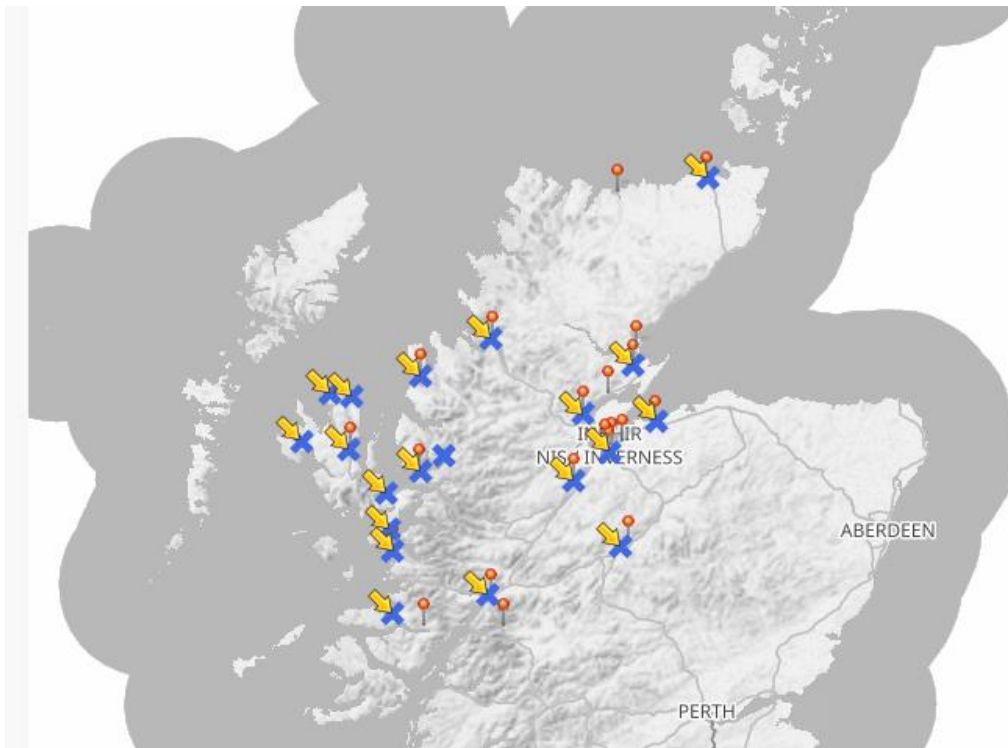
Gaelic Medium Education (GME) was formally launched in the 1980s. Central Primary School in Inverness became The Highland Council's first GME setting, providing Gaelic immersion, where children could absorb the language across all pupil learning experiences, gradually developing linguistic capacity, competence and fluency. The growth of GME has been rapid and successful nationally, and the Highland Council region is currently the largest provider of GME. All Gaelic education is important, however GME is seen as the best hope for the survival and development of Gaelic and is therefore a Scottish Government priority.

The Highland Council also delivers Gaelic Learner Education (GLE). In primary school settings this is referred to as the Gaelic Primary Language Learning Programme (PLL Gaelic). This is delivered through the 1+2 Language Learning initiative. This can be met through any language, with many Highland settings selecting Gaelic. The 1+2 model is delivered from Primary 1 through to secondary 3, where learners are exposed to an additional language in Primary 1 (Language 2 or L2) and a further language in Primary 5 (Language 3 or L3). In this model, Gaelic can be considered as L2 within GME, where the majority of pupils are already fluent in English. In GME, pupils are not required to undertake a language in addition to Gaelic until Primary 4, when English (L1) is introduced to the curriculum; an additional language (L3) is then delivered from Primary 5.

The Highland Council's website contains an online map, which shows parents/guardians the areas where The Highland Council provides nursery, primary and secondary Gaelic education.

The map below shows the following information:

- All Gaelic nursery school provision (yellow arrows)
- All Gaelic primary school provision (blue crosses)
- All Gaelic secondary provision (red pins)



(This information is available on The Highland Council's website at [Gaelic medium education | Gaelic medium education | The Highland Council](#))

Extract from the Scotland Census 2011		
	The Highland Council Area (2011)	Scotland (2011)
All people aged 3 and over	224,606	5,118,223



## Gaelic Education Pupil Numbers in The Highland Council Area

The following tables provide information on Gaelic education pupil numbers through The Highland Council area.

The Highland Council wishes to ensure that it makes relevant comparisons in relation to progress in increasing the numbers entering, or undertaking, Gaelic education. The Highland Council includes data showing the percentage of pupils in Gaelic education as a proportion of overall Highland school rolls. This provides a more complete overview of uptake and performance.

Across these provisions, a total of 1,827 pupils in Highland are currently in 3–18 GME with 2,030 recording Gaelic Learner Education opportunities in secondary schools through the ingathering of data in our September Gaelic pupil survey.

Gaelic Education Pupil Numbers in The Highland Council's Schools						
Year	GME Nurseries	Commissioned Playgroups	GME Primary School Pupils	Secondary Schools		
				GME – Studying Gàidhlig	GME – Studying Subjects through Gaelic	GLE
2020-21	260	23	1,058	414	286	2,208
2021-22	274	33	1,082	438	287	2,204
2022-23	303	36	1,101	436	354	2,030

Please note that, in the table below, the figures for total funded Early Learning and Childcare (ELC) registrations in Highland as at September Census 2022 are submitted at aggregate, not individual level, per setting. Pupils in split placements are counted in each setting they attend.

<b>Pupils in Publicly Funded Nurseries / Commissioned Playgroups – Pupil Numbers as at start of Academic Year</b>		
<b>Year</b>	<b>2020-21</b>	<b>2021-22</b>
<b>The Highland Council Total</b>	3,952	4,092
<b>Gaelic Medium Pupils</b>	283	307
<b>% Gaelic Medium Pupils</b>	7.16%	7.5%

<b>Pupils in Publicly Funded Primary Schools</b>		
<b>Year</b>	<b>2020-21</b>	<b>2021-22</b>
<b>The Highland Council Total</b>	16,843	16,799
<b>Gaelic Medium Pupils</b>	1,058	1,082
<b>% Gaelic Medium Pupils</b>	6.28%	6.44%

GME pupil numbers has two measures: those pupils who study Gaelic for fluent speakers (Gàidhlig) and a separate measure for those pupils' studying subjects through the medium of Gaelic.

<b>Pupils in The Highland Council's Publicly Funded Secondary Schools</b>		
<b>Year</b>	<b>2020-21</b>	<b>2021-22</b>
<b>The Highland Council Total</b>	13,841	14,046
<b>Gàidhlig</b>	414	438
<b>% Gàidhlig</b>	2.99%	3.12%
<b>Gaelic Medium Subjects</b>	286	287
<b>% Gaelic Medium Subjects</b>	2.07%	2.04%
<b>Gaelic (Learners)</b>	2,208	2,204
<b>% Gaelic (Learners)</b>	15.95%	15.69%

### **Gaelic Learner Education (GLE) & 1+2 Language Learning Approach**

The Highland Council is currently undertaking the development and delivery of high-quality training for all staff delivering Gaelic as an L2 or L3 throughout the Highland area.

<b>L2 Schools</b>	27 schools deliver Gaelic as L2
<b>L3 Schools</b>	63 schools deliver Gaelic as L3
<b>Secondary Gaelic (Learners)</b>	18 secondary schools offer Gaelic (Learners)

## **GAELIC IN SCOTLAND**

In partnership with colleagues at Ainmean-Àite na h-Alba (Gaelic Place-Names of Scotland), Bòrd na Gàidhlig has produced a map of Gaelic place-names from across Scotland, highlighting the widespread influence of the language. This can be accessed at: [ainmean-aite.scot/map/index.html?g=](http://ainmean-aite.scot/map/index.html?g=)



In the 2011 Census of Scotland, 57,375 people (1.1% of the Scottish population aged over three years old) reported as able to speak Gaelic. It found that while there was an overall decrease in speakers between 2001 and 2011, the number increased among younger age groups.

The largest proportion of Gaelic speakers is in Comhairle nan Eilean Siar with 61% of people aged three and over having some skills in the language. In the Highland area it is 7.4% and in Argyll & Bute 5.9%. Glasgow City mirrored the Scottish average at 1.7%.

## THE GAELIC LANGUAGE (SCOTLAND) ACT 2005

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland, commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require a public authority to prepare a Gaelic language plan. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

This document is The Highland Council's fourth Gaelic Language Plan, prepared within the framework and statutory criteria of the Gaelic Language (Scotland) Act 2005, with regard to the draft National Gaelic Language Plan and the *Guidance on the Development of Gaelic Language Plans*.

The Plan spans a five-year period from 2023–28 and builds on the progress made in the previous three Plans. It sets out how The Highland Council will use Gaelic in the operation of The Highland Council's functions, and how The Highland Council will enable the use, development and promotion of the Gaelic language and culture across The Highland Council's services and with its key partners.

## THE NATIONAL GAELIC LANGUAGE PLAN 2023-2028

The Highland Council is committed to contributing to the achievement of the aims of the National Gaelic Language Plan 2023–28 by:

- increasing the use of Gaelic within the organisation and encouraging more people to use Gaelic more often when they interact with us; and
- increasing the opportunity for people to learn Gaelic as part of our day-to-day operations.

## PLANNING AND POLICY IMPLICATIONS FOR GAELIC AND LINKS TO NATIONAL PRIORITIES

The Highland Council recognises that while the various priority areas identified in the draft NGLP will be partially implemented through The Highland Council GLP, opportunities will arise to promote and develop Gaelic and culture through current and existing plans and policy measures. The Highland Council regularly reviews policy statements and commitments in order to identify areas where Gaelic can be proactively incorporated, in addition to the priorities of the draft National GLP initiated through these methods.

### **Mainstreaming Gaelic within The Highland Council's Policies**

The Highland Council regards this development as contributing to the normalisation and mainstreaming of Gaelic as part of everyday life.

## THE DRAFT HIGHLAND COUNCIL GAELIC LANGUAGE PLAN 2023-2028

The Highland Council has set out its strategic commitments, key performance results and enabling actions in accordance with the priority areas of the draft NGLP as follows:

- Communities and Home
- Media, Arts, Culture and Heritage
- Business and the Economy
- Education

## INTERNAL GAELIC CAPACITY AUDIT

An assessment of the Gaelic skills of The Highland Council's employees will be conducted in the first year of this Plan. The data and information from the Gaelic skills assessment will be collated and reviewed regularly throughout of the lifetime of the Plan.

## CONSULTATION ON THE DRAFT GAELIC LANGUAGE PLAN

This section will be completed once the public consultation has closed and will be included in the final version of the plan.

## 2. KEY PRINCIPLES

### EQUAL RESPECT

Under the terms of the 2005 Act, Bòrd na Gàidhlig works with a view to securing the status of the Gaelic language as an official language of Scotland, commanding equal respect to the English language and the Bòrd in turn expects that public authorities will demonstrate in their plans how the principle will be achieved and maintained in practice.

The Highland Council will ensure that where Gaelic is included as part of our organisations and services, they will be of an equal standard and quality as those that we provide in English.

### ACTIVE OFFER

The Highland Council will make an active offer of our Gaelic services to our employees and the public. This will ensure that where Gaelic services are made available by us, Gaelic users are made aware of their existence, and are actively encouraged to use them.

This will take the responsibility away from the individual to ask for the service and will give Gaelic users the confidence to know that their needs will be met if that is their choice.

### NORMALISING

The key aim of the Act is to sustain and grow the Gaelic language and associated culture. To achieve this aim, the normalisation, or mainstreaming, of Gaelic as part of the day-to-day fabric of modern Scottish life is a key action and public authorities are central to this.

The Highland Council will ensure that opportunities for the public and our staff to use Gaelic are normalised, in support of the draft National Gaelic Language Plan's aims.

## 3. PLAN COMMITMENTS

### OVERARCHING AIMS

The overarching aims of this Plan align with the aims of the draft National Language Plan (2023–28). These are:

- Increase the use of Gaelic
- Increase the learning of Gaelic

### STRATEGIC PRIORITIES

The Strategic Priorities focus on how the functions of The Highland Council will progress the aims of the draft National Gaelic Language Plan (2023–28). These are based upon the high-level aims shared between The Highland Council and Bòrd na Gàidhlig and the commitments as laid out in the National Plan.

The following tables outline the actions required to deliver the Strategic Priorities.

## Theme 1: Communities and Home – Strategic Priorities

<b>Strategic Priority 1.1</b>	<b>Increase support for all Gaelic users and learners, in their communities, and in the networks in which they operate.</b>
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### Desired Outcome

The Highland Council will develop Gaelic community learning and development plans around the three standalone Gaelic schools and schools with a Gaelic medium department to support GME pupils and GLE pupils.

### Current Practice

The Highland Council has:

- created language support activities around the Council's Associated School Groups, where Gaelic Medium Education is available;
- provided opportunities and developed programmes to support Gaelic medium pupils and families for the three standalone Gaelic schools in Highland;
- developed pilot Gaelic community learning and development plans in partnership with GME schools;
- organised marketing and awareness-raising events, including promoting the benefits of bilingualism;
- created a programme of community-based progressive Gaelic language classes in Highland, including utilising the new adult learning resource SpeakGaelic. GM parent classes were delivered in response to parental demand;
- developed initiatives and projects that focused on creating opportunities for Gaelic secondary fluent and learner pupils in Highland schools. Seachdain nan Deugairean and the Gaelic careers event Siuthad are both examples of this;
- continued to work and collaborate with local authorities through the national Gaelic group GLAD;

## The Highland Council's draft Gaelic Language Plan 2023–28

- worked in partnership with Gaelic agencies Comunn na Gàidhlig (CnaG), Iomain Cholm Cille (ICC) and FC Sonas, and High Life Highland to deliver both Gaelic national and local sporting events and projects;
- in partnership with High Life Highland, organised Secondary Gaelic Sports Leadership coaching events;
- delivered Gaelic tutor training events to support the delivery of adult learning classes in Highland;
- collaborated with Gaelic arts agencies such as Fèis Rois to support the delivery of drama, media, and cultural events;
- supported community organisations with their programme of Gaelic activities, including providing financial support;
- in partnership with GM schools, secured funding to support the development of extra-curricular activities and community initiatives; and
- in partnership with GM schools, delivered Gaelic cultural days.

<b>Strategic Priority 1.1</b>	<b>Increase support for all Gaelic users and learners, in their communities, and in the networks in which they operate.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Research and explore initiatives with partner organisations to identify where former GME pupils have studied in FE.				✓		Gaelic Team
Increase the networking support to GM pupils in the secondary schools associated with the three standalone Gaelic schools.	Ongoing					Gaelic Team



<b>Strategic Priority 1.1</b>	<b>Increase support for all Gaelic users and learners, in their communities, and in the networks in which they operate.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
The Highland Council will work in collaboration with GME schools to develop community learning and development plans, to support the school, pupils, and the wider Gaelic community.	Ongoing					Gaelic Team
Develop opportunities for inter-generational activities.	Ongoing					Gaelic Team
Enhance and further develop community learning and development liaison within the standalone Gaelic schools in Highland.	Ongoing					Gaelic Team

<b>Strategic Priority 1.1</b>	<b>Increase support for all Gaelic users and learners, in their communities, and in the networks in which they operate.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
The Highland Council will continue to support and increase extra-curricular activities which are delivered through Gaelic.	Ongoing					Gaelic Team
Further develop partnership working with FC Sonas, High Life Highland and Spòrs Gàidhlig to increase sporting and outdoor learning opportunities for GME pupils in Highland.	Ongoing					Gaelic Team
Increase and further develop cultural events in partnership with Gaelic schools.	Ongoing					Gaelic Team; Education and Learning Service; Key local and national

<b>Strategic Priority 1.1</b>	<b>Increase support for all Gaelic users and learners, in their communities, and in the networks in which they operate.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
						Organisations
Continue to provide programmes of Gaelic activities and events during school holidays to increase Gaelic usage outwith formal education.	Annually					Gaelic Team
In partnership with Gaelic organisations and community groups, organise a range of Gaelic cultural community events.	Ongoing					Gaelic Team; Key local and national organisations
Develop a progressive programme of adult learning community-based Gaelic classes.	Ongoing					Gaelic Team

<b>Strategic Priority 1.1</b>	<b>Increase support for all Gaelic users and learners, in their communities, and in the networks in which they operate.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Organise an annual Gaelic tutor training event in Highland.	Annually					Gaelic Team
The Highland Council will deliver opportunities to support adult learners within a community context, such as adult learning residentials and exchanges.				✓		Gaelic Team
Continue to work with Ainmean-Àite na h-Alba to develop a Gaelic place-name course for GM primary pupils.	Ongoing					Gaelic Team Ainmean-Àite na h-Alba

<b>Strategic Priority 1.1</b>	<b>Increase support for all Gaelic users and learners, in their communities, and in the networks in which they operate.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Work in partnership with Skills Development Scotland and key local and national organisations to provide an annual secondary Gaelic careers event.	Annually					Gaelic Team
In partnership with Sabhal Mòr Ostaig, organise and deliver the annual Seachdain nan Deugairean project.	Annually					Gaelic Team Sabhal Mòr Ostaig
Organise Gaelic youth residential that promote Gaelic, and language and culture connections between Celtic countries.	✓					Gaelic Team

<b>Strategic Priority 1.1</b>	<b>Increase support for all Gaelic users and learners, in their communities, and in the networks in which they operate.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Continue to support the national and Highland sporting events such as ‘Cuach na Cloinne’ and ‘Cupa Iomain na h-Òige’ for primary-aged GM pupils.	Annually					Gaelic Team; Key local and national organisations
The Highland Council will continue to support the Gaelic Learning and Development (GLAD) network.	Ongoing					Gaelic Team

<b>Strategic Priority 1.2</b>	<b>Provide initiatives to encourage Gaelic language learning for young people and families in the home.</b>
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**Desired Outcome**

Create opportunities to support parents and families in using Gaelic in the home.

**Current Practice**

The Highland Council has:

- organised family learning initiatives to support GM parents and pupils. The National Family Week was delivered in partnership with Sabhal Mòr Ostaig;
- developed the Fàs Foghlaim resource to promote GME with early years parents;
- engaged in a Gaelic Birth to Three strategic partnership with Bòrd na Gàidhlig and the Care and Learning Alliance to grow the Gaelic Birth to Three sector in Highland;
- organised parental GME information workshops in schools and communities; and
- produced an online Gaelic promotional and ‘Benefits of Bilingualism’ event which targeted early years parents in Highland.

<b>Strategic Priority 1.2</b>	<b>Provide initiatives to encourage Gaelic language learning for young people and families in the home</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Organise 'GME and the Benefits of Bilingualism' parental workshops, targeting early years parents.	Ongoing					Gaelic Team
Supplement the Fàs Foghlaim resource, and bring it into alignment with the National Plan, by developing an information page on GME; and update The Highland Council parental GME information handbook.		✓				Gaelic Team



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<p>In partnership with GME schools, organise Gaelic medium promotional and information events aimed at families.</p>	<p>Ongoing</p>					<p>Gaelic Team</p>
<p>In partnership with Sabhal Mòr Ostaig, deliver the annual Gaelic National Family Learning Week.</p>	<p>Annually</p>					<p>Gaelic Team</p>
<p>Develop a range of Family Learning opportunities and events.</p>	<p>Ongoing</p>					<p>Gaelic Team</p>
<p>Deliver the three-year Gaelic Birth to Three plan in a strategic partnership with Bòrd na Gàidhlig.</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓ <b>(September 2023–26 Subject to 3-year funding from BnaG)</b></p>		<p>Gaelic Team Education Team Bòrd na Gàidhlig</p>

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<p>Create an online Gaelic language resource for GME parents, to support Gaelic language in the home.</p>		<p>✓ <b>(Created by 2024 and updated, as required, during the lifetime of the Plan)</b></p>				<p>Gaelic Team</p>
<p>Ensure face-to-face Gaelic classes with progressive learning are delivered, where resources are available.</p>	<p>Ongoing</p>					<p>Gaelic Team</p>

## Theme 2: Media, Arts, Culture, Heritage – Strategic Priorities

<b>Strategic Priority 2.1</b>	<b>Gaelic Media and Arts output – create opportunities for expression, skills, access, participation and creativity.</b>
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### Desired Outcome

The Highland Council will collaborate with, and support, local and national Gaelic media and arts initiatives.

### Current Practice

The Highland Council has:

- continued to engage positively with representatives from the Gaelic media and arts sectors;
- provided financial grant support annually to key partners to assist in delivering programmes within the Gaelic media and arts sector, including the creative industries. This has included: Fèisean nan Gàidheal, Fèis Rois, Blas Festival, Royal National Mòd, Ainmean-Àite na h-Alba – AÀA (Gaelic Place-Names of Scotland);
- provided support to Deasbad Nàiseanta nan Àrd-sgoiltean (The National Gaelic Schools' Debate);
- collaborated with Sabhal Mòr Ostaig (SMO) in relation to the current Memorandum of Understanding (MOU);
- participated in Seachdain na Gàidhlig (World Gaelic Week);
- worked with Iomain Cholm Cille to deliver a primary schools' national shinty programme;
- worked with Comunn na Gàidhlig (CnaG) to deliver Cuach na Cloinne – a primary schools' national football programme; and

- supported the FilmG project which includes schools' participation, individuals, and community groups.

<b>Strategic Priority 2.1</b>	<b>Gaelic Media and Arts output - create opportunities for expression, skills, access, participation and creativity.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Work in partnership with An Comunn Gàidhealach to deliver the Royal National Mòd in the Highland area once every four years.			✓ (Autumn)			Gaelic Team
Work in partnership with other local and national organisations to support Gaelic cultural activities across the Highlands.	Annually – Ongoing					Gaelic Team; Gaelic Community Business Community
Work with the FilmG project to ensure that	Annually – Ongoing					Gaelic Team;

<b>Strategic Priority 2.1</b>	<b>Gaelic Media and Arts output - create opportunities for expression, skills, access, participation and creativity.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
schools and community representatives from across the Highlands participate annually in FilmG.						Education and Learning Service
Work in partnership with the leading, relevant traditional music organisations to deliver the MG ALBA Traditional Music Awards in the Highland area.	To be delivered during the lifetime of this Plan					Gaelic Team; HLH; Business Community; Gaelic Community

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Work in partnership with Celtic Media Festival to deliver the festival in the Highlands	To be delivered during the lifetime of this Plan	Gaelic Team; HLH; Business Community; Gaelic Community; Media Community
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## Theme 3: Business and The Economy – Strategic Priorities

<b>Strategic Priority 3.1</b>	<b>Use Gaelic in businesses and social enterprises, and as an economic asset in Scotland.</b>
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### **Desired Outcome**

The Highland Council will collaborate with, and support local and national business and social enterprises to increase the use of Gaelic in their services and within their workplaces.

### **Current Practice**

The Highland Council receives an Economic Impact Assessment report from An Comunn Gàidhealach after the Royal National Mòd takes place in the Highland area. The Blas Festival annually submits economic impact details.

<b>Strategic Priority 3.1</b>	<b>Use Gaelic in businesses and social enterprises, and as an economic asset in Scotland.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
<p>Work with relevant agencies and partners to develop a Creative Industries (Arts) Economic Impact Study. This action links to the Media, Arts, Culture and Heritage theme. (Once complete, develop Partnership Action Plan)</p>	<p>During the lifetime of the Plan</p>					<p>Gaelic Team; Economic Team; HIE; Creative Scotland</p>



## Theme 4: Education – Strategic Priorities

<b>Strategic Priority 4.1</b>	<b>Deliver continued promotion and growth in GME and GLE at all levels including delivery of Gaelic as a modern language, with 70% of primary schools providing Gaelic as an L2 and L3 to increase the provision of Gaelic across the authority.</b>
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### Desired Outcomes

Highland will expand and support the delivery of Gaelic as a modern language in line with the 1+2 initiative. A targeted support model of professional learning and teaching support will be delivered for identified schools to increase provision of L2 and L3 Gaelic.

The Highland Council will create a rationale for GME and GLE delivery. The Highland Council will develop and incorporate a strategic vision to provide guidance regarding Gaelic curriculum offers across Highland, maximising the use of digital and technology opportunities available.

### Current Practice

- The Highland Council is the leading provider of Gaelic Medium Education and Gaelic Learner Education in Scotland. The demand for Gaelic education continues, with pupil numbers growing, particularly in the primary sector. The Highland Council's Gaelic Team work closely with schools and partners to provide support for early years, primary and secondary provisions.
- Community development activities are identified to provide support to schools.
- Gaelic is promoted to all families in both ELC and primary enrolment, with information provided on The Highland Council website and social media, including the benefits of Gaelic education and bilingualism.
- ELC early years support is provided by a Gaelic Early Years Support Officer.
- Gaelic education resourcing is supported and promoted by the Gaelic Team.

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- The Gaelic Development Officer works in collaboration with the Gaelic Learner Education Authority Network Scotland (GLEANS) to support and enhance current delivery of Gaelic as an L2 or L3 language, as well as providing an opportunity for this to be used as an IDL standalone block of learning.
- L2/L3 Training 2017–23 – Over the period of GLP3, 151 teachers have attended Gaelic 1+2 training, delivered by a Gaelic Development Officer.

### Schools delivering L2 and L3 Gaelic.

Area	L2	L3	Other	Total number of primary schools	Provision of L2 and L3 as a percentage within the area
Mid	1	9	23	33	30%
North	2	7	21	30	30%
South	0	24	26	50	48%
West	24	23	7	54	87%

### Summary -

- In total, Highland has 170 schools delivering primary education (167 mainstream and 3 special). The Highland Council has 90 schools that provide Gaelic L2 and L3 in total.
- 54% of Highland's primary schools are following a L2 or L3 pathway for Gaelic.
- 16% provide L2.
- 38% provide L3.

- A sustainable training model for L2 and L3 Gaelic has been established during the delivery of GLP3. A digital resource including training support is now available to all of The Highland Council’s teachers. The delivery of this training has created autonomous schools where teachers plan and deliver L2 and L3 Gaelic. The model is more robust than a ‘meet the language’ philosophy.

<b>Strategic Priority 4.1</b>	<b>Deliver continued promotion and growth in GME and GLE at all levels including delivery of Gaelic as a modern language, with 70% of primary schools providing Gaelic as an L2 and L3 to increase the provision of Gaelic across the authority.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
With stakeholders, create a Secondary GME Rationale to illustrate the GME curriculum offer for both Broad General Education and Senior Phase in the Highland secondary sector.			✓			Education
Further develop the digital offer across Highland to support the Secondary GME Rationale by increasing the number of pupils	During the lifetime of the Plan					Education

<b>Strategic Priority 4.1</b>	<b>Deliver continued promotion and growth in GME and GLE at all levels including delivery of Gaelic as a modern language, with 70% of primary schools providing Gaelic as an L2 and L3 to increase the provision of Gaelic across the authority.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
who access Gaelic education through digital learning.						
Increase the number of schools delivering L2 and L3 by increasing the number of teachers trained to deliver 1+2 Gaelic through promotion of online training available. Annually.		✓	✓	✓	✓	Education
Map and target-set schools for Gaelic L2 and L3 support.	✓					Education
Increase access to L2 and L3 Gaelic to 70% through digital support. (National GLP target)		✓	✓			Education

<b>Strategic Priority 4.1</b>	<b>Deliver continued promotion and growth in GME and GLE at all levels including delivery of Gaelic as a modern language, with 70% of primary schools providing Gaelic as an L2 and L3 to increase the provision of Gaelic across the authority.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
When Gaelic and English medium provision are situated together in the same school, collaborate and support opportunities for the pupils in English medium to learn about Gaelic language and culture as part of Scotland's identity. (Statutory Guidance).		✓	✓			Education

<b>Strategic Priority 4.1</b>	<b>Deliver continued promotion and growth in GME and GLE at all levels including delivery of Gaelic as a modern language, with 70% of primary schools providing Gaelic as an L2 and L3 to increase the provision of Gaelic across the authority.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Annually promote and support Career-Long Professional Learning (CLPL) for all Gaelic education providers e.g. Additional Teaching Qualification (ATQ) in Gaelic pathway for secondary teachers to expand Gaelic as a modern language in secondary schools.	✓	✓	✓	✓	✓	Education
With key stakeholders, audit key transition points in Highland to track and gain better understanding of what the challenges are for young people when choosing a GME pathway, to		✓		✓		Education

<b>Strategic Priority 4.1</b>	<b>Deliver continued promotion and growth in GME and GLE at all levels including delivery of Gaelic as a modern language, with 70% of primary schools providing Gaelic as an L2 and L3 to increase the provision of Gaelic across the authority.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
improve pupil numbers in the Senior Phase.						
Annually develop the 3–18 GME curriculum vision across Highland, with a focus on improving access to the secondary Senior Phase Gaelic offer in GME.	During the lifetime of the Plan					Education
Annually promote the advantages of early presentation for accreditation to expand capacity for Gaelic pathways.	During the lifetime of the Plan					Education
Plan and deliver a Gaelic literacy accreditation rationale for all GME pupils by the end of S3 by 2027.	During the lifetime of the Plan					Education

<b>Strategic Priority 4.1</b>	<b>Deliver continued promotion and growth in GME and GLE at all levels including delivery of Gaelic as a modern language, with 70% of primary schools providing Gaelic as an L2 and L3 to increase the provision of Gaelic across the authority.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Support and grow GM early years, primary and secondary pupil numbers through ongoing tracking of pupil numbers.	During the lifetime of the Plan					Gaelic Team
Report quarterly on Gaelic education key performance indicators as part of a standing item at THC's Gaelic Committee.	During the lifetime of the Plan					Gaelic Team
Report annually on Gaelic education pupil numbers, curriculum offer opportunities and attainment information at THC's Education Committee.	During the lifetime of the Plan					Gaelic Team



<b>Strategic Priority 4.1</b>	<b>Deliver continued promotion and growth in GME and GLE at all levels including delivery of Gaelic as a modern language, with 70% of primary schools providing Gaelic as an L2 and L3 to increase the provision of Gaelic across the authority.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
ELC – community consultation on models of opportunities for GME ELC to support transition when there are ongoing recruitment pressures as a barrier to delivery of 1140 hours childcare provision.	During the lifetime of the Plan					Gaelic Team

<b>Strategic Priority 4.2</b>	<b>Expand the delivery of Gaelic Medium Education with increased secondary subject delivery, creation of new standalone schools and new early years, primary and secondary provision.</b>
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### **Desired Outcome**

The Highland Council will complete a feasibility study on 3–18 Gaelic Education for Inverness, to ensure a strategic vision of the future development and sustainability of Gaelic education across Highland.

The Highland Council will audit and review Gaelic status designations for schools. We will review current delivery models of GME across Highland and investigate potential new delivery models and structures, including increased 3–18 provision.

### **Practice**

In partnership with the Scottish Government, The Highland Council has delivered 3 standalone GME schools. Gaelic Medium Education (GME) is a key driver for ensuring that Gaelic continues to thrive and grow in both urban and rural areas. Highland's continued provision of GME evidences the commitment and recognition that GME education is at its most successful when it is fully immersive for pupils, and when an entire school career can be delivered through the medium of Gaelic.

The Highland Council provision of GME encompasses:

- 19 ELC and partner centre provisions;
- 20 primary GME settings. Within this primary GME provision, there are three standalone GME schools, two Gaelic schools with English medium provision, and the remainder are schools with GME provision;

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- 20 secondary schools in Highland currently provide Gàidhlig for fluent speakers and/or Gaelic for learners. 13 of these schools offer GME secondary Gàidhlig as part of their Gaelic curriculum and 17 offer Gaelic Learner Education pathways in BGE and/or Senior Phase; and
- seven of our associated secondary provisions currently provide additional subjects through the medium of Gàidhlig at BGE and/or Senior Phase. This includes access to Gaelic Learners BGE via digital pathways.

**Our Context** – The Highland Council is the largest provider of Gaelic Medium Education in Scotland. Our Education and Learning Service in total has 29 secondary schools and 170 schools delivering primary education. The total number of operational schools, 199, covers a geographical area nearly the size of Belgium.

- 48% of our secondary schools offer Gaelic education (GME and GLE);
- 12% of our primary schools offer GME. All primary pupils have access to secondary GME offer. The area is a mix of urban, semi-urban, and rural and remote areas, and we have ambition to provide opportunities for Gaelic across the whole region.

The Highland Council:

- collaborates with Sabhal Mòr Ostaig (SMO) in relation to the current Memorandum of Understanding (MOU), including the promotion of training opportunities, supporting student placements, supporting interview selection processes and collaboration on projects to support professional enquiry and development;
- has completed statutory consultations to create Gàidhlig Medium catchment areas for 15 of the 20 primary schools in Highland that offer GME;
- has reviewed and updated improvement planning templates to include reference to Gaelic education priorities;
- reports to Education and Gaelic Committees on Gaelic education priorities and performance monitoring; and
- includes Gaelic education targets in Corporate and Education Service Planning.

<b>Strategic Priority 4.2</b>	<b>Expand the delivery of Gaelic Medium Education with increased secondary subject delivery, creation of new standalone schools and new early years, primary and secondary provision.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Complete a 3–18 GME Inverness feasibility study to provide an understanding of parental demand and how this might be impacted by the options identified.	✓					Performance and Governance
Identify a possible location for a 3–18 campus in Inverness including an analysis of impact on catchment, consultation, planning, and transport.		✓				Head of Resources
Report annually to the Education Committee on Gaelic attainment and achievement across 3–18.	During the lifetime of the Plan					Education

<b>Strategic Priority 4.2</b>	<b>Expand the delivery of Gaelic Medium Education with increased secondary subject delivery, creation of new standalone schools and new early years, primary and secondary provision.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Continue to plan the development of GME across Highland, including capacity audits/catchment consultation processes.	During the lifetime of the Plan					Education
Develop a strategic and responsive digital offer for online curriculum delivery to strengthen and expand GME and GLE in schools at primary and secondary levels to support the commitments made in the National Plan.	During the lifetime of the Plan					Education

<b>Strategic Priority 4.2</b>	<b>Expand the delivery of Gaelic Medium Education with increased secondary subject delivery, creation of new standalone schools and new early years, primary and secondary provision.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Encourage recruitment and retention of Gaelic education providers in Highland through promotion of resourcing, Gaelic partnership opportunities, network support and CLPL.	During the lifetime of the Plan					Education Workforce Planning
A Gaelic Lead Officer will work to develop a complementary GME strand to Highland Literacy. Advice on Gaelic education will be supported by the Lead Officer to ensure total immersion pedagogy approaches are embedded.	During the lifetime of the Plan					Education

<b>Strategic Priority 4.2</b>	<b>Expand the delivery of Gaelic Medium Education with increased secondary subject delivery, creation of new standalone schools and new early years, primary and secondary provision.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
Review school designations, taking into consideration what this can look like to support an immersion experience with a focus on maximising resources available.			✓	✓		Education
Establish 3–18 stakeholder groups to review collaborative partnerships where 3–18 approaches across school clusters will improve outcomes for Gaelic pupils and make best use of available resources.		✓		✓		Education
Within the workstream of 3–18 stakeholder groups, review and		✓		✓		Education Gaelic Team

<b>Strategic Priority 4.2</b>	<b>Expand the delivery of Gaelic Medium Education with increased secondary subject delivery, creation of new standalone schools and new early years, primary and secondary provision.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
monitor leadership and phased leadership models with CLPL opportunities.						
Identify potential next steps from the 3–18 feasibility study in relation to the National Gaelic Plan and the development of the strategic aims for GLP4.		✓ (August)				Education Gaelic Team
When requested, develop an engagement model. The Highland Council will engage with internal and external stakeholders – including listening to the pupil voice; parent representative groups;	During the lifetime of the Plan					Gaelic Team



Strategic Priority 4.2	Expand the delivery of Gaelic Medium Education with increased secondary subject delivery, creation of new standalone schools and new early years, primary and secondary provision.					
Actions Required	Target Date					Responsibility
	2023	2024	2025	2026	2027	
education providers (local authorities; private, voluntary or independent (PVI), Stòrlann Nàiseanta na Gàidhlig, e-Sgoil); and government and Gaelic agencies to inform the approach to expanding GME and GLE provision.						
Co-ordinate and deliver annual support sessions for school leadership teams on the principles of the <i>Advice on Gaelic Education</i> .	During the lifetime of the Plan					Education
Further review and develop school improvement planning and standards and quality in	During the lifetime of the Plan					Education

<b>Strategic Priority 4.2</b>	<b>Expand the delivery of Gaelic Medium Education with increased secondary subject delivery, creation of new standalone schools and new early years, primary and secondary provision.</b>					
<b>Actions Required</b>	<b>Target Date</b>					<b>Responsibility</b>
	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	
adherence to the <i>Advice on Gaelic Education</i> , including improvement planning for all pupils linked to all themes within GLP4.						

## CORPORATE SERVICE AIMS

The Corporate Service Aims are used with the intention of standardising key Gaelic services over time across The Highland Council. Each separate Corporate Service Aim contains a desired outcome which Bòrd na Gàidhlig would like to see all public authorities achieve over time.

As the first public authority to have its Gaelic Language Plan approved by Bòrd na Gàidhlig (in 2008), The Highland Council has long-established commitments to the language across all its services and many of these desired outcomes are already being fulfilled. In addition, The Highland Council has developed guidelines on the use of Gaelic in the services it provides. These guidelines can be read here: [Guidelines on the use of Gaelic in the services we offer.](#)

### Status

Desired Outcome	<b>Logo and Brand</b> Render the corporate logo and branding in both Gaelic and English at the first opportunity and as part of any renewal process. The logo should demonstrate equal prominence for both languages.
Current Practice	<ul style="list-style-type: none"> <li>• The Highland Council has a bilingual corporate identity, which will continue to be progressed during the lifetime of the Plan.</li> <li>• The Highland Council's logo features both English and Gaelic with equal prominence.</li> </ul>
Actions Required	Continue to ensure usage of the bilingual logo and brand.
Target Date	Throughout the lifetime of the Plan.
Responsibility	Gaelic Team, Corporate Communications Team

Desired Outcome	<b>Signage</b> Signage will include Gaelic and English as part of any renewal process.
Current Practice	Signage on all Highland Council owned buildings and properties (offices, schools, leisure centres, static and mobile libraries, museums, archive centres, community centres, residential care homes, public toilets, play and leisure parks, etc.) will display the building name and the services provided within the building bilingually. This includes buildings and properties managed by High Life Highland.

In standalone Gaelic schools, monolingual Gaelic signage is used to enhance the immersion ethos of GME. In the case of external signs, the Gaelic will be above the English and in respect of internal signs, the English will be above the Gaelic. When new signs are being installed or existing signs require to be replaced, bilingual signs will be erected.

Welcome signs to towns, cities and villages will be bilingual, and The Highland Council road signs will be bilingual. Signs will incorporate historic village, town and city crests where appropriate. Gaelic will be in green and English in black on these signs.

When new signs are being erected or existing signs are being replaced, bilingual signs will be used. The adoption of Gaelic names will be encouraged on the naming of new streets and developments, and also when existing street name signs require to be replaced due to age or damage. The adoption of Gaelic names will be encouraged on new streets and developments, using local historic and cultural connections wherever this information is available. Consultation will take place with local community councils and ward members.

As the majority of place-names in the Highlands are anglicised names of Gaelic origin, the bilingual aspect serves to illuminate the meaning and reinforce the Gaelic heritage of the area. Ongoing work on road, street and building signage steadily increases the visibility of the language in towns and communities across the Highland area.

Bilingual interpretation panels are erected at sites of historical, cultural, and geographical importance across the Highlands and help to celebrate the area's cultural heritage and raise the profile of the language. Gaelic is placed above English on external displays and equal design prominence is adhered to.

(More detailed information is available on The Highland Council's website at:

[highland.gov.uk/downloads/file/11857/guidelines\\_on\\_the\\_use\\_of\\_gaelic\\_in\\_highland\\_council\\_services](https://highland.gov.uk/downloads/file/11857/guidelines_on_the_use_of_gaelic_in_highland_council_services))

	The Highland Council is currently refreshing the bilingual policy. Contact details and references will be updated, and some practical points will be added to strengthen the policy and align it with current practice.
Actions Required	Continue to ensure that bilingual signage is used and that the refreshed policy is promoted across all Council services.
Target Date	Throughout the lifetime of the Plan.
Responsibility	Gaelic Team; Corporate Communications; Infrastructure, Environment and Economy Service

### Communicating with the Public

Desired Outcome	<b>Promotion</b> Positive messages that communication from the public in Gaelic is always welcome are regularly repeated.
Current Practice	The Highland Council includes a Gaelic welcome at high profile events and meetings.  The Highland Council's officers who deliver presentations via PowerPoint and other ICT Programmes are required to include Gaelic. Presentations directly relating to Gaelic are expected to be fully bilingual.
Actions Required	Ensure that Gaelic is included on Powerpoint, and other templates used by The Highland Council's employees.
Target Date	Ongoing
Responsibility	Gaelic Team, Corporate Communications, Service Teams

Desired Outcome	<b>Written Communication</b>
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	Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy.
Current Practice	<p>Written correspondence received by The Highland Council in Gaelic, via post or email, is responded to in Gaelic. If the correspondence relates to an issue outwith the remit of the Gaelic Team, the correspondence is translated into English in order to facilitate responses and gather information from appropriate staff. Replies are then formulated in English and translated into Gaelic.</p> <p>The Highland Council's staff are encouraged to have bilingual out-of-office messages and footers in their emails.</p>
Actions Required	Continue to reinforce the policy and awareness of the Gaelic Translation Service.
Target Date	Ongoing
Responsibility	Gaelic Team, Corporate Communications, Service Team

Desired Outcome	<p><b>Reception and Phone</b></p> <p>Where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public. If there are not staff available to deliver this, capacity will be built through training and recruitment.</p>
Current Practice	<p>The Highland Council Service Centre staff are supported to provide bilingual greetings and welcome phrases when answering telephones and greeting the public.</p> <p>Gaelic salutations are also included on the automated telephone system, which is directed through the Service Centre.</p>
Actions Required	Identify and maximise the use of technologies to provide training, update existing resources, and create a Gaelic training package for The Highland Council's staff.
Target Date	Within the first year of the Plan – Autumn 2024.
Responsibility	Gaelic Team

Desired Outcome	<b>Public Meetings</b>
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	Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted. In those geographical locations in which the percentages or numbers of Gaelic speakers is greater, working towards this will be expected as standard.
Current Practice	Public meetings relating to Gaelic are currently held bilingually and the use of Gaelic is encouraged. Online meetings are also conducted in Gaelic, where possible.  The Highland Council's officers delivering presentations via PowerPoint/Teams and other ICT Programmes are required to include Gaelic. Presentations relating directly to Gaelic are expected to be fully bilingual.
Actions Required	Identify where Gaelic can be used during meetings on a case-by-case basis, aiming to maximise language usage. Simultaneous translation will be provided where possible.
Target Date	Ongoing
Responsibility	Gaelic Team

## INFORMATION

Desired Outcome	<b>News Releases</b> High profile news releases and all news releases related to Gaelic are issued in both Gaelic and English.
Current Practice	The Highland Council regularly issues bilingual news releases on matters relating to Gaelic language and culture. Such press releases appear in Gaelic first on the Council's website, followed by English, under a bilingual heading.
Actions Required	Continue to ensure that this policy is adhered to, and explore the possibility of issuing bilingual news releases on selected high profile events not directly related to Gaelic, as appropriate and as resources allow.
Target Date	Ongoing
Responsibility	Gaelic Team and Corporate Communications

Desired Outcome	<b>Social Media</b>
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	Gaelic content distributed regularly through social media, working towards fully bilingual social media.
Current Practice	Gaelic content is regularly distributed on The Highland Council's social media platforms, with particular focus on national events, such as Seachdain na Gàidhlig. Gaelic posts largely relate to Gaelic matters, though posts relating to high-profile events such as Council elections are occasionally shared in order to help normalise the use of Gaelic in all aspects of life.
Actions Required	A Gaelic social media strategy will be developed.  Opportunities to use Gaelic on The Highland Council's social media will be identified. In addition to tweets and social media posts relating to Gaelic events and issues, consideration will be given to increasing the number of Gaelic tweets and social media posts on topics and events not directly related to Gaelic.
Target Date	Within the first year of the Plan.
Responsibility	Gaelic Team and Corporate Communications

Desired Outcome	<b>Website</b> Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach, working towards a fully bilingual website.
Current Practice	Gaelic content is constantly added to The Highland Council's website. Much of it is Gaelic-related, but bilingual content is added to high-traffic and high-profile areas of the website. Training was recently provided to the Gaelic Team on web editing; this should enable content to be added more frequently and more reactively.
Actions Required	Review The Highland Council's website and identify where additional Gaelic content can be added.
Target Date	Within the first year of the Plan.
Responsibility	Gaelic Team, Corporate Communications

Desired Outcome	<b>Corporate Publications</b> Produced in Gaelic and English, with priority given to those with the highest potential reach and impact.
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Current Practice	All public documents and publications relating to Gaelic – i.e. leaflets, posters, press releases, interpretative material, information documents, reports and committee agendas and minutes – are produced bilingually. Where such documents do not relate directly to Gaelic, they contain some Gaelic. This is usually in the form of bilingual headings and sub-headings.
Actions Required	Continue to ensure that all public-facing documents contain some Gaelic content.  Consideration to be given, within available resources, to increasing bilingual content in areas not directly related to Gaelic. This may include provision of key Council documents and/or the inclusion of bilingual forewords, in addition to headings.
Target Date	Ongoing
Responsibility	The Gaelic Team

Desired Outcome	<b>Language</b> A process is in place to ensure that the quality and accessibility of Gaelic language in all corporate information is high.
Current Practice	All Gaelic language in corporate information is translated and proofread within the Gaelic Team to ensure quality-control.
Actions Required	Continue to manage the quality-control process.
Target Date	Ongoing
Responsibility	The Gaelic Team

Desired Outcome	<b>Exhibitions</b>
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	Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact.
Current Practice	The Gaelic Team work and liaise with arms-length organisations, including High Life Highland, advising and supporting on the use of Gaelic content in public exhibitions.
Actions Required	The Gaelic Team to liaise with the Corporate Communications Team on a regular basis to identify opportunities to deliver exhibitions in Gaelic.
Target Date	Ongoing
Responsibility	The Gaelic Team and Corporate Communications Team

## STAFF

Desired Outcome	<b>Internal Audit</b> Conduct an internal audit of Gaelic skills and training needs during the lifespan of the Plan.
Current Practice	The Highland Council is currently planning and devising a comprehensive internal Gaelic skills audit.
Actions Required	An internal audit of Gaelic skills will be conducted.
Target Date	Within the first year of the Plan.
Responsibility	The Gaelic Team and The Performance and Governance Service

Desired Outcome	<b>Induction</b> Knowledge of the public authority's Gaelic Language Plan and training opportunities are embedded in staff inductions.
Current Practice	Organisation of Gaelic Awareness Training for newly-elected members as part of their induction will continue.
Actions Required	Information on The Highland Council's Gaelic Language Plan and training opportunities, including classes, will be made available on The Highland Council's intranet. A 'Gaelic in the Workplace' course will be created and promoted. Delivery of this course will be demand-led.
Target Date	Ongoing
Responsibility	The Gaelic Team, ICT and Human Resources

Desired Outcome	<b>Language Training</b> Gaelic language skills training and development, delivered to staff, particularly in relation to implementing the public authority's Gaelic language plan.
Current Practice	The Highland Council currently organises Gaelic language learning classes. Elected members and Council staff are encouraged to attend and receive a 50% reduction in class fees.  The Highland Council aims to continue to promote Gaelic awareness training to elected members and staff, as part of the staff training programme.
Actions Required	The Gaelic Team will continue to raise awareness of the Gaelic classes.  A suite of downloadable Gaelic courses, comprised of video lectures and slide decks, will be created to support staff to learn and use Gaelic.
Target Date	Ongoing
Responsibility	The Gaelic Team and Human Resources

Desired Outcome	<b>Using Gaelic</b> Staff are encouraged to use Gaelic in their work.
Current Practice	The Highland Council continues to encourage the use of Gaelic in the workplace and in internal communications, through various means, especially in corporate documents, committee reports, and on social media.
Actions Required	The Gaelic Team will continue to mainstream and normalise the usage of Gaelic.
Target Date	Ongoing
Responsibility	The Gaelic Team and Staff Training Personnel

Desired Outcome	<b>Awareness Training</b>
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	Gaelic awareness training delivered, with priority given to senior staff, other key decision makers and staff dealing directly with the public.
Current Practice	Gaelic awareness training has been offered to newly-elected members.
Actions Required	Develop a downloadable Gaelic Awareness training slide-deck which will be reviewed annually.
Target Date	Ongoing
Responsibility	The Gaelic Team

Desired Outcome	<b>Recruitment</b> Gaelic language skills are recognised and respected within the recruitment process throughout the public authority.
Current Practice	<p>Posts requiring Gaelic are advertised on The Highland Council's website bilingually. When notices and advertisements are published bilingually, the two languages are equal in style and presentation.</p> <p>When preparing and publishing advertisements for staff recruitment, The Highland Council adheres to the following external advertising arrangements:</p> <p>Advertisements for posts for which fluency in Gaelic is an essential qualification appear in:</p> <ul style="list-style-type: none"> <li>• Gaelic only in Gaelic language publications;</li> <li>• Gaelic only in English language publications supplemented with an explanatory note in English.</li> </ul>
Actions Required	A Gaelic Awareness training session will be delivered to The Highland Council's staff involved in recruitment processes.
Target Date	Ongoing – delivered biannually.
Responsibility	The Gaelic Team and Workplace Planning

Desired Outcome	<b>Recruitment</b> Gaelic named as an essential and/or desirable skill in job descriptions in order to deliver the Gaelic Language Plan and in accordance with the Bòrd na Gàidhlig recruitment advice.
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Current Practice	All posts being advertised to support the implementation of the Gaelic Language Plan have Gaelic listed as an essential and/or desirable requirement in the job description.
Actions Required	Continue current practice.
Target Date	Ongoing
Responsibility	The Gaelic Team, Workforce Planning and Human Resources

Desired Outcome	<b>Recruitment</b> Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill.
Current Practice	Jobs requiring Gaelic as an essential skill are advertised bilingually on The Highland Council's website, and on social media platforms. When such notices and advertisements are published bilingually, the two languages are equal in style and presentation.
Actions Required	Continue current practice.
Target Date	Ongoing
Responsibility	The Gaelic Team, Workforce Planning, Human Resources and Corporate Communications

### Gaelic language corpus

Desired Outcome	<b>Gaelic Orthographic Conventions</b> The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.
Current Practice	The Highland Council has a commitment to adhere to the Gaelic Orthographic Conventions and to apply consistent orthography across all signage and documents. The Gaelic Team contribute to discussions and consultation on corpus issues with other national agencies and partners, thereby contributing to Gaelic development nationally.
Actions Required	Continue current practice.
Target Date	Ongoing
Responsibility	The Gaelic Team

Desired Outcome	<b>Place-names</b> Continue to consult and take advice from Ainmean-Àite na h-Alba.
Current Practice	The Highland Council regularly liaises with Ainmean-Àite na h-Alba, to ensure correct and authoritative forms of Gaelic place-names are used across all signage and documents.
Actions Required	Continue current practice.
Target Date	Ongoing
Responsibility	The Gaelic Team

## **PUBLIC AUTHORITIES – CORPORATE**

In addition to the standardised Corporate Service Aims listed above, The Highland Council engages in a diverse and vibrant range of additional Gaelic translation and awareness work. The Highland Council aims to ensure that the richness and vitality of the Gaelic language is sustained, and that confidence of Gaelic users in the language is strengthened and enhanced. Examples of this include specific projects pertaining to schools and education, and our work in orthographic usage.

## **SUPPORTING VERNACULAR COMMUNITIES**

The importance of vernacular communities in the use and transmission of Gaelic is recognised by The Highland Council. Through the lifetime of the Plan, The Highland Council will aim to:

- **Define** where the vernacular communities are within the Highland region
- **Engage** with the vernacular communities
- **Support** these communities to strengthen Gaelic.

## 4. LINKS TO THE NATIONAL PERFORMANCE FRAMEWORK

This section serves to highlight how the commitments in The Highland Council's Gaelic Language Plan will help advance the priorities of the National Performance Framework.

Full details of the National Performance Framework can be accessed at <https://nationalperformance.gov.scot/>

### The Purpose of the National Performance Framework

The National Performance Framework is for all of Scotland and aims to:

- create a more successful country;
- give opportunities to all people living in Scotland;
- increase the wellbeing of people living in Scotland;
- create sustainable and inclusive growth; and
- reduce inequalities and give equal importance to economic, environmental and social progress.

### The Values of the National Performance Framework

The values of the National Performance Framework are to:

- treat all people with kindness, compassion and dignity;
- respect the rule of law; and
- act in an open and transparent way.

### The National Outcomes of the Framework

The framework sets out national outcomes which are aligned with the United Nations Sustainable Development Goal and help to track progress in reducing inequality. The national outcomes are that people:

- grow up loved, safe and respected so that they realise their full potential;
- live in communities that are inclusive, empowered, resilient and safe;
- are creative and their vibrant and diverse cultures are expressed and enjoyed widely;
- have a globally competitive, entrepreneurial, inclusive and sustainable economy;
- are well-educated, skilled and able to contribute to society;
- value, enjoy, protect and enhance their environment;
- have thriving and innovative businesses, with quality jobs and fair work for everyone;
- are healthy and active;
- respect, protect and fulfil human rights and live free from discrimination;
- are open, connected and make a positive contribution internationally; and
- tackle poverty by sharing opportunities, wealth and power more equally.

## **National Indicators**

The framework measures Scotland's progress against the National Indicators. The Highland Council have indicators that are interdependent upon the National Indicators. Furthermore, the Strategic Priorities of The Highland Council's draft GLP can be seen to contribute directly to the National Performance Framework. Examples of these links are provided below:

### **Communities**

- Gaelic increases wellbeing for Gaelic users, learners and supporters, across Scotland and internationally.
- The provision of Gaelic social media content and classes makes the language more accessible and inclusive, thereby enabling more people to engage with the language and culture.
- The benefits of engaging with the diverse world of Gaelic culture are promoted through innovative initiatives, such as Secondary Gaelic Sports Leadership coaching events.
- By supporting Gaelic sporting initiatives, this draft GLP supports the citizens in the Highland region to be healthy and active.
- The Gaelic community is inclusive, and this Plan seeks to encourage people to explore the language and culture, regardless of income.

### **Home**

- The provision of Gaelic classes for parents seeks to provide families with the language skills to support their children's education. Information on these classes can be found at:  
[highland.gov.uk/info/283/community\\_life\\_and\\_leisure/335/gaelic/4](https://highland.gov.uk/info/283/community_life_and_leisure/335/gaelic/4)

### **Media, Arts, Culture and Heritage**

- Events with a Gaelic connection, including national and provincial Mòds, and Gaelic/cultural festivals and events attract international visitors to the Highland area.
- Supporting Gaelic cultural and music festivals, The Highland Council helps to connect communities, promote linguistic and cultural education, and increase wellbeing.
- The Highland Council's work with Ainmean-Àite na h-Alba enhances interest and enjoyment of the natural environment by providing information on Gaelic place-names.



### **Business and the Economy**

- Higher levels of qualifications and skills from Gaelic speakers contribute significantly to quality work, enterprise and community wealth building.
- Gaelic activities support a growing range of sustainable jobs and enterprises and contribute to the GDP of the country.
- Being competent in more than one language has been associated with success in global business; this can be evidenced through Bilingualism Matters.

### **Education**

- Gaelic schools are engaging, safe and respectful environments for children and young people to realise their full potential.
- GME is accessible across the Highland area and is inclusive and non-discriminatory.

## **5. LINKS TO LOCAL AND REGIONAL FRAMEWORKS**

The Highland Council's draft Corporate Plan [2022-2027](#) has just been approved. The Corporate Plan provides the Corporate Performance Framework under which the priorities in the Council's Programme 'Our Future Highland' and the Council's strategic, operational and improvement priorities will be delivered and monitored.

One of those commitments was to support the delivery and development of the Gaelic Language Plan 2023. The Highland Council has been effective in strengthening the language across all its services and its key partners, in order to contribute to the broad educational, social, linguistic cultural and economic value and wellbeing of the Highlands.

This iteration of the Gaelic Language Plan will serve to increase the use and profile of Gaelic. It will strengthen and build on the progress of the previous plan, especially in the community planning partnerships' sector both at operational and strategic levels.

## 6. PUBLICATION

### PUBLISHING AND PUBLICISING THE PLAN

#### **Internal**

The draft (consultation) and approval versions of this Plan will be published on The Highland Council's website. Promotional posts with links to the Plan will be posted on The Highland Council's social media pages.

Staff will be regularly informed of the opportunity to enrol in Gaelic classes and can do so at a discounted rate.

#### **External**

The Highland Council's Gaelic Language Plan will be published in Gaelic and in English on the website and in addition, the Council will:

- issue a bilingual press release announcing the Plan;
- publicise the Plan through a variety of social media platforms;
- distribute copies to arms-length organisations and other third party organisations, explaining their role in the delivery of the Plan;
- distribute copies of the Plan to key stakeholders in the public, private and third sectors;
- distribute copies of the Plan to relevant Gaelic organisations and other interested bodies; and
- make hard copies available on request.

## 7. RESOURCING THE PLAN

The actions of this Plan will be resourced through existing budgets and as part of ongoing renewal processes.

Should a need for additional support be identified, funding applications will be submitted to external funders as required.

## 8. MONITORING THE PLAN

The ongoing monitoring of approved Gaelic language plans is a requirement of the Gaelic Language (Scotland) Act.

The Highland Council will submit annual monitoring reports to Bòrd na Gàidhlig. This will form part of the standard procedures in relation to reports being submitted to designated committees, which includes publicising them on The Highland Council's website.

Standard Highland Council internal performance monitoring processes will be used to monitor the implementation and delivery of the Plan, such as the currently used Performance Review Monitoring System (PRMS).

## 9. THE GAELIC LANGUAGE PLAN IN THE PUBLIC AUTHORITY

### OVERALL RESPONSIBILITY FOR THE PLAN

It is recommended that the plan clearly states who has overall responsibility for the plan. As the plan will have an impact across the whole organisation, it is advised that overall responsibility for the plan lies with the accountable officer or another position within the senior management structure who can ensure the corporate implementation of the plan. The following text is suggested:

The Executive Chief Officer – Performance and Governance has overall responsibility for preparation, delivery and monitoring of Highland Council's Gaelic Language Plan. They can be contacted as follows:

The Highland Council Headquarters, Glenurquhart Road, Inverness, IV3 5NX.

### DAY-TO-DAY RESPONSIBILITY FOR THE PLAN

It is recognised that the person with overall responsibility for the plan will not always be able to deal with its day-to-day implementation. For that reason, it is recommended that the plan clearly states who will have day-to-day responsibility for the plan and its implementation. The following text is recommended:

The Gaelic Manager has day-to-day responsibility for the delivery and monitoring of Highland Council's Gaelic Language Plan. Queries regarding the day-to-day operation of the plan should be addressed to:

The Highland Council Headquarters, Glenurquhart Road, Inverness, IV3 5NX.

Alternatively, email [GLP@gaelic@highland.gov.uk](mailto:GLP@gaelic@highland.gov.uk).

## GAELIC COMMITTEE – MONITORING THE PLAN

The responsibility for the implementation and monitoring of this plan lies with The Highland Council's Gaelic Committee. The scope of the committee is:

- to promote and support the indigenous Gaelic language, heritage, and culture of the Highlands and to oversee the implementation of the Council's Gaelic Language Plan;
- to monitor, scrutinise and promote the implementation of the Council's Gaelic Language Plan, including the delivery of Gaelic education;
- to liaise with Bòrd na Gàidhlig on the strategic development of Gaelic language;
- to work with Gaelic development agencies in promoting, developing, and sustaining the Gaelic language, heritage, and culture in the Highlands;
- to work with the Scottish Government and Parliament regarding legislation relating to Gaelic language; 2.5 To monitor the implications of legislation in respect of Gaelic language and advise the Council of its impact across the Highlands; and
- budget monitoring and scrutiny of Gaelic specific funding, grants, and expenditure.

The Gaelic Committee meets on a quarterly basis and monitors the implementation of the plan.

Further information on the Gaelic Committee can be found [on the Highland Council website](#).

## ENGAGING WITH STAFF

The Gaelic Team will engage with colleagues within their respective service areas as part of their responsibility for the monitoring of delivery. Additionally, colleagues will be informed of other Gaelic initiatives, such as Gaelic classes.

The draft and approved Plan will be publicised on the council's website and promoted through internal communication channels.

## ARM'S LENGTH ORGANISATIONS AND THIRD PARTIES

High Life Highland is an Arm's Length organisation with charitable status formed by The Highland Council to develop and promote opportunities in culture, learning, sport, leisure, health and wellbeing across nine services throughout the whole of the Highlands, for both residents and visitors. The Highland Council provides an in-kind Gaelic translation service to High Life Highland.

The Highland Council will aim to promote our Gaelic services to other third-party organisations and encourage them to provide appropriate Gaelic services within their work.

## THIRD PARTY AGREEMENTS

The Highland Council engages regularly on a formal and informal basis with its community planning partners, all of whom have strategic commitments to Gaelic development and have drafted, or are in the process of drafting, Gaelic language plans.

The Highland Council has Service Delivery Agreements with arm's length organisations and where appropriate a Gaelic and/or cultural commitment is included in the agreement. The arm's length organisations will support the Highland Council in relation to implementing their strategic priorities.

## APPENDIX 1 – CONSULTATION

A summary of the consultation findings will be included in the introduction section of the final plan.

Additionally, a more detailed report will be included as an appendix in the final version of the plan.