

CORPORATE PLAN 2018-2023



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1. CHAIR'S FOREWORD

Welcome to Bòrd na Gàidhlig's Corporate Plan for 2018-2023. It sets out our strategic outcomes, and how we intend to deliver them, for the next five years. We see this as an exciting and challenging period for Gaelic – building on the growth of Gaelic amongst young people, and the evidence about Gaelic's impact on Scotland's economy. Appropriately, in the Year of Young People 2018, they are a central focus for this plan and, along with a new emphasis on skills development, are going to be at the heart of our strategic vision for the next five years. We also look ahead to the outcomes from the next census in 2021 providing a new measure of our progress and impact.

Our statutory purpose is clear – to promote and support Gaelic language and culture. This Corporate Plan will demonstrate how we will deliver that purpose in line with the new National Gaelic Language Plan. Other developments such as the Islands Bill, the education governance review, the creation of the Enterprise and Skills Strategic Board and similar political changes will all have the potential to impact positively on Gaelic, and we will continue to work with partners to realise that potential.

As well as opportunities, Gaelic faces challenges. Population demographics for many Gaelic-speaking areas are concerning and economic, housing, connectivity and social challenges will also affect Gaelic development. The way forward after Brexit is not clear but we recognise it is likely to have a significant impact on our island and rural areas where Gaelic is spoken by significant numbers.

Our outcomes contribute to the delivery of the Scottish Government's National Outcomes and their objective of sustainable economic growth. The Corporate Plan provides an overview of how our work will do this. It also outlines how we will monitor our performance to ensure that it has the desired impact. It is essential that we retain flexibility in the way we work to achieve the outcomes we want to see across Scotland. We will review our Corporate Plan annually to reflect these changes; to ensure that we continually focus on where we can most effectively deliver on the priorities of the National Gaelic Language Plan; to ensure that our work is properly resourced; and to ensure that we are working in a way which provides the best possible value. Each year we will publish an annual operating plan, providing greater detail about the specific activities, targets and performance indicators for that year.

As we set out our ambitions for the next five years, we recognise the achievements made to date through collaboration with public, private and voluntary sector organisations. We know that we can only achieve our vision with their help and support. We will be open and engaged with the public and with all of our partners over the next five years as our journey progresses.

Allan MacDonald
Cathraiche (Chair)



2. OUR VISION AND **STRATEGIC PRIORITIES**

OUR **VISION**



Gaelic is seen and heard on a daily basis across Scotland, such that it is widely recognised as an integral part of Scottish life and a national cultural and economic asset.

OUR **STRATEGIC PRIORITIES**



By 2023 the outcomes we want to achieve are:

1. **More people are using and benefiting from Gaelic at work, at home and in the community**
2. **Opportunities for people to develop their Gaelic skills at any age have increased and are more accessible**
3. **More people in Scotland are positive about Gaelic language and culture**
4. **Bòrd na Gàidhlig continues to develop how it works**

The Corporate Plan provides a picture of the overall framework within which we will work to achieve our responsibilities in delivering elements of the National Gaelic Language Plan 2018-23. In addition to the National Gaelic Language Plan and statistical information, Bòrd na Gàidhlig carried out a Political, Economic, Social, Technical, Legal, Environmental (PESTLE) analysis (Appendix i) to help provide a strategic context.

Each year, Bòrd na Gàidhlig will review the Corporate Plan and its underpinning information and provide an update to take account of new opportunities as well as significant changes. We will also prepare an annual operating plan and this will contain targets for each of the measures outlined.

3. WHO **WE ARE**

Bòrd na Gàidhlig is the principal public body in Scotland responsible for promoting Gaelic development, including providing advice to Scottish Ministers on Gaelic issues.

WHAT **WE DO**



- **Produce** the National Gaelic Language Plan and co-ordinate its delivery
- **Oversee** the development and implementation of Gaelic Language Plans by Public Authorities
- **Issue** statutory guidance to develop Gaelic education
- **Advise** Scottish Government Ministers on Gaelic issues
- **Distribute** funds for the development of the Gaelic language
- **Provide** leadership and advice in support of Gaelic language initiatives
- **Initiate and implement** projects and initiatives
- **Promote** Gaelic locally, nationally and internationally
- **Listen and react** to the needs of communities

OUR **PARTNERS**



- Government and its Agencies
- Education Authorities, Agencies and Organisations
- Economic, Cultural and Tourism Development Agencies
- Media, Creative and Heritage Organisations
- Gaelic Organisations
- Enterprises
- Community Groups
- Individuals

OUR APPROACH **IS TO:**



- Encourage innovation
- Build partnerships
- Be open and accountable
- Promote positive messages
- Deliver value for money
- Make decisions based on sound evidence
- Ensure good corporate governance
- Adopt good practice
- Learn from others

4. OUR ACTIONS **AND PROGRESS**

4.1 More people are using and benefiting from Gaelic at home, at work and in the community

Gaelic being used is critical to the language's sustainability. We aim to support and encourage more people to use it in more situations more frequently.

Young people are critical to Gaelic's survival. Recent information showed that about 50% of Gaelic speakers live in island and rural communities and 50% in towns and cities. This requires a two-fold approach to increasing the use of Gaelic – one geared to re-energising the island and rural communities and the other to supporting the growing Gaelic communities in towns and cities – but both focused on young people.

The benefits of using Gaelic are becoming increasingly evident – in economic, cultural and social terms. The Gaelic arts in particular play a hugely important role in each of these, as well as challenging the status quo and exploring new concepts. They, along with a wide range of other sectors, contribute to economic growth as was demonstrated in the economic impact study, Ar Stòras Gàidhlig 2014, and other research.



Actions

Focusing on Gaelic, we will play a leading role in:



- Identifying, through research, barriers to usage and strategies to overcome these
- Developing strategies which are tailored to the distinct needs and opportunities of rural and urban communities, leading to stronger Gaelic communities
- Increasing opportunities for young people to develop work-related skills, and the economic impact of Gaelic, through collaboration with enterprise and skills agencies
- Supporting organisations and individuals to provide more and better activities, events and resources by and for young people
- Developing initiatives in partnership with public, private and third sector organisations which increase Gaelic usage in the workplace
- Helping to increase capacity, skills and sustainability in the arts
- Encourage more and better opportunities for families to use Gaelic in the home
- Funding initiatives which strengthen language richness, relevance and consistency

Measuring our progress

These are the measures that we will use to report our progress.



- More opportunities for people to use their Gaelic skills
- More people agree with the statement "Gaelic makes a difference to my life."



4.2 Opportunities for people to develop their Gaelic skills at any age have increased and are more accessible

Encouraging and enabling people at any age to learn Gaelic is the foundation to increasing the number of people using Gaelic. Our ambition is to see a learner journey which is seamless from early years to tertiary level and beyond, with provision in both formal education and informal environments.

The policy landscape impacts on both provision and uptake of Gaelic medium education (GME) and developments through the recent Education Act are creating opportunities for growth in pre-school and primary school provision. The Education Bill on school governance which is currently being developed could significantly impact on GME and we aim to be closely involved with its development.

Statistics on GME participation points to growth in demand in towns and cities which is both an opportunity and a challenge. In rural and island areas with declining populations, the challenge is to maintain numbers of children and ensure provision. To take advantage of the opportunities and meet the challenges, increased numbers of appropriately-qualified and located professional and support staff are needed. Families also need support in implementing their choices with regard to Gaelic and they remain central to the success of GME.

Outwith formal education, recent estimates suggest some 3,500 adults are actively learning the language. LearnGaelic.scot, the partnership with MG ALBA and others, remains our key strategy for supporting adult learners, and with increased developments in technology it offers increased means to support learning regardless of location. It also enables those learners who want to progress to fluency to do so, as most other resources are currently focused at beginner levels.

Vocational and professional language skills are also required, in turn requiring further course development and delivery.

We will work in partnership to realise the opportunities and tackle the challenges, using evidence-based and innovative solutions that work for people and organisations.

Actions

We will play a leading role in:



- Advising on policy development and lead on strategy development for Gaelic education
- Working with groups of parents and relevant organisations to increase the provision of GME
- Developing initiatives with partners to increase the impact of early years' support for families
- Supporting partners to develop and deliver professional learning with the aim of increasing the size of the workforce and skill levels
- Collaborating with MG ALBA to develop further learner and tutor resources at a more advanced level on LearnGaelic.scot to bring more adults to fluency
- Encouraging the application of technological advances to deliver more effective and increased adult learning
- Supporting and promoting career opportunities and professional learning for professional and support staff in education

Measuring our progress

These are the measures that we will use to report our progress.



- More children participating in early years' sessions
- More opportunities for people to enhance their Gaelic skills
- More people agreeing with the statement "I have enhanced my Gaelic skills."

4.3 More people in Scotland are positive about Gaelic language and culture

Confidence to learn and to use a language comes from a wide range of factors. One of those relates to status and image. Studies in recent years have shown that 81% of Scotland's population are positive about Gaelic language and culture and during the course of this Corporate Plan we aim to increase that percentage.

The place of Gaelic in political life is central to achieving higher status and the work we do in partnership with the Scottish Government, local government, Public Authorities and political parties will determine the changes that are made.

The polarisation of attitudes towards Gaelic, mainly stemming from media coverage, must be countered as Gaelic's profile in the media can affect choices made by individuals, families and communities about learning and using Gaelic. Through the actions opposite we aim to change attitudes – from negative to neutral; from neutral to positive; from positive to learning; from learning to using.

81%

Studies in recent years have shown that **81% of Scotland's population are positive** about Gaelic language and culture

Actions

We will play a leading role in:



- Driving greater impact from Gaelic Language Plans and supporting Public Authorities to promote their work for Gaelic
- Participating in responding to public consultations on areas which affect Gaelic
- Influencing national and international events and celebrations, such as The Year of ... to ensure Gaelic is featured prominently
- Ensuring positive messages about Gaelic are understood by the media
- Working with partners to develop and delivering campaigns which support Gaelic learning and usage
- Working with education and skills development agencies to communicate the place of Gaelic in Scotland, the career opportunities it provides and the benefits it brings to speakers
- Developing strategies which ensure that Bòrd na Gàidhlig maximises its impact through ambassadors

Measuring our progress

These are the measures that we will use to report our progress.



- Ensuring that Gaelic has an increasing role in a diverse and open Scottish identity
- More people agreeing with the statement "Gaelic is important to Scotland."

4.4 Bòrd na Gàidhlig continues to develop how it works

Achieving our vision, strategic priorities and actions means that we will have to change the way we work with others and within Bòrd na Gàidhlig. We work within a tight fiscal framework and we recognise that the public looks to organisations like ours to deliver value for money at all times. We will need to continue to be creative, innovative and inspiring to be able to achieve our ambitions within that framework.

Our staff are key to achieving all of our Corporate Plan. They provide an invaluable resource which enables Bòrd na Gàidhlig to work across many sectors, in partnership with numerous organisations.

Actions

We will play a leading role in:



- Supporting and encouraging our staff to be the best they can be through providing the training, learning and resources which enable them to fulfil their roles
- Encouraging innovation in all our work practices
- Working in partnership by building relationships internally and with other organisations at board, executive and officer levels
- Communicating effectively about who we are and what we want to achieve
- Being open and accountable by providing easily understood information on a regular and timely basis
- Increasing diversity and inclusivity
- Ensuring that decisions are made based on sound evidence and that the evidence we have is top quality by investing in research and knowledge exchange
- Continuously improving our corporate governance

Measuring our progress

These are the measures that we will use to report our progress.

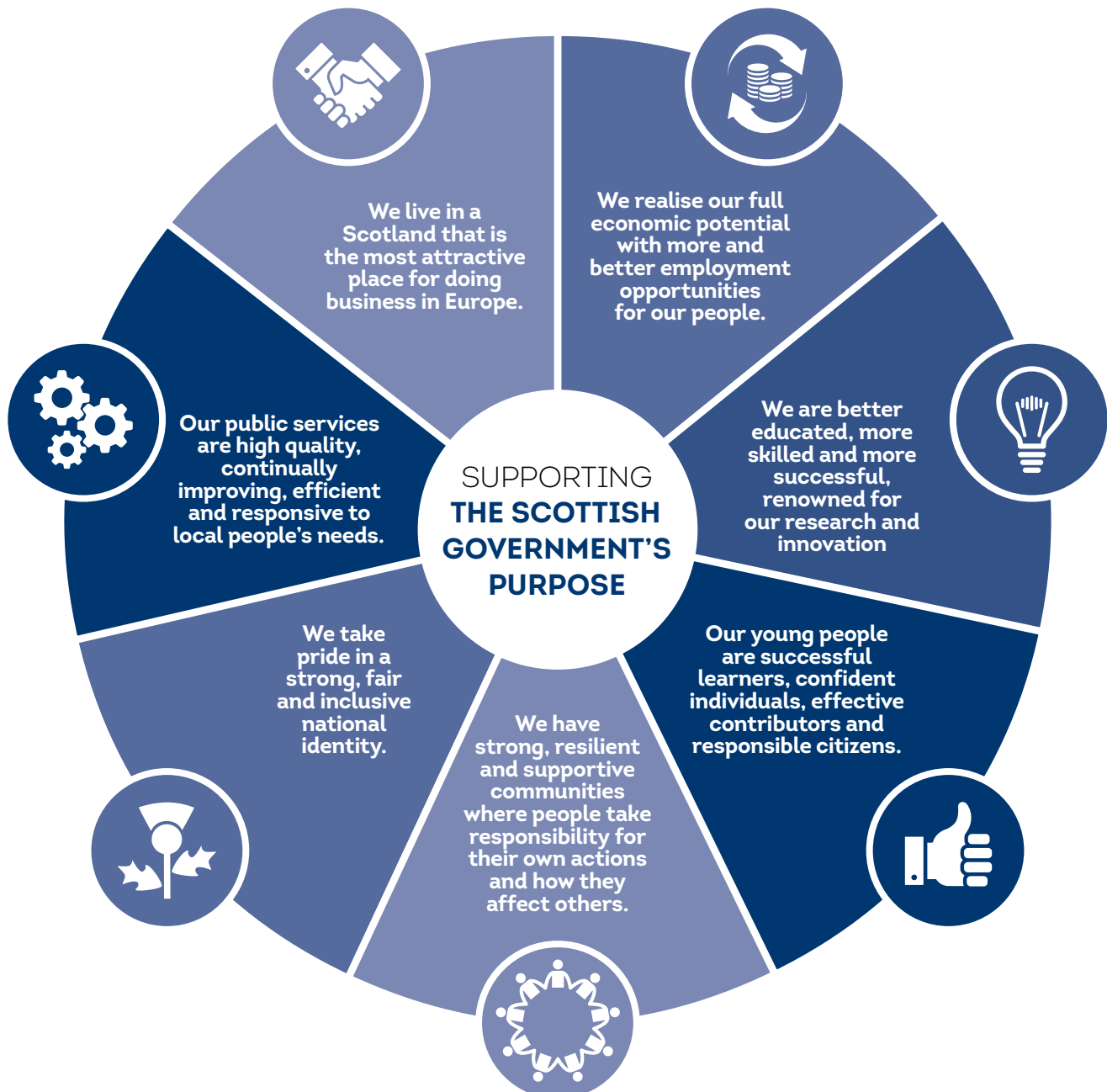


- More of our staff agreeing with the statement "My work at Bòrd na Gàidhlig is fulfilling and makes a difference."
- More of our stakeholders agreeing with the statement "Bòrd na Gàidhlig is effective in its role and contributes to what we do."

5. SUPPORTING THE SCOTTISH GOVERNMENT'S PURPOSE

The National Performance Framework – ‘Scotland Performs’ – measures and keeps track of how Scotland is performing in relation to the Scottish Government’s purpose and strategic objectives. Alignment to the National Outcomes helps to sharpen the focus of government agencies and provides a clear structure for delivery. By achieving these outcomes together, we will assist in making Scotland a better place to live and a more prosperous and successful country.

The National Performance Framework sets out 16 National Outcomes that describe what the Government wants to achieve. Although our work contributes to some extent to all of these outcomes, Bòrd na Gàidhlig will monitor our performance against seven, as set out here:



6. OUR FUNCTIONS

Bòrd na Gàidhlig is an organisation that provides leadership and advice. We seek to influence others to increase opportunities which support Gaelic and maximise the impact our resources can deliver.



Produce the National Gaelic Language Plan and co-ordinate its delivery

- We have the statutory responsibility for the submission of a National Gaelic Language Plan to Scottish Ministers every five years.



Oversee the development and implementation of Gaelic Language Plans by Scottish Public Authorities

- We have statutory powers to require Public Authorities in Scotland to develop and implement Gaelic Language Plans.



Advise Scottish Government Ministers on Gaelic issues

- We provide advice to Scottish Ministers, public bodies and others on matters relating to the Gaelic language, Gaelic education and Gaelic culture.



Effect change

- We use our knowledge and expertise to assist others to work more strategically.
- We influence how people think and affect what they do.



Distribute funds to assist the development of the Gaelic language

We distribute funding to support:

- Public Authorities implementing Gaelic Language Plans
- People working towards a career in Gaelic education
- A portfolio of delivery partners addressing strategic needs
- Early years groups
- Gaelic arts organisations and projects across Scotland
- Community language projects
- Joint Scottish/Irish Gaelic language initiatives
- International students



Provide statutory guidance in relation to Gaelic education

- We develop and issue statutory guidance in relation to Gaelic education. We work with Local Authorities, Education Scotland and other partners to encourage the use of this guidance.



Provide leadership and advice in support of Gaelic language initiatives

- We develop evidence-based data.
- We build strong collaborative partnerships with economic development agencies, Scottish Government, Local Authorities, and other public, private and third sector agencies to share knowledge and resources.
- We support the development of skills.



Promote the Gaelic language locally, nationally and internationally

- We raise awareness of Gaelic language and culture.
- We facilitate access, in Scotland and elsewhere, to the Gaelic language and Gaelic culture.
- We assist education authorities to promote and support GME and learning.
- We build stakeholder engagement.
- We promote success stories and the impact of our activities.

7. **FINANCIAL** RESOURCES

We receive grant-in-aid funding from the Scottish Government. Public budget decisions which set our grant-in-aid allocation are made on an annual basis. We have confirmation of the funding allocation for 2018/19 only. The annual Operational Plan will direct financial and staff resources into the priority areas identified in this Corporate Plan and agreed by the Board.

It is important that Bòrd na Gàidhlig has the financial resources to undertake its work in supporting the delivery of the National Gaelic Language Plan 2018-23. We will continue to deliver the Scottish Government's 3% efficiency savings target through tight cost control in accordance with Best Value principles, some of which will come from shared services and collaborative working.

There is no doubt that financial pressures will continue to be a major test of our resilience. The level of grant-in-aid funding from the Scottish Government will impact on our ability to achieve the ambitions set out in this Plan. We are developing a long term financial strategy which will make arguments for increased support for Gaelic development, and the delivery of our strategic aims as part of that.

APPENDIX I – PESTLE ANALYSIS

Political
Cross-party support within the Scottish Parliament, but not all elected representatives are supportive.
The Education (Scotland) Act 2016 voted through by MSPs has significant new support for GME.
The Scottish Government has an aspiration to halt the decline of Gaelic speakers by 2021.
Raising educational attainment and closing the attainment gap are top priorities for the Scottish Government.
Early years and childcare provision to grow to 1140 hours by 2020. However, recent reports indicate that this is at risk.
Brexit consequences may be another Scottish independence referendum and UK general election.
The Scottish Government has prioritised Community Empowerment and Island Proofing as key policies, the latter in the Islands Bill.
Local Government support for Gaelic varies, this is being highlighted as statutory Gaelic language plans are rolled out.
Economic
The UK economy remains sluggish after a period of recession, with the austerity agenda still in play.
Brexit has created further uncertainty within the UK economy.
Many questions exist about the impact of EU funding withdrawal across key sectors directly related to Gaelic development.
The “Ar Stòras Gàidhlig” (2014) report highlighted the positive role that Gaelic plays in contributing to Scottish economic and social wealth.
The report identifies key economic sectors where Gaelic is a strong factor.
Social
The majority of people in Scotland are supportive.
Numbers are increasing and interest in Gaelic is growing in NE and Central Scotland, particularly in Glasgow and Edinburgh.
The number of Gaelic speakers is falling across the Highlands and Islands, against a backdrop of an ageing population.
The Highlands and Islands contain all the communities where the majority of people are Gaelic speakers and all the 20%+ communities.
Attracting and retaining young people to the Highlands and Islands is essential for Gaelic to be sustainable at community level.

Technological

Technological advances via the web have provided Gaelic with a whole new range of opportunities.

More and more Gaelic content is being created and shared, particularly via social media. This has helped to link up Gaelic speakers locally, nationally and internationally.

Technology has been created specifically to support Gaelic.

5% of the UK has no broadband coverage. This overlaps significantly with communities with a high percentage of Gaelic speakers in the Highlands and Islands.

Lack of access to broadband, fixed and mobile, is a “push” factor for young people and may limit access to digital content.

R100, the Scottish Government initiative to ensure all premises are connected to broadband by 2021, will extend reach and access.

Technology has the potential to support gaps in GME provision.

Legal

Legal recognition for Gaelic via the Gaelic Language (Scotland) Act 2005.

Statutory Gaelic Language Plans amongst a growing number of Scottish Public Authorities.

Parental entitlement to GME strengthened via the Education (Scotland) Act 2016.

Statutory guidance on GME has been published.

Gaelic Broadcasting - Communications Act 2003 and the BBC Royal Charter.

European Charter for Regional or Minority Languages (Council of Europe) to which the UK is and will probably remain a signatory.

Environmental

The geography of the Highlands and Islands creates a number of challenges for Gaelic, particularly in terms of remoteness and provision of services.

The connection between Gaelic and the environment is well established and is a significant factor in attracting people to the language.

The link between Gaelic and the land is strong. This link helps to retain and attract people to Gaelic communities.

The quality of the environment is an essential element in sustaining jobs and therefore many Gaelic communities.

