Our Gaelic Plan
Highlands and Islands Enterprise 2012-15

Prepared under sections 3 and 7 of the Gaelic Language (Scotland) Act 2005 and approved by Bòrd na Gàidhlig on 18 September 2012
Artist impression of Inverness Campus
Gaelic language and culture form a unique and powerful asset for Scotland.

As an agency which integrates economic and community development, Highlands and Islands Enterprise has a proud record of significant investment in Gaelic to achieve both cultural and economic benefits. Our support has helped create and sustain the impact of numerous organisations which enable Gaelic to flourish – from partner agencies such as Comunn na Gàidhlig and An Comunn Gàidhealach, to the University of the Highlands and Islands including Sabhal Mòr Ostaig, to Fèisean nan Gàidheal and others. This commitment goes back through several decades and is as strong today as it has ever been.

It is important that we also value Gaelic and promote its use within our own organisation. By providing our services, information, resources and opportunities in the medium of Gaelic, we intend to serve our Gaelic-speaking customers as well as possible in their own language. We also aim to signal to non-Gaelic speakers the historic and contemporary value of this unique language, not only for the Highlands and Islands but for all of Scotland.

Ambition is a core characteristic of HIE, and that ambition applies to our approach to Gaelic as much as to any aspect of our work. The actions identified in this Plan demonstrate our commitment to Gaelic and seek to take it to a new level within our organisation and in our dealings with customers. I hope they will inspire other organisations to do the same.

Alex Paterson
Chief Executive
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Section 1.0

Introduction
1.0 Introduction

HIE is a Non-Departmental Public Body funded by and answerable to the Scottish Parliament and Scottish Government. The Agency was created by Act of Parliament in 1990 with the function of ‘preparing, concerting, promoting, assisting and undertaking measures for the economic and social development of the Highlands and Islands’. We work as a multi-functional regional development agency serving the population of the Highlands and Islands of Scotland with a core remit which integrates economic and community development. The audiences to whom we provide services and therefore to whom this Gaelic Plan directly relates are shown in the diagram below.

Our Audiences

By providing services, information, resources and opportunities within HIE in Gaelic, which proactively and overtly present the language to our audiences, as well as through research to identify then share the demonstrable value of the language, we aim to provide catalysts for Gaelic use by others.

HIE recognises the statutory requirement for the development of a Gaelic Plan, but we believe that the renewal of our Gaelic Plan provides us with an opportunity to renew awareness and to refocus our Gaelic Plan within our much changed organisational environment. A primary action, and one underway at the time of publishing the Plan is commissioning, evaluating and acting on research to understand in greater depth the role that Gaelic identity and culture, defined and maintained by the language, can play in creating vibrant, resilient communities and sustainable economic growth.
B' ann air an là sco
12mh Fhaoilleach 2007
a ghabh muinntir Oighreachd Ghabhsàinn
sealbh air an fhearrann aca fhein

Urras Oighreachd Ghabhsàinn, Isle of Lewis
Increased self-confidence and self-esteem amongst individuals, communities and our young people can increase the region’s sense of cultural and creative vibrancy and distinctiveness; boost motivation for skills development, academic achievement and innovation; and promote fairness and equity for different peoples and cultures. Gaelic, as an integral component of regional identity, can contribute and play a key role in promoting an ambitious, empowered and vibrant Highlands and Islands society.

An increasingly multilingual Highlands and Islands can support and promote increasing diversity, welcoming new in-migrants of different cultures and contributing to population growth. The Highlands and Islands offers high-quality human capital and an unparalleled setting for attracting highly-skilled and creative individuals, giving the area a competitive advantage within the global economic context. In promoting the diversity of the rich linguistic landscape of our region, we aim to contribute to our vision of a region which is an attractive place to live, work, study and invest.

As well as helping to shape confident, diverse communities, Gaelic contributes to the economy of the Highlands and Islands. While the part Gaelic plays in the economy of the region has only been partly quantified, the research that has been conducted suggests not only that Gaelic is already playing a substantial role in the economy of the region, but that there is potential to grow this contribution. Research to be led by HIE as part of this Plan’s commitments will further our knowledge of Gaelic’s role in the economy and identify where there is potential for that role to be increased.

1 For example, see Douglas Chalmers and Mike Danson, ‘Language and economic development—complementary or antagonistic?’ 2006; HIE, The Economic and Social Impacts of the Féisean, 2010
Section 2.0

The 2005 Act and the Issuing of a Notice
2.0 The 2005 Act and the Issuing of a Notice

Our Gaelic Plan has been prepared as a statutory document for submission to Bòrd na Gàidhlig in response to the Formal Notice of Requirement to prepare a Gaelic Language Plan and with regard to the requirements as set out in Section 3 of the Gaelic Language (Scotland) Act 2005. Our Plan covers a three-year period from 2012 to 2015, and builds on the progress made in our first Plan (2009-2012).

The notion of fairness and of equity lies at the heart of the Gaelic Language Act. The legislation sets out that Scottish Gaelic is, ‘an official language of Scotland commanding equal respect to the English language.’ The application of this principle, alongside the normalisation of knowledge and awareness of Gaelic across Scotland’s population, will play an important part in securing a sustainable, long-term future for the language. The implementation of this Plan will ensure that we deliver our functions in a manner consistent with the spirit of the Act.

We will implement an ambitious, pragmatic Gaelic Plan for the agency based on the principles of:

- **Respect** – applying the principle of equal respect for the Gaelic and English languages and their speakers
- **Normalisation** – mainstreaming knowledge and awareness of the region’s Gaelic identity and embedding Gaelic audibly and visually in the day to day operation of HIE
- **Opportunity** – seizing new opportunities for the language’s growth and renewal; capitalising fully on opportunities in the spheres of economic and community development.

Section 3(5) of the Gaelic Language Act (Scotland) 2005 specifies that, in addition to the Bòrd na Gàidhlig Guidance on the Development of Gaelic Language Plans and any guidance issued by Scottish Ministers, a public authority must have regard to a number of statutory criteria when preparing its Gaelic Language Plan:

(i) **The National Plan for Gaelic**
The (draft) National Plan for Gaelic 2012-2017 sets out a range of actions that are necessary to ensure Gaelic has a sustainable future. The National Plan makes clear that all relevant public bodies in Scotland have a role to play in its implementation.

(ii) **The extent to which the Gaelic language is used by persons in a public authority’s area of operation and potential for a public authority to develop the use of Gaelic**
These considerations are discussed in the following section, Gaelic in HIE’s area of operation.

(iii) **Representations made to the public authority**
The final submission to Bòrd na Gàidhlig of a Gaelic Language Plan for HIE will include a summary of the submissions on the draft Plan as part of a public consultation running from 7 May to 15 June 2012. HIE actively consulted both internally and externally and has taken into account representations made by all those consulted in relation to its use of Gaelic, with specific targeting of those appearing to have an interest in the development of HIE’s Gaelic Language Plan, as required under Section 3(6) of the 2005 Act.
Section 3.0

Gaelic in HIE's Area of Operation

STEM participants
3.0 Gaelic in HIE's Area of Operation

About HIE

We deliver our regional remit through eight local areas that make up the region as a whole. Central support functions are primarily located in Inverness, Dingwall and Benbecula, but discrete elements (including a number of senior management positions) are located at other offices around the region.

HIE local offices are currently located in: Stornoway, Lionacleit, Dingwall, Golspie, Thurso, Forres, Kirkwall, Lerwick, Lochgilphead, Fort William, and Portree. Our Auchtertyre office also hosts a number of staff, primarily tasked with a Strengthening Communities remit.

HIE’s current remit and ambitions are articulated in our Operating Plan (2012-15):

HIE is an ambitious organisation with a unique remit which integrates economic and community development. We work in a diverse region which extends from Shetland to Argyll, and from the Outer Hebrides to Moray, covering more than half of Scotland’s landmass. As a Scottish Government body, HIE’s role is to lead regional growth and development, to seek investment opportunities that will be catalysts for change, and to ensure that the Highlands and Islands derives maximum benefit from existing and emerging opportunities.

The Highlands and Islands is a beautiful and diverse region, covering half of Scotland. It enjoys a rich history, an increasingly diverse economy and the prospect of future growth. Our blend of Gaelic, Scots and Nordic cultures is a unique combination which shapes our region. Culture is one of the pillars of a strong sustainable tourism industry, along with our superb natural environment, and underpins a thriving creative industries sector. Our food and drink products, including many well known brands, enjoy global success. Newer industries are growing here too, including financial and business services. The region is already making a significant contribution to Scotland’s growing success in renewable energy and life sciences, and will continue to do so into the future.

Capitalising on opportunities where the Highlands and Islands have a comparative advantage – such as renewable energy – combined with the development of the University of the Highlands and Islands (UHI) and the provision of superfast broadband, will put this region in a very strong position to attract the ideas, investment and people that will underpin our future success.

To that end we will pursue a number of long-term ambitions.

By 2020, we aim to see a Highlands and Islands that is:

- An international centre for marine renewables
- A digital region
- Home to more growth businesses operating in international markets
- Recognised internationally for digital healthcare and marine science expertise
- Characterised by dynamic, sustainable communities
- A globally-connected region
- An attractive region for young people
HIE investment and activity is fully aligned to the Scottish Government Economic Strategy, updated September 2011. Its overall purpose is:

“to make Scotland a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth”

Building on the foundations we have developed since 2009, the next steps taken through this Plan will enable our stakeholders to increasingly recognise and access HIE’s services in Gaelic through our enhanced active offer of Gaelic. Our services are underpinned by our four strategic priorities:

- Supporting businesses and social enterprises to shape and realise their growth aspirations
- Strengthening communities and fragile areas
- Developing growth sectors, particularly distinctive regional opportunities
- Creating the conditions for a competitive and low-carbon region

In translating these within this Plan, we integrate Gaelic within our corporate policy visibly and openly. In doing so we create a robust framework for the successful achievement of the ambitious commitments we have set within this Plan.
Gaelic language skills within the Highlands and Islands Enterprise area (Census 2001)

**Key**
People with knowledge of Gaelic

- Less than 1.8% of population
- 1.9 - 5.0%
- 5.1% - 10.0%
- 10.1% - 20.0%
- 20.1% - 40.0%
- Over 40% of population
Gaelic in HIE’s Area of Operation

Gaelic was historically spoken as the primary language across all of HIE’s area (with the exceptions of Orkney and Shetland), and Gaelic culture continues to be central to the identity of the region today. The HIE area contains a higher percentage of Gaelic speakers than either the rest of Scotland or Scotland as a whole. Against a national average of 1.8%, the last census for which data is currently available (2001) showed that those with Gaelic skills made up over 10% of the population in the Highlands and Islands. There were 16,049 people with active Gaelic skills reported in Eilean Siar, 13,585 in Highland and 4,618 in Argyll and Bute. There were 2,820 in the parish of Inverness and Bona. There are also significant numbers of Gaelic speakers in the rest of Scotland, particularly concentrated in cities. There were 1,714 people with active Gaelic skills in Aberdeen, 3,995 in Edinburgh and 6,576 in Glasgow. As well as Gaelic markets in the rest of Scotland, we recognise that there are international markets for Gaelic goods and services, particularly in the Scottish diaspora.

HIE recognises the rich Gaelic culture and potential for development that exists across most of the region, but also that our Gaelic Plan should allow for some geographical flexibility. The Guidance on Gaelic Language Plans looks to ‘enable the development of Gaelic Language Plans that are reasonable and proportionate according to the particular circumstances of individual public authorities.’

Areas such as the Outer Hebrides and Skye have the largest concentrations of Gaelic speakers and present the most significant opportunities for the delivery of HIE services in Gaelic. Sutherland and Lochaber have pockets with relatively high levels of Gaelic skills. Argyll and its Islands have also retained a number of such areas. The Inner Moray Firth area includes considerable numbers of Gaelic speakers within conurbations with significant numbers of pupils in Gaelic-medium education.

More specific information about Gaelic in the HIE area and Gaelic skills within our organisation is given in Appendices 2 and 3.

This Plan in no way diminishes the importance and indeed the future sustainability of other elements of Scotland’s linguistic and cultural heritage. The Highlands and Islands of Scotland have historically enjoyed a rich and diverse culture of languages, dialects and people, and the Scots dialects of Orkney, Shetland, Moray and Caithness, alongside the Gaelic dialects of the North-West Highlands, Lochaber, Argyll and the myriad dialects of the Hebridean Isles ensure that our region continues to enjoy a rich linguistic diversity. We also recognise that the Highlands and Islands is a multi-lingual region (outwith traditional languages). It is hoped that an increased awareness of Gaelic will act as a focal point and catalyst engendering respect for the other languages and dialects of our region as we normalise, promote and develop the distinctive asset that we have in Gaelic.
Section 4.0
Our Commitments
4.0 Our Commitments

Overview

Our ambition for Gaelic both in the Highlands and Islands region and within HIE as an organisation must be supported by strong commitments if we are to achieve it. Likewise, the value we place on Gaelic in our own workplace and in our communications must be supported. The following commitments, set out below to demonstrate their contribution to our organisational priorities, describe how we will realise our ambition for Gaelic.

These commitments will be supported by an Annual Delivery Plan which will detail specific actions, timescale, resources, and responsibility for each action. All our commitments will be actively offered and promoted both externally and internally.

A Gaelic Skills and Attitudes Survey was conducted in June 2012. The results of this survey will be analysed and used to inform the specific actions within the Annual Delivery Plan.

We recognise the latent potential demand for Gaelic services in our region and the potential to expand the reach of our services through Gaelic. Achieving an integrated Gaelic service offer as part of the daily life of HIE will take resources and time, and this Plan as well as the Annual Delivery Plans which will sit below it represent the next steps on our journey toward that ambition.

Many of the commitments we make here involve collaborative working in order to share knowledge across the region with partner organisations as well as clients and to maximise the impact of this Plan and of our contributions to Gaelic development. In the spirit of maximising efficiency savings and the effectiveness of public sector activity, we will seek opportunities for joint working and shared services through the duration of this Plan.

This Plan will be widely publicised when it is first approved, and it will always be available on our website. Progress in delivering our Plan will be periodically publicised throughout the life of the Plan.

The commitments below are followed by an indication of time scale, with the tick signifying the year in which the action will be initialised. The presumption is that all actions will be ongoing once initialised unless otherwise stated. A tick in the ongoing column indicates commitments that have already been normalised within HIE.

Appendix 1 demonstrates how our commitments contribute to the delivery of the National Gaelic Language Plan development areas.

Areas with low levels of Gaelic

Our Plan has been compiled to serve as a framework through which to increasingly make use of the Gaelic language, making an active offer of our Gaelic services and resources while establishing the capacity to respond to demand from our clients to access our services through the medium of Gaelic. We recognise that areas such as Moray and Caithness have a lower level of Gaelic skills; however, as they are recognised as having a strong Gaelic culture as well as a growth of Gaelic education locally, they are included in this Plan as in the previous Plan.

Outwith obligations on the bilingual logo and responses to written communication in Gaelic, staff based in Shetland and Orkney are exempt from commitments outlined below for the lifetime of this Plan.
## 4.1 Our Operational Commitments 2012-2015

The tables below outline the commitments which we will undertake to capitalise on Gaelic’s contribution to the delivery of our four organisational priorities.

<table>
<thead>
<tr>
<th>Supporting businesses and social enterprises to shape and realise their growth aspirations</th>
<th>No.</th>
<th>Ongoing</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support the development of social enterprises or micro businesses demonstrating a viable business model associated with the provision of services encouraging Gaelic language acquisition or usage.</td>
<td>1</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Account Managers</td>
</tr>
<tr>
<td>Lead on early research into the social and economic impact of Gaelic and the potential for its future use in social and economic development.</td>
<td>2</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth/Research</td>
</tr>
<tr>
<td>Use the findings of this research to inform our Annual Delivery Plan.</td>
<td>3</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth</td>
</tr>
<tr>
<td>Use the analysis of the research findings to inform clients as to how Gaelic can most effectively be applied to their operations to create new opportunities and benefits and disseminate the findings widely.</td>
<td>4</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Business Development</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Strengthening communities and fragile areas</th>
<th>No.</th>
<th>Ongoing</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that appropriate consideration is given to Gaelic development opportunities within the plans produced by account managed communities.</td>
<td>5</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Account Managers</td>
</tr>
<tr>
<td>Provide support and information to community organisations and social enterprises related to the Gaelic language and culture through our work with strengthening communities and fragile areas, and also through contracted Gaelic development services.</td>
<td>6</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Account Managers</td>
</tr>
<tr>
<td>Continue to support the ‘Crofting Connections’ programme run in partnership with the Scottish Crofting Federation and Soil Association Scotland, which celebrates the connection between Gaelic and crofting.</td>
<td>7</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth</td>
</tr>
<tr>
<td>Undertake to influence the mainstreaming of Crofting Connections under the ‘Curriculum for Excellence’ in the future.</td>
<td>8</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth</td>
</tr>
<tr>
<td>Lead on early research into the social and economic impact of Gaelic and the potential for its future use in social and economic development, relevant to fragile areas.</td>
<td>9</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth / Research</td>
</tr>
<tr>
<td>Use the findings of this research to inform our Annual Delivery Plan.</td>
<td>10</td>
<td>✓</td>
<td></td>
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<td>Community Growth</td>
</tr>
<tr>
<td>Use the analysis of the research findings to inform clients as to how Gaelic can most effectively be applied to their operations to create new opportunities and benefits and disseminate these findings widely.</td>
<td>11</td>
<td>✓</td>
<td></td>
<td></td>
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<td>Account Managers</td>
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</table>
Developing growth sectors, particularly distinctive regional opportunities

<table>
<thead>
<tr>
<th>No.</th>
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<th>2014</th>
<th>2015</th>
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<tr>
<td>12</td>
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<td></td>
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<tr>
<td>13</td>
<td>Community Growth / Research</td>
<td>✓</td>
<td></td>
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<tr>
<td>14</td>
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<td></td>
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</tr>
<tr>
<td>15</td>
<td>Growth Sector Teams</td>
<td>✓</td>
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</tr>
</tbody>
</table>

- Play an active and supportive role in the National Gaelic Arts Strategy Advisory Forum with the aim of growing the sector within the HIE area both in terms of participation and employment.
- Lead on early research into the social and economic impact of Gaelic and the potential for its future use in social and economic development, relevant to growth sectors and distinctive regional opportunities.
- Use the findings of this research to inform our Annual Delivery Plan.
- Use the analysis of the research findings to encourage clients to consider how Gaelic can most effectively be applied to their operations to create new opportunities and benefits, particularly in the Creative Industries, Food and Drink, Tourism and Business and Financial Services sectors through our development objectives and HIE Route plans for these sectors.

Creating the conditions for a competitive and low carbon region

<table>
<thead>
<tr>
<th>No.</th>
<th>Lead Team</th>
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<th>2014</th>
<th>2015</th>
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<tr>
<td>16</td>
<td>Gaelic Development Contractor</td>
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<td>17</td>
<td>RSI Project Managers</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
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<td>18</td>
<td>Community Growth</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

- Encourage and provide financial support for private sector businesses and third sector organisations to adopt Gaelic marketing and bilingual signage through our Gaelic development contractor.
- Ensure that equal respect is shown for Gaelic in the naming of the Larach Inbhir Nis (Inverness Campus) infrastructure, one of our most significant regional investments. We will be proactive in influencing adoption of equal respect for Gaelic in the public realm at other regionally significant investment sites.
- Working with partners, in particular the Local Authorities, Skills Development Scotland and Bòrd na Gàidhlig, support the delivery of business enterprise training in Gaelic for S4/S5/S6 in Highlands and Islands schools.
## 4.2 Our Organisational Commitments 2012-2015

Delivery of services through Gaelic is key to achieving equal status for the language and is fundamental to the genuine application of the principle of equal respect for the language and its speakers.

### Identity

<table>
<thead>
<tr>
<th>No.</th>
<th>Ongoing</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
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<td></td>
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<tr>
<td>20</td>
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<td></td>
<td></td>
<td></td>
<td>Communications and Marketing</td>
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<td>21</td>
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<td>Property</td>
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<tr>
<td>22</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Facilities / Human Resources</td>
</tr>
</tbody>
</table>

HIE is known as Highlands and Islands Enterprise / Iomairt na Gàidhealtachd ‘s nan Eilean and has adopted this bilingual identity for all of its forms of physical and digital communication. There is only one HIE logo, and this is bilingual.

Automated voices (such as lifts or reception answering machines) or electronic content with highest usage (welcome/login screens, intranet pages, electronic signatures) will incorporate Gaelic prominently.

Ensure that equal respect is given to both Gaelic and English as signage is renewed or updated.

Ensure that reception at Cowan House is staffed with a fluent Gaelic speaker in the course of natural staff turnover in partnership with our co-tenants, VisitScotland and Skills Development Scotland. These staff will be offered and encouraged to take up the same Gaelic training as HIE staff.

### Communications

<table>
<thead>
<tr>
<th>No.</th>
<th>Ongoing</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
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<tr>
<td>24</td>
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<td>Gaelic Cohort</td>
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<tr>
<td>24.1</td>
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<td>Communications and Marketing</td>
</tr>
<tr>
<td>24.2</td>
<td>✓</td>
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<td></td>
<td></td>
<td>Communications and Marketing / ATOS</td>
</tr>
<tr>
<td>24.3</td>
<td>✓</td>
<td></td>
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<td>Human Resources</td>
</tr>
<tr>
<td>24.4</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth / Communications and Marketing</td>
</tr>
</tbody>
</table>

Publicise the fact that we welcome applications, enquiries, correspondence, complaints and forms in Gaelic and establish procedures to support this, ensuring that the response time for Gaelic enquiries is the same as that for English. A record will be kept of the number of complaints received in Gaelic as well as the number of e-mails and letters received by general HIE addresses.

Encourage and facilitate the use of Gaelic amongst staff:

Staff will be encouraged to update their staff profiles to include any languages they speak.

Include a bilingual strap line stating that we welcome all correspondence in English or in Gaelic in all publications and staff e-mails.

Keep a list of staff willing and able to process enquiries in Gaelic in the first instance. This list will be made available to all staff.

Publish a list of translations of commonly used words and phrases specific to HIE’s operations including a full list of translated staff titles to support bilingual business cards. We will share this list publicly through Bòrd na Gàidhlig in support of Gaelic corpus planning efforts.
<table>
<thead>
<tr>
<th>Communications continued</th>
<th>No.</th>
<th>Ongoing</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>All staff will be encouraged to have Gaelic (double sided) business cards and e-mail signatures to promote visible use of the language by all staff. Staff title translations and user-friendly ordering will facilitate this.</td>
<td>24.5</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td>Facilities</td>
</tr>
<tr>
<td>Where staff feel confident to communicate by e-mail in Gaelic, they will be encouraged to add ‘G’ to their e-mail signature to demonstrate this.</td>
<td>24.6</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth / ATOS</td>
</tr>
<tr>
<td>HIE staff have access to language resources, in physical and electronic form, and access to services such as translation and proofing. Staff will be encouraged to make use of these resources.</td>
<td>24.7</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td>Communications and Marketing / Community Growth</td>
</tr>
<tr>
<td>HIE’s standard IT build will include a Gaelic spell checker and the ability to apply accents to letters. As other key systems such as EDRMS are updated, attention will be given to ensuring that they can also handle Gaelic characters.</td>
<td>24.8</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td>Finance and Corporate Services / ATOS</td>
</tr>
<tr>
<td>Periodically publicise achievements of key milestones, events and activities pertinent to this Plan. Consult with HIE’s Gaelic service users on their experiences using HIE services/resources and enable their feedback to shape our Gaelic offer.</td>
<td>24.9</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td>Gaelic Cohort / Communications and Marketing</td>
</tr>
<tr>
<td>Participate in meetings in Gaelic (with translation if necessary*) whenever Gaelic has been agreed as the language of the meeting. Advise local organisations that translation equipment is available for their use and monitor equipment use, both externally and internally. When holding public meetings, actively offer the availability of simultaneous translation.</td>
<td>25</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth</td>
</tr>
<tr>
<td>Improve internal communication around our Gaelic Plan, establishing a dedicated intranet resource for the Plan and providing six monthly updates on progress to staff.</td>
<td>26</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td>Community Growth</td>
</tr>
<tr>
<td>Scope the resource required to add value through Gaelic to all of our external web and paper based external communications, and establish a pilot post in the Communications and Marketing team.</td>
<td>27</td>
<td>✔️</td>
<td></td>
<td></td>
<td></td>
<td>Communications and Marketing / Human Resources</td>
</tr>
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</table>

* requires one week’s prior notice to Head of Community Growth
<table>
<thead>
<tr>
<th>Lead Team</th>
<th>No.</th>
<th>Ongoing</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Produce all HIE press releases relating to Gaelic bilingually, as well as those determined by the Communications and Marketing team to be of the highest profile, and increase the number as staff capacity increases.</td>
<td>28</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All HIE marketing, stationery, events, exhibitions and public meetings will incorporate Gaelic prominently (over and above the use of the bilingual logo).</td>
<td>29</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review the evidence base for the use of Gaelic in corporate publications which maximises impact and responds to the needs of our service users.</td>
<td>30</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All main HIE corporate publications will be produced bilingually incorporating both languages within a single publication, whenever this presents an opportunity to add real value to the Gaelic reader’s experience or is particularly impactful in terms of raising awareness of HIE’s commitment to Gaelic. HIE’s complaints leaflet will always be available in Gaelic or bilingually. Where Gaelic and English appear in the same publication, equal respect will be accorded both languages.</td>
<td>31</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We will further develop our website to be entirely available in Gaelic and English, and availability of Gaelic will be prominently displayed on the website.</td>
<td>32</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In external Gaelic publications, we will use Ainmean-Àite na h-Alba to determine place names, and we will be guided by the Gaelic Orthographic Conventions in spelling and style. We will also endeavour to remain aware of Gaelic corpus developments and best practice as further standardisation takes place.</td>
<td>33</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staffing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct a Gaelic skills and attitudes survey amongst staff every three years to establish current capacity for delivering Gaelic services as well as interest amongst staff in learning Gaelic.</td>
<td>34</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offer advice, flexibility, and up to 100% financial support to all members of staff wishing to raise their Gaelic skills, subject to agreement through Personal Development Plans and in line with HIE’s Further Education Policy. HIE will collaborate in these offerings with other public sector bodies to generate sustainable cohorts of learners.</td>
<td>35</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIE staff and board members will be provided with an introduction to Gaelic pack and be recommended to attend a Gaelic awareness session, where part of this session is specific to HIE’s Gaelic Plan and the actions arising from it. This will form an ongoing part of the induction process for new employees.</td>
<td>36</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Progressively train an increasing number of staff to answer phones bilingually and deal appropriately with callers wishing to speak in Gaelic. Staff who have a specific responsibility for answering phones will be amongst those who receive this training. A record will be kept of the number of Gaelic calls received on general office numbers.</td>
<td>37</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
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</table>
### Staffing continued

<table>
<thead>
<tr>
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<th>2014</th>
<th>2015</th>
<th>Lead Team</th>
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<tr>
<td>38</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>Human Resources / Community Growth</td>
</tr>
<tr>
<td>39</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>Human Resources</td>
</tr>
<tr>
<td>40</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>Human Resources</td>
</tr>
<tr>
<td>41</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>Community Growth</td>
</tr>
</tbody>
</table>

- **HIE staff willing and able or potentially able to conduct business in Gaelic will be given extended training to enable them to do so.**
- **We will enter Gaelic as a desirable element in all recruitment processes.**
- **In order to ensure that we have an appropriate level of Gaelic skills amongst our staff to carry out the commitments set out in this Plan, we will carry out a review of Gaelic essential posts in collaboration with senior managers. The key relevant posts will be designated as Gaelic essential with attention being given to the specific Gaelic skills required for each post (speaking, writing, etc.).**
- **Formalise a Gaelic Cohort including Board Member representation and development of its Terms of Reference.**

### Other

<table>
<thead>
<tr>
<th>No.</th>
<th>Ongoing</th>
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<th>2014</th>
<th>2015</th>
<th>Lead Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>42</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>Procurement</td>
</tr>
<tr>
<td>43</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>Procurement</td>
</tr>
<tr>
<td>44</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>Audit and Process Improvement</td>
</tr>
<tr>
<td>45</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>Community Planning Partnership Representatives</td>
</tr>
<tr>
<td>46</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td>Community Growth / Communications and Marketing</td>
</tr>
</tbody>
</table>
Section 5.0

Enabling Delivery of the Plan
5.0 Enabling Delivery of the Plan

The first Annual Delivery Plan will be informed by a baseline study considering levels of Gaelic skills and attitudes within our organisation as at June 2012. The Annual Delivery Plan will cover the first year of the Plan and subsequent Annual Delivery Plans will be agreed throughout the lifetime of this Plan.

The Director of Strengthening Communities will give an update to the Leadership Team every three months on the progress of the Annual Delivery Plan together with overall achievements within the wider Gaelic Plan, and a six monthly report will be shared with all staff and presented to the HIE Board. An update on our progress with the Plan will be shared with Bòrd na Gàidhlig at least once a year, and they will be given a copy of our Annual Delivery Plan at that time as well.

Progress in achieving the targets set in our Annual Delivery Plan will also be monitored on an ongoing basis by Buidheann a' Phlana Ghàidhlig, which will consist of a core of representatives from various areas as well as at least one representative from the legal, audit, and HR teams and a representative from HIE’s Board. This group will meet regularly.

The commitments within this Gaelic Plan will be resourced at HIE’s own hand and in collaboration with partners.

The final version of this Plan will have been informed by a baseline study considering levels of Gaelic skills and attitudes within our organisation, as at June 2012. This will inform the implementation of the Plan and will allow us to measure progress. We will repeat our Gaelic skills and attitudes survey every three years. We will share the results of these surveys with Bòrd na Gàidhlig.

We welcome and value our ongoing relationship with Bòrd na Gàidhlig and feedback on our Plan, which we will use constructively to inform future development of our Plan.

We will also conduct periodic public opinion surveys to consult Gaelic speakers regarding standards of service in Gaelic and will publicise articles on our website which celebrate our progress in delivering this Plan.
Appendices
Appendix 1: Cross reference of HIE commitments to Bòrd na Gàidhlig's National Gaelic Plan development areas

Table 1
Cross reference of HIE commitments to Bòrd na Gàidhlig’s National Gaelic Plan development areas:

<table>
<thead>
<tr>
<th>National Gaelic Language Plan 2012-17 development areas</th>
<th>HIE Commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home and Early Years</td>
<td>1</td>
</tr>
<tr>
<td>Education: Schools and Teachers</td>
<td>7, 8, 18</td>
</tr>
<tr>
<td>Education: Post-school education</td>
<td>35</td>
</tr>
<tr>
<td>Communities</td>
<td>1, 2, 3, 4, 5, 6, 9, 10, 11</td>
</tr>
<tr>
<td>Workplace</td>
<td>16, 20, 21, 22, 24, 24.1, 24.5, 24.6, 24.7, 24.8, 25, 26, 34, 35, 36, 38, 40, 42, 44</td>
</tr>
<tr>
<td>Arts and Media</td>
<td>12, 13, 14, 15</td>
</tr>
<tr>
<td>Heritage and Tourism</td>
<td>13, 14, 15</td>
</tr>
<tr>
<td>Corpus</td>
<td>24.4, 33, 46</td>
</tr>
<tr>
<td>Public Services</td>
<td>17, 19, 23, 24.2, 24.3, 24.9, 27, 28, 29, 30, 31, 32, 37, 39, 41, 43, 45</td>
</tr>
</tbody>
</table>

Appendix 2: Gaelic in the HIE Area - Context

Gaelic Education

Source - Bòrd na Gàidhlig

Local Authorities

Gaelic medium education is currently available from three of the six local authorities in the HIE area: The Highland Council, Comhairle nan Eilean Siar, Argyll and Bute Council.

Preschool Voluntary Groups

There are 523 children in 45 Gaelic preschool voluntary groups, in the following locations:

Acharacle, Aird, Appin, Back, Balallan, Barvas, Bonar Bridge, Borve, Bowmore, Breascleite, Broadford, Castlebay, Dingwall, Dunskeallar, Dunvegan, Fort William, Gairloch, Glencoe, lochdar, Kinlochbervie, Kirkibost, Laxdale, Lochcarron, Ormiclate, Plockton, Point, Portree, Roybridge, Shawbost, Sleat, Stoneybridge, Stornoway, Tarbert, Thurso, Tobermory
**Nurseries**

In the HIE area, there are 500 children in 49 Gaelic nurseries, in the following locations:

Airidhantuim, Acharacle, Back, Balallan, Balivanich, Ballachulish, Barvas, Bernera, Bonar Bridge, Bowmore, Breasclete, Broadford, Castlebay, Daliburgh, Dingwall, Dunoon, Dunskellar, Dunvegan, Fort William, Gairloch, Glenurquhart, Inverness, Iochdar, Kilmuir, Laxdale, Leverburgh, Lionel, Mallaig, Nairn, Newtonmore, North Uist, Oban, Plockton, Point, Portree, Roy Bridge, Salen, Shawbost, Sleat, South Uist, Staffin, Stornoway, Strath of Appin, Tain, Tarbert, Thurso, Uig, Ullapool

**Primary**

In the HIE area, there are 1,454 pupils in 48 primary schools learning through the medium of Gaelic, in the following locations:

Acharacle, Airidhantuim, Back, Balallan, Balivanich, Barvas, Bonar Bridge, Bowmore, Breasclete, Broadford, Carinish, Carloway, Castlebay, Daliburgh, Dingwall, Dunoon, Dunvegan, Eriskay, Fort William, Gairloch, Glenurquhart, Inverness, Iochdar, Kilmuir, Laxdale, Leverburgh, Lionel, Lochcarron, Mallaig, Nairn, Newtonmore, Oban, Paible, Paìrc, Plockton, Point, Portree, Salen, Shawbost, Sleat, Staffin, Stornoway, Strath of Appin, Tain, Tarbert, Tiree, Tongue, Ullapool

**Secondary: fluent**

In the HIE area, there are 740 pupils in 26 high schools learning through the medium of Gaelic, in the following locations:

Ardnamurchan, Back, Castlebay, Dingwall, Dunoon, Farr, Gairloch, Inverness, Islay, Kingussie, Liniclate, Lionel, Lochaber, Mallaig, Oban, Plockton, Portree, Shawbost, Stornoway, Tain, Tarbert, Tiree, Tobermory, Ullapool

**Secondary: learners**

In the HIE area, there are 2,496 pupils in 25 high schools learning Gaelic as a subject.

**Adult Learning**

There is also a large amount of Gaelic learning happening at the adult level in the HIE area. There are many organisations which offer Gaelic courses for adults in our area, amongst them the University of the Highlands and Islands, Sabhal Mòr Ostaig, Ionad Chaluim Chille Ìle, Ravenspoint and Clì Gàidhlig. There are various types of class on offer, including Ùlpan classes. Updated information about Gaelic classes can be found on the website: [http://learngaelic.net/](http://learngaelic.net/)

**Gaelic Events and Organisations**

The Highlands and Islands is the home of many Gaelic events, too numerous to list here. Perhaps the best known of these are the Royal National Mòd (most years held in the region), the local Mòds and the Fèisean.

Many community and national organisations operate in the HIE area, amongst them Comunn na Gàidhlig, Bòrd na Gàidhlig, Fèisean nan Gàidheal, Stòrlann Nàiseanta na Gàidhlig, Pròiseact nan Ealan and Clì Gàidhlig.
Appendix 3: Gaelic Skills within HIE

HIE’s total staff is 245, of which there are currently two posts where Gaelic skills are essential and 38 posts where Gaelic skills are desirable.

A selection of results from the survey run by HIE in June 2012

65 HIE staff have expressed an interest in developing their Gaelic language skills.

98 HIE staff have at least a few simple words and phrases in Gaelic.

30 HIE staff describe their understanding of Gaelic as intermediate, advanced or fluent.

28 HIE staff describe their spoken Gaelic as intermediate, advanced or fluent.

22 HIE staff describe their reading of Gaelic as intermediate, advanced or fluent.

20 HIE staff describe their writing of Gaelic as intermediate, advanced or fluent.

3 HIE staff are currently taking part in Gaelic learning. 12 have done so within the past two years, and 36 have done so more than two years ago.

24 HIE staff have conversed with external clients or partner agencies in Gaelic, and 7 have undertaken translation in Gaelic between June 2010 and June 2011.
Appendix 4: Key Contacts

The chief accountable officer for the HIE Gaelic Language Plan will be the HIE Chief Executive.

The current post-holder is:

**Alex Paterson**  
alex.paterson@hient.co.uk  
+44 (0)1463-244204

The primary contact and officer with responsibility for the preparation, delivery and monitoring of the Plan will be the Head of Community Growth.

The current post-holder is:

**Neil Ross**  
neil.ross@hient.co.uk  
+44 (0)1463-244267

Other useful contacts include:

**Rachael McCormack**  
Director of Strengthening Communities  
rachael.mccormack@hient.co.uk  
+44 (0)1463-244467
Ambitious for Scotland