

Highlands and Islands Enterprise

Draft Gaelic Language Plan 2022 – 2027

This plan has been prepared under Section 3 of the Gaelic Language
(Scotland) Act 2005



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Foreword

The social significance of Gaelic as a key component of Scotland's culture and national identity would be hard to overstate. In economic terms as well, recent research by Highlands and Islands Enterprise and others has confirmed that the language is an important asset, capable of being used in many different ways to add value to businesses and organisations across the country.

Over several decades, Highlands and Islands Enterprise has established a strong track record of recognising and supporting the cultural and commercial value of Gaelic through a broad range of activities. This has included providing substantial funding for organisations that have led the development and delivery of programmes that promote and celebrate the language and encourage its use.

At the same time, it is clearly important that we take action to ensure Gaelic is respected and practised within our own organisation, in our relationships with partner bodies and in our dealings with clients. That is what we are seeking to do with this, our latest Gaelic plan, which again sets out clear goals and measurable targets that we will use to track delivery and ensure we make progress over the coming years.

This plan is founded on three key principles that underpin all our actions in support of Gaelic:

- We have **equal respect** for Gaelic and English as official languages of Scotland.
- HIE staff and customers will receive an **active offer** of our Gaelic services.
- Opportunities for our staff and customers to use Gaelic will be made **mainstream** in how we conduct business.

Each of these is explained in the pages ahead, along with details of how and when we will measure and sustain progress.

Our commitment to Gaelic is ongoing and for the long term and will continue to be guided by strategic initiatives including national plans from the Scottish Government and Bòrd na Gàidhlig. We look forward to working with our partner organisations across the Gàidhealtachd and further afield to deliver the actions detailed in this Gaelic Plan.

[Signed]

Chair or Chief Executive

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1. INTRODUCTION

DESCRIPTION OF HIGHLANDS AND ISLANDS ENTERPRISE (HIE)

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. To deliver our aspirations, HIE has some 290 highly experienced employees and an annual budget in the range £55-60million.

We are currently structured through seven Directorates and eight Area Teams. We have a central office on the Inverness Campus (Làrach Inbhir Nis) and offices across our region: Stornoway, Lionacleit, Golspie, Thurso, Inverness, Forres, Kirkwall, Lerwick, Lochgilphead, Fort William, Auchtertyre and Portree. We also have an office presence in Edinburgh and Glasgow. Many of these locations are shared facilities with public sector partners and colleagues who may or may not have their own Gaelic Plans in place.

The audiences to whom we provide services and therefore to whom this Gaelic Plan directly relates include, external private, third and social enterprise, community and wider public sectors and partners, as well as our internal audiences of own staff and prospective job applicants. By working with all of these audiences to promote and support the realisation of Gaelic as an asset, as well as providing services, information, resources and opportunities within HIE in Gaelic, we will proactively and overtly facilitate, enable and influence use of Gaelic as an asset by our audiences. This will provide economic, social, cultural and linguistic catalysts for Gaelic use by others.

Gaelic, as an integral component of regional identity, and HIE’s focus on place-based development and realising the value of Gaelic will contribute significantly to promoting a confident, ambitious, empowered and vibrant Highlands and Islands society. HIE’s 2018 study on Young People and the Highlands and Islands: Maximising Opportunity found that while pride and affinity for their home communities tended to be high among our young people, this was higher still among young people with Gaelic. The Highlands and Islands region 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 our rich linguistic landscape, 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. Previous research explored the role that Gaelic plays in contributing to the regional economy. At this time of economic transformation, it is important to better understand how language, culture and heritage can help unlock economic potential and support population attraction and retention initiatives.

HIE recognises the statutory requirement for the development of a Gaelic Plan. We also believe that each edition of our Gaelic Plan provides us with an opportunity to renew awareness and to refocus our Gaelic Plan within the constantly changing organisational environment. 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.

Supporting Gaelic is at the heart of our remit for economic and social development in the Highlands and Islands. An important element of our Gaelic Plan is to build on how the language is being used to add economic and social value in a wide variety of circumstances as demonstrated in the historic HIE-led research report, *Ar Stòras Gàidhlig*.

HIE's Strategy 2019-22 highlights that we will actively promote opportunities for the Gaelic language and indigenous dialects where that adds economic value. Our Strategy highlights the ambitious approach for all parts of our region to sustain and develop a vibrant rural economy based on:

- successful, productive and resilient businesses;
- strong, capable and resourceful communities; and
- a region which is well connected and well placed to maximise opportunities – creating the conditions for growth.

As we have seen with the impact of a global pandemic, we have been supporting our communities, private and third sector clients to evolve their business models and operation, increasing their resilience and their strategic outlook. Increasing the adoption of progressive business models and stimulating and developing social entrepreneurship which enhances socio-economic impact. Continuing to build capacity, improve governance and sustainability will help secure investment and stimulate innovation.

Our Operating Plan 2021, Action for Jobs and Communities, highlights the increasing importance of authenticity, provenance and heritage which comes with changes in consumer behaviour and need for market differentiation. Within this plan, we recognise that it will be an opportunity and key driver especially for the region's world-renowned tourism, creative industries and food and drink. We recognise that there is much potential to be gained from maximising the role of the Gaelic language.

We have a significant legacy of support that 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, Sabhal Mòr Ostaig, Fèisean nan Gàidheal and others.

Our focus is firmly on working with businesses, social enterprises and community organisations that can demonstrate adding economic and social value through using Gaelic as an asset and working with our partners to do so. This version of our Gaelic Plan aims to further develop and enhance the role that Gaelic identity and culture plays in creating vibrant, resilient communities and sustainable economic growth.

Corporately, we value Gaelic and promote its use within the organisation. By providing our services, information, resources and opportunities in the medium of Gaelic, we serve our Gaelic-speaking customers in their own language, if that's the individuals preference. HIE is committed to continued local, regional and national partnership working which will optimise the realisation of the identified potential.

We support a virtuous cycle, where our organisation's core strengths complemented by those of our partners, drive the realisation of the value of Gaelic as an asset, in turn attracting and motivating, new and existing speakers and enhancing the vitality of the language.

GAELIC IN SCOTLAND

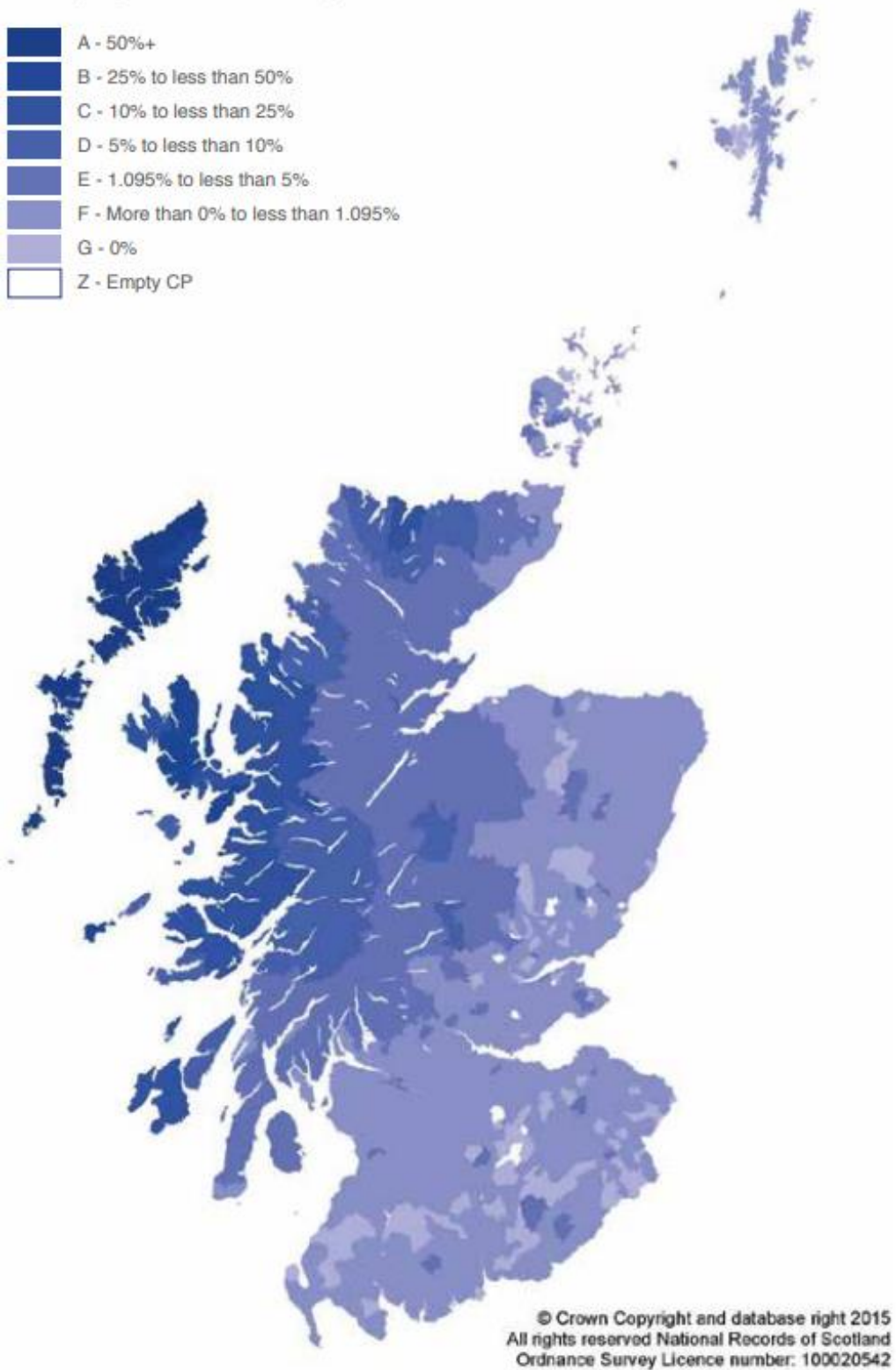
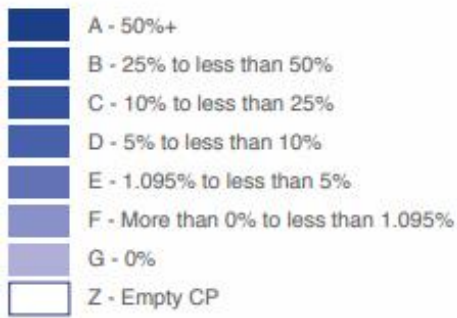
The map below is compiled using the data from the 2011 Census, for the whole of Scotland, as we recognise this as informative in terms of the market for services and product specifically aimed at Gaelic speakers. Of the 57,600 Gaelic speakers in Scotland, more than half (53%, 30,300) live within the Highlands and Islands.

Areas such as the Outer Hebrides (52% of the population aged 3+ are Gaelic speakers) and Skye and Lochalsh (26%) have the largest concentrations of Gaelic speakers across Scotland and present the most significant opportunities for the delivery of HIE services in Gaelic. Wester Ross (12%) and Lochaber (8%) also have pockets with relatively high levels of Gaelic speakers and in Argyll and its Islands have also retained a number of such areas (5%). On islands such as Tiree and Islay, Gaelic is spoken widely in the community and retains local dialects and vocabulary. The Inner Moray Firth area includes considerable numbers of Gaelic speakers (around 5,700, 4% of the population aged 3+) within conurbations with significant numbers of pupils in Gaelic medium education.

There are significant numbers of Gaelic speakers in the rest of Scotland, particularly concentrated in Glasgow (5,900 Gaelic speakers) and Edinburgh (3,200) that do not show up at this Civil Parish level of mapping. As well as these Gaelic communities and markets in the rest of Scotland, we recognise that there are international markets for Gaelic goods and services, particularly in the Scottish diaspora. And we should emphasise that the markets for Gaelic goods and services are of course not restricted to those with Gaelic Skills. 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.

We recognise that this data is now quite dated, however, it is the most contemporary official picture of the whole of Scotland currently available. More recent research, reported through 'The Gaelic Crisis in the Vernacular Community, also uses the 2011 Census and then more recent survey work on communities in the Outer Hebrides, North Skye and Tiree. <https://www.uhi.ac.uk/en/research-enterprise/res-themes/humanities-and-arts/language-sciences-institute/publications/the-gaelic-crisis-in-the-vernacular-community/>

% of all people within CP who can speak Gaelic



Civil Parish (CP) Bands

Gaelic was historically spoken as the primary language across all of HIE’s area, with the exception of Orkney and Shetland, and Gaelic culture continues to be central to the identity of the region today. The 2011 census shows that those with any Gaelic skills (those who can understand, speak, read or write Gaelic) made up around 9% of the population aged 3 and over in the Highlands and Islands compared to only 1% across the rest of Scotland.

The absolute numbers of those with Gaelic skills is a far more positive story of stabilisation and growth. There were 16,489 (16,049 in 2001) people with active Gaelic skills reported in Eilean Siar, 16,596 (13,585 in 2001) in Highland and 5,050 (4,618 in 2001) in Argyll and Bute. We will have to wait for the analysis of the most recent Census to understand if these positive trends have prevailed.

Across Scotland, the number of people aged 3 and over with any Gaelic language skills declined by 5.8% between 2001 and 2011, from 92,400 to 87,100. The number of Gaelic speakers also declined by 1.8% (from 59,000 to 58,000). We will have to wait for the analysis of the next Census (2022) to understand if this trend has prevailed.

The Guidance on Gaelic Language Plans ‘recognises that Gaelic language plans will differ depending on the functions of individual public authorities and where they operate in Scotland and that Gaelic language plans are reasonable and proportionate according to individual circumstances.’ We also recognise the benefits of an integrated approach, working with partners to achieve and deliver a collective aim and approach.

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 has historically enjoyed a rich and diverse culture of languages, dialects and people. The Scots dialects of each area such as Orkney, Shetland, Moray and Caithness, alongside the Gaelic dialects of the North-West Highlands, Lochaber, Argyll and the myriad dialects of the Hebrides ensure that our region continues to enjoy a rich linguistic diversity. We also recognise that the Highlands and Islands is a multilingual region out with 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. To this end we have also promoted our Gaelic Innovation Investments as being equally available for realising the economic or social value of using the other indigenous languages and dialects of our region.

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 Highlands and Islands Enterprise’s Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic.

Highlands and Islands Enterprise’s Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act and having regard to the National Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.

THE NATIONAL GAELIC LANGUAGE PLAN

Highlands and Islands Enterprise supports the aim of the National Gaelic Language Plan 2018-23 that “Gaelic is used more often, by more people and in a wider range of situations.”

We are committed to the achieving this aim by focusing our work, on these three headings:-

- Increasing the use of Gaelic within our organisation and encouraging more people to use Gaelic, more often when they interact with us
- Increasing the opportunity for people to learn Gaelic as part of our day-to-day operations
- Promoting a positive image of Gaelic whenever we can as part of our day-to-day operations as an organisation.

INTERNAL GAELIC CAPACITY AUDIT AND SURVEY

Our internal Gaelic capacity monitoring has been integrated into HIE’s HR staff review and profile platform. This both maintains a record of Staff Gaelic skills and also people’s aspirations and interest in developing their skills. As part of the work leading up to this edition of our Plan, we asked all staff to update their profiles. As a result of that work we know that we currently have 56 colleagues with some level of Gaelic language skills, of those 32 are beginners, 14 intermediate, 3 advanced and 7 fluent.

For the level of interest in Gaelic development there are 63 fairly interested, 42 very interested, 9 interested but have no capacity at the moment, 67 not very interested and 47 that are not interested.

Our Plan is also built on a recent survey of all staff and their expressions of support, highlighting five key areas: leadership, skills and learning, internal and external communication and tools, targeted approaches and wider overall development context.

CONSULTATION ON THE DRAFT GAELIC LANGUAGE PLAN

The 2005 Act requires that public authorities consult on their draft Gaelic language plan before submitting it to Bòrd na Gàidhlig.

Our public consultation is expected to run from 7/12/21 to 11/02/2022, after which a summary of the key findings of the public consultation will be inserted here, with full details included as Appendix 2 to 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.

HIE will ensure that where Gaelic is included as part of our operations and services, we will ensure they are of an equal standard and quality as those that we provide in English.

ACTIVE OFFER

HIE 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.

HIE will ensure that our Gaelic language services are as accessible as our English language services.

MAINSTREAMING

HIE will ensure that opportunities for the public and our staff to use Gaelic are normalised, in support of the National Gaelic Language Plan 2018-23 aim that Gaelic is used more often, by more people and in a wider range of situations.

3. PLAN COMMITMENTS

HIGH LEVEL AIMS

INCREASING THE USE OF GAELIC

High-level Aim	In recognition that for Gaelic to thrive it needs thriving communities, HIE will strengthen collaborative working in key communities, aiming to make those more attractive and resilient in terms of youth/population retention and growth and employment.
Desired Outcome	More effective place-based working which optimises stakeholder collaboration, the views and priorities of those in the place, the assets available, the taking of opportunities and responses to challenges, all leading to greater attractiveness and resilience.
Current Practice	<p>Supporting the development of social enterprises and businesses demonstrating a viable business model associated with the provision of services encouraging the growth of Gaelic as a social and economic asset, with the very welcome consequent attraction of people, particularly the young and economically active, to the language.</p> <p>Promote and ensure that appropriate consideration is given to Gaelic development opportunities within the plans produced by engaged communities.</p> <p>Provide support and information to community organisations and social enterprises using Gaelic as an asset through our strengthening communities and fragile areas work.</p> <p>We will continue to seek to incorporate targets relating to the Plan, as appropriate within Community Planning Partnership Local Outcome Improvement Plans with our public sector partners.</p> <p>Capture in our sector plans, particularly in the Creative Industries, Food and Drink, Tourism sectors, actions which support realisation of the value of Gaelic.</p>
Actions Required	<p>We will continue to deliver our place-based approach to development , heightening awareness of considerations and opportunities relating to inclusion, net zero, population retention and attraction, culture and Gaelic language (Shetland and Orkney dialects and Scots/Doric as appropriate) which support economic and social sustainability and wellbeing. [This action is relevant to more than one High-level aim, and is cited elsewhere]</p> <p>+Confirm priority locations where Gaelic is a significant element of the assets which our place-based working will support, with reference to the COHI repopulation zones, including South Uist and Tìree and Islay.</p> <p>*Continue to develop opportunities to deliver elements of our</p>

	<p>Creative Industries support programme in Gaelic, to introduce Gaelic to international networks, and to promote the opportunities that Gaelic offers commercially. Introduce content on non-Gaelic themes, in Gaelic.</p> <p>**Work with partners to collate available resources which support entrepreneurialism with Gaelic into an easily accessible toolkit and widely publicise its availability. Identify any gaps in provision or new opportunities and work with partners to address these. [This action is relevant to more than one High-level aim, and is cited elsewhere]</p> <p>**Engage Internationally with other complementary organisations to explore good practice in areas, such as place based, community plans and language as part of economic regeneration</p>
Target Date	Ongoing / + By end March 2023
Responsibility	Area Managers / *Head of Creative Industries /** Buidheann a' Phlana Gàidhlig

High-level Aim	HIE will continue to collaborate on delivery of the National Gaelic Language Plan through its active involvement with the Faster Rate of Progress initiative.
Desired Outcome	HIE is an effective and influential partner in realising a 'Faster Rate of Progress' and the next National Gaelic Plan.
Current Practice	<p>HIE contributes to a National Partnership developing a strategy for supporting the use of Gaelic in the labour market in the HIE region in cooperation with other public and private bodies.</p> <p>Working with partners, in particular the Private Sector, Local Authorities, Skills Development Scotland and Bòrd na Gàidhlig, to support the awareness of career opportunities using Gaelic and the Development of the Young Workforce Strategy.</p>
Actions Required	<p>Ensure through HIE involvement that Gaelic is considered as we engage with different stakeholders and strategy groups.</p> <p>Effectively lead where appropriate, and contribute to the national A Faster Rate of Progress Workstreams:</p> <ul style="list-style-type: none"> • Community Engagement • Economy and Labour Market • Digital media participation and innovation • Tourism and Culture workstream. <p>Support and inform the development of the next National Gaelic Plan</p>
Target Date	Ongoing through life of this Plan and beyond
Responsibility	Head of Planning and Partnerships/ Innse Gall Area Manager

High-level Aim	Gaelic conditions will be included wherever possible in relation to HIE financial support. Most likely to be in certain sectors such as creative industries, food and drink and tourism.
Desired Outcome	Where appropriate, leverage greater uptake of the use of Gaelic

	through the use of conditions in HIE's legal undertakings and in awards of third party contracts.
Current Practice	Where appropriate, when HIE is tendering work, we will encourage third party contractors to give due consideration to the use of Gaelic and how they can contribute to the future health of the language, through the community benefit clause mechanism.
Actions Required	We shall incorporate Gaelic conditionality for all interventions which contribute to our measure, 'No of projects supporting the Gaelic Economy'. Where HIE is funding community development officers within Gaelic communities (as assessed by HIE) appropriate Gaelic conditions will be put in place, including Gaelic being meaningfully incorporated within the community's plan.
Target Date	Progressively through the life of the Plan
Responsibility	Relevant project officers and delegated authorities

High-level Aim	Encouragement and support will be given for using Gaelic as an asset to benefit businesses, particularly in the tourism, creative industries and food and drink sectors.
Proposed Outcome	More effective place-based working which optimises stakeholder collaboration, the views and priorities of those in the place, the assets available, the taking of opportunities and responses to challenges, all leading to greater attractiveness and resilience.
Current Practice	Supporting the development of social enterprises and businesses demonstrating a viable business model associated with the provision of services encouraging the growth of Gaelic as a social and economic asset, with the very welcome consequent attraction of people, particularly the young and economically active, to the language. Lead partnership work with our national partners, to realise the value of Gaelic as an economic and social asset. Use the analysis of the research findings and evolving examples of best practice to encourage clients to consider, in conjunction with relevant Sector Growth Team Heads, how Gaelic can most effectively be applied in their operations to create new opportunities and benefits, particularly in the Creative Industries, Food and Drink, Tourism sectors
Actions Required	Develop archive of new content that a) provides business related articles/video/blogs etc in Gaelic but relating to business or development related topics – e.g. How augmented reality is being used to promote galleries and museums, The impact of Netflix and the streaming ecosystem. b) outside industry explaining where they can see commercial opportunities for Gaelic e.g. synchronisation -provision of Gaelic music and song for (Gaelic and non-Gaelic) tv, film, adverts, games etc. c) current usage of Gaelic as a commercial asset e.g. the online

	<p>customer engagement work developed by Julie Fowles and the opportunity created by patronage platforms like Patreon.</p> <p>d) Gaelic related news items</p> <p>Work with partners to collate available resources which support entrepreneurialism with Gaelic into an easily accessible toolkit and widely publicise its availability. Identify any gaps in provision or new opportunities and work with partners to address these. [This action is relevant to more than one High-level aim, and is cited elsewhere]</p>
Target Date	March 2023 and then evolution thereafter
Responsibility	Head of Creative Industries and Buidheann a' Phlana Gàidhlig

PROMOTING A POSITIVE IMAGE OF GAELIC

High-level Aim	HIE will develop and promote a strategic commitment which highlights the contribution of growing Gaelic usage in island and rural communities as a support for economic and social sustainability and wellbeing.
Desired Outcome	Gaelic is recognised as a significant contributor to the effectiveness of place-based economic and social resilience, sustainability and wellbeing in appropriate places
Current Practice	Continuing to play an active and supportive role in efforts to increase Gaelic's contribution to our national arts, recognising the value of normalising Gaelic content in the mainstream arts sector.
Actions Required	<p>Ensure the opportunities through Gaelic as an economic and social asset are considered in our strategic and significant investments including infrastructure and Growth Deal developments.</p> <p>We will continue to deliver our place-based approach to development, heightening awareness of considerations and opportunities relating to inclusion, net zero, population retention and attraction, culture and Gaelic language (Shetland and Orkney dialects and Scots/Doric as appropriate) which support economic and social sustainability and wellbeing. [This action is relevant to more than one High-level aim, and is cited elsewhere]</p> <p>Participation and meaningful participation – we enable clients to create participation activities both in person and virtual with the evolution of business and service delivery models post COVID and with Net Zero influencing travel and participation.</p>
Target Date	March 2023
Responsibility	Head of Planning and Partnerships

High-level Aim	The Ar Stòras Gàidhlig research will be refreshed at the optimum time.
Desired Outcome	Ensuring policy development and local place-based solutions are underpinned with a robust evidence base, which helps

	maximise opportunities for Gaelic language, culture and heritage within the broader framework of sustainable and inclusive economic development.
Current Practice	<p>Where appropriate, capturing or influencing the capture of Gaelic language capabilities in survey research (both own-hand and collaborative) to broaden analytic potential and ensure the views and experiences of Gaelic speakers can be drawn out. Examples of this include Young People in the Highlands and Islands: Maximising Opportunity (2018) and the National Islands Plan Survey (2021)</p> <p>Using research findings to inform clients as to ways in which Gaelic can contribute positively in their business operations and marketing, to support creation of new opportunities and benefits.</p> <p>Support for innovative use of Gaelic as an asset mainstreamed within HIE's discretionary investments.</p>
Actions Required	<p>Undertake research to explore role of language, culture and heritage in supporting place-based development.</p> <p>Contribute to a National Gaelic Research Agenda to inform and influence policy and action to support place-based social and economic development.</p>
Target Date	By March 2024
Responsibility	Senior Research Manager

CORPORATE SERVICE AIMS

STATUS

Desired Outcome	Logo and brand - 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	<p>HIE is known as, Highlands and Islands Enterprise / Iomairt na Gàidhealtachd 's nan Eilean. There is only one HIE logo, and it is bilingual with equal prominence given to Gaelic and English</p> <p>We keep under review incorporation of Gaelic prominently, as appropriate, in all of HIE's marketing, stationery, events, exhibitions and public meetings (over and above the use of the bilingual logo).</p> <p>HIE's complaints leaflet will always be available in Gaelic or bilingually.</p>
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Head of Marketing and Communications

Desired Outcome	Signage - Prominent signage will include Gaelic and English as part of any renewal process.
Current Practice	<p>Equal respect for English and Gaelic is shown as signage is renewed or updated.</p> <p>Increase the profile of Gaelic at HIE sites and across HIE, demonstrating equal respect for Gaelic and English on a new or replacement basis.</p> <p>Ensuring that equal respect is shown for Gaelic by being proactive in influencing adoption of equal respect for Gaelic in the public realm at regionally significant investment sites. E.g. Làrach Inbhir Nis, An Lòchran. *</p>
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Director of Business Infrastructure /*Managers of significant HIE investments

COMMUNICATING WITH THE PUBLIC

Desired Outcome	Promotion - Positive message that communication from the public in Gaelic is always welcome.
Current Practice	<p>We publicise the fact that we welcome applications, enquiries, communications correspondence, complaints and forms in Gaelic and have procedures to support this, ensuring that the response time for Gaelic enquiries is the same as that for English.</p> <p>Maintain 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.</p> <p>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.</p> <p>We encourage and facilitate use of Gaelic by staff, including: Gaelic ability in staff profiles; Bilingual strap-line stating we welcome all correspondence in English or in Gaelic, in all publications and staff emails: through a list of translated common terms which is shared with stakeholders; Staff with Gaelic skills are encouraged to add 'G' to their email signature; Language resources, in physical and electronic form, and access to services such as translation and proofing.</p> <p>Gaelic is now prominently incorporated in lifts, receptions, welcome screens, intranet pages and electronic signatures.</p> <p>Periodically publicise achievements of key milestones, events and activities pertinent to this Plan. Consult with HIE's cohort of Gaelic</p>

	users on their experiences using HIE services/resources and enable their feedback to shape our Gaelic offer.
Actions Required	Develop a proactive internal and external communications plan for Gaelic related issues.
Target Date	By December 2022
Responsibility	Buidheann a' Phlana Gàidhlig

Desired Outcome	Written Communication - 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	When commissioning external Gaelic translation work, HIE use translators with a proven track record and a high level of expertise. HIE's standard IT build includes a Gaelic spell checker and the ability to apply accents to letters.
Actions Required	Highlight this offer more proactively and regularly through web and social media channels
Target Date	Through 2022 and as an ongoing normalized practice
Responsibility	Head of Marketing and Communications

Desired Outcome	Reception and phone - Where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public.
Current Practice	Where practical and relevant, train an increasing number of staff to answer phones bilingually and deal appropriately with callers wishing to speak in Gaelic.
Actions Required	Develop resources through Webinars or equivalent digital support to improve skills and greetings. Many of HIE's offices are shared facilities with public sector partners and colleagues who may or may not have their own Gaelic Plans in place. Work with those partners to realise Gaelic speaking reception staff where appropriate and possible.
Target Date	March 2023
Responsibility	Buidheann a' Phlana Gàidhlig

Desired Outcome	Public meetings - Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted.
Current Practice	We will include the use of Gaelic at meetings in the Outer Hebrides and other communities where there are a high percentage of Gaelic speakers. We offer use of simultaneous translation equipment for meetings as opportunities arise, making the equipment available both externally and internally.
Actions Required	Maintain current practice.
Target Date	Ongoing

Responsibility	Area Manager IG (other Area Managers as appropriate)
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INFORMATION

Desired Outcome	News releases - High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English.
Current Practice	We produce all HIE press releases relating to Gaelic bilingually, as well as those determined by the Communications and Marketing teams to be of the highest profile.
Actions Required	Increase the proportion of HIE's news releases which are bi-lingual over the first two years of this edition of our Plan to 10%.
Target Date	March 2024
Responsibility	Head of Marketing and Communications

Desired Outcome	Social Media - Gaelic content distributed regularly through social media, guided by the level of actual and potential users
Current Practice	We produce and post social media content relating to Gaelic bilingually, as well as those determined by the Communications and Marketing teams to be of the highest profile. We also regularly re-post Gaelic social media content generated by other stakeholders.
Actions Required	Increase the volume social media posts which are either bi-lingual or Gaelic to 70/year by March 2024. (50 in year to 03/2022)
Target Date	March 2024
Responsibility	Head of Marketing and Communications

Desired Outcome	Website - Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach.
Current Practice	We progressively develop our website, making annual assessments of progress, to enhance the experience for Gaelic readers. Availability of Gaelic is prominently displayed.
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Head of Marketing and Communications

Desired Outcome	Corporate Publications - Produced in Gaelic and English, with priority given to those with the highest potential reach.
Current Practice	HIE corporate publications are 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. We note that the trend is increasingly towards digital publications. Where Gaelic and English appear in the same publication, equal respect is accorded.
Actions Required	Maintain current practice.
Target Date	Ongoing

Responsibility	Head of Marketing and Communications
Desired Outcome	Language utility - A process is in place to ensure that the quality and accessibility of Gaelic language in all corporate information is high.
Current Practice	We keep under review the evidence base for the use of Gaelic in corporate publications which maximises impact and responds to the needs of our service users. We endeavour to remain aware of Gaelic corpus developments. As we develop policies, proactively consider the impact and opportunities relevant to Gaelic. Priority will be given to high Gaelic opportunity and externally facing policies in the first instance. *
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Head of Marketing and Communications *Director of Process Improvement and Internal Audit

Desired Outcome	Exhibitions - 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	We keep under review incorporation of Gaelic prominently, as appropriate, in exhibitions (over and above the use of the bilingual logo).
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Head of Marketing and Communications

STAFF

Desired Outcome	Internal audit - Conduct an internal audit of Gaelic skills and training needs through the life of each plan.
Current Practice	We maintain a continuous record of Gaelic skills and training needs and aspirations through our HR computerised staff profiles which highlight Gaelic language skills.
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Director of Human Resources

Desired Outcome	Induction - Knowledge of the public authority's Gaelic language plan included in new staff inductions
Current Practice	HIE staff and board members through their induction, are provided with an introduction to Gaelic pack, where part of this session is specific to HIE's Gaelic Plan and the actions arising from it.
Actions Required	Maintain current practice.
Target Date	Ongoing

Responsibility	Director of Human Resources
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Desired Outcome	Language training - Gaelic language skills training and development offered to staff, particularly in relation to implementing the public authority's Gaelic language plan.
Current Practice	We provide 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 seeks to collaborate with other public sector bodies to generate sustainable cohorts of learners. HIE staff willing and able, or potentially able, to conduct business in Gaelic, are given extended training to enable them to do so. We will particularly encourage those with opportunities to interface with HIE's clients, and those with corporate communications or marketing roles.
Actions Required	Maintain current practice. Promote allowance of normal working hours that can be dedicated to Gaelic learning that is detailed and agreed in staff PDPs.
Target Date	Ongoing. By end 2023
Responsibility	Director of Human Resources

Desired Outcome	Awareness training -Gaelic awareness training offered to staff, with priority given to directors, board members, and staff dealing directly with the public.
Current Practice	HIE staff and board members through their induction, are provided an opportunity to attend a Gaelic awareness session.
Actions Required	More proactively encourage attendance at Gaelic Awareness session either in person, or via a virtual module. Support the delivery of virtual Gaelic Awareness module opportunities as requested by staff.
Target Date	March 2023
Responsibility	Director of Human Resources

Desired Outcome	Recruitment - Recognising and respecting Gaelic skills within the recruitment process throughout the public authority
Current Practice	We enter Gaelic as desirable element in all recruitment processes.
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Director of Human Resources

Desired Outcome	Recruitment - 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	In order to ensure that we have an appropriate level of Gaelic skills amongst our staff, to deliver the commitments of our Plan, particularly in communications and our client facing staff in high % Gaelic speaking areas, our HR team/senior managers will carry out a review of every new post to establish if it should be designated as a Gaelic essential. Work in partnership with our co-occupants, UHI and SAC to realise a Gaelic essential reception post at our Làrach Inbhir Nis, main office, An Lòchran, in the course of natural staff turnover. Contract staff in this post will be offered and encouraged to take up the same Gaelic training as HIE staff.
Actions Required	Maintain current practice and extend to other shared offices where practical and appropriate.
Target Date	Ongoing
Responsibility	Director of Human Resources

Desired Outcome	Recruitment - Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill.
Current Practice	Use of bilingual job adverts for all posts where Gaelic is an essential skill.
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Director of Human Resources

GAELIC LANGUAGE CORPUS

Desired Outcome	Gaelic Orthographic Conventions - The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.
Current Practice	We are guided by the Gaelic Orthographic Conventions in spelling and style.
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Head of Marketing and Communications

Desired Outcome	Place-names - Gaelic place name advice from Ainmean-Àite na h-Alba is sought and used.
Current Practice	In external Gaelic publications, we use Ainmean-Àite na h-Alba to determine place names, as required.
Actions Required	Maintain current practice.
Target Date	Ongoing
Responsibility	Head of Marketing and Communications

4. LINKS TO THE NATIONAL PERFORMANCE FRAMEWORK

HIE recognises that Gaelic permeates all aspects of our National life and therefore it contributes to our people, our place, our prosperity and our wellbeing. HIE's work is focused on inclusion, growth and sustainability. We will track progress and change as a direct result of our interventions and also in our client portfolio overall through a set of primary and support measures which contribute to the short, medium and long-term outcomes in the Enterprise and Skills Strategic Board performance framework and the National Performance Framework of Scotland (NPF). The NPF sets out the purpose: To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.

Scotland's National Performance Framework Our Purpose, Values and National Outcomes



5. LINKS TO LOCAL AND REGIONAL FRAMEWORKS

HIE recognises the importance of collaborative effort to achieve further progress and increase the rate of growth of Gaelic and the need to align plans to deliver shared objectives for Gaelic. Through our Area Teams, we will actively engage with Community Planning Partnerships to support delivery of local frameworks such as Single Outcome Agreements. There are opportunities to further deliver Gaelic benefits through current and nascent growth deal projects across the region and through local and regional sectoral plans.

Regionally, HIE will be active in supporting the commitment from the Convention of the Highlands and Islands (COHI) to ensure Gaelic is considered and integrated into economic and community development support across the region and collaborate to promote Gaelic where possible. It is recognised that many of the places which are experiencing demographic challenges have a strong tradition in Gaelic, and the establishment of a working group to develop action plans to target these areas and pilot new initiatives to stem decline and increase population will be a key focus. The Highlands and Islands Skills Investment Plan clearly indicates opportunities especially in the creative industries sector for Gaelic as a driver for economic development. HIE will maintain our commitment to working with partners to support the delivery of this Plan and the creative industries sector.

6. PUBLICATION

PUBLISHING AND PUBLICISING THE PLAN

INTERNAL

The whole of HIE's staff complement is being surveyed and consulted on the development of this edition of our Gaelic Plan. As the plan develops staff will have an ability to contribute. As the Plan passes key stages it will be shared with all staff. The finalised plan will be shared with all staff and teams will be encouraged to review how they can add value to the delivery of the Plan.

All iterations of the plan and associated papers to the HIE Leadership Team and Board will be available to all staff. This is publicised via our Intranet and also our Yammer staff discussion platform.

EXTERNAL

Highlands and Islands Enterprise's Gaelic Language Plan will be published in Gaelic and in English on our website. In addition, we will:-

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

7. RESOURCING THE PLAN

At present there is no dedicated resource for delivery of our Gaelic Plan and in many aspects is normalized into existing activity/posts. We prioritise service to our clients, and to date have managed to satisfy demand, however, we have a very constrained capacity. A more proactive offer as a natural progression, could put strain on our limited capacity.

Wider strategic and corporate activity associated with the plan is mainstreamed within existing budgets/staff compliment, being delivered by staff who make time to contribute out of a personal commitment to the language. As the plan development progresses, we will more accurately assess the resource implications of our ambitions, so that we can detail that more fully in this section of our Plan.

8. MONITORING THE PLAN

HIE's plan is owned by the whole organisation and represented by our Buidheann a' Phlana Gàidhlig, who will nurture and monitor Plan progress, and lead internal and external communications relating to delivering the Plan. We will produce reports for our Leadership Team, which will be shared with the whole organisation twice yearly. We will provide an annual progress report to BnG to coincide with celebrating the anniversary of our Plan.

9. THE GAELIC LANGUAGE PLAN IN THE PUBLIC AUTHORITY

OVERALL RESPONSIBILITY FOR THE PLAN

HIE's Chief Executive has overall responsibility for preparation, delivery and monitoring of Highlands and Islands Enterprise's Gaelic Language Plan.

Stuart Black
Chief Executive
Highlands and Islands Enterprise
An Lòchran, 10 Inverness Campus, Inverness, IV2 5NA
01463 383085
stuart.black@hient.co.uk

DAY-TO-DAY RESPONSIBILITY FOR THE PLAN

The Head of Community Growth, also a member of Buidheann a' Phlana Gàidhlig, has day-to-day responsibility for the delivery and monitoring of Highlands and Islands Enterprise's Gaelic Language Plan. Queries regarding the day-to-day operation of the plan should be addressed to:

Neil Ross
Head of Community Growth
Communities and Place Directorate
Highlands and Islands Enterprise
An Lòchran, 10 Inverness Campus, Inverness, IV2 5NA
01463 383269
neil.ross@hient.co.uk

Other useful contacts within Buidheann a' Phlana Gàidhlig include its Chair:

Douglas Cowan
Director of Communities and Place
Communities and Place Directorate
Highlands and Islands Enterprise
An Lòchran, 10 Inverness Campus, Inverness, IV2 5NA
01463 383090
douglas.cowan@hient.co.uk

And Gaelic speaking contacts:

Mairi Buchanan
Senior Development Manager (Innse Gall based)
01463 383243
mairi.buchanan@hient.co.uk

Mairi Gillies
Communications Manager
01463 383242
mairi.gillies@hient.co.uk

GAELIC LANGUAGE PLAN IMPLEMENTATION AND MONITORING GROUP

Our Buidheann a' Phlana Gàidhlig (Gaelic Language Plan Group) will nurture and monitor Plan progress and lead internal and external communications relating to delivering the Plan.

Buidheann a' Phlana Gàidhlig members will represent appropriate internal functions and levels of seniority across the organisation.

Buidheann a' Phlana Gàidhlig will be Chaired by a Director and meet six monthly as well as operating proactively between those meetings.

ENGAGING WITH STAFF

The whole of HIE's staff compliment is being surveyed and consulted on the development of this edition of our Gaelic Plan. As the plan develops staff will have an ability to contribute. As the Plan passes key stages it will be shared with all staff. The finalised plan will be shared with all staff and teams will be encouraged to review how they can add value to the delivery of the Plan.

ARMS LENGTH ORGANISATIONS AND THIRD PARTIES

We will share and highlight our Gaelic Plan with arms length organisations and other third parties who deliver services on our behalf, ensuring they are aware of our Plan's ambitions for Gaelic. They will be encouraged to act supportively to HIE's delivery of its Gaelic plan commitments.

APPENDIX 1 – INTERNAL GAELIC CAPACITY AUDIT

As previously mentioned, our internal Gaelic capacity monitoring has been integrated into HIE's HR staff review and profile platform. This both maintains a record of Staff Gaelic skills and also people's aspirations and interest in developing their skills. As part of the work leading up to this edition of our Plan, we asked all staff to update their profiles. As a result of that work we know that we currently have 56 colleagues with some level of Gaelic language skills, of those 32 are beginners, 14 intermediate, 3 advanced and 7 fluent.

For the level of interest in Gaelic development there are 63 fairly interested, 42 very interested, 9 interested but have no capacity at the moment, 67 not very interested and 47 that are not interested.

Our Plan is also built on a recent survey of all staff and their expressions of support, highlighting five key areas: leadership, skills and learning, internal and external communication and tools, targeted approaches and wider overall development context.

We intent to review the information held and the results from this intelligence to understand and consider additional granular information which will support delivery of our plan and which we monitor by matter of course such as employees supported in Gaelic learning.

APPENDIX 2 – PUBLIC CONSULTATION

Insert detailed findings of the public consultation here.