

BÒRD NA GÀIDHLIG
CORPORATE PLAN 2005-2007

CONTENTS

- 1. Mission & Aims**
- 2. Foreword**
- 3. Consultation and Planning**
- 4. How we work**
- 5. Sector Priorities**
- 6. Strategic Aims and Operational Objectives**

Appendix 1	DRAFT BUDGET for the period to 31st March 2007
Appendix 2	Bòrd na Gàidhlig Structure Diagram
Appendix 3	Staff Responsibilities
Appendix 4	Bòrd na Gàidhlig Gaelic Policy

“Now it falls to my generation of politicians to ensure that Gaelic has a strong future and I take my responsibilities as Scotland's First Minister to support Gaelic very seriously indeed. We need to ensure not only that we retain the close association between the Gaelic language and both the history and geography of Scotland, but also that Gaelic thrives. Gaelic must not only be seen to have a past - it must be seen to have a future too.”

Scotland's First Minister Jack McConnell MSP at the 100th Royal National Mod, October 2003

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***“The Executive promised legislation to give Gaelic a better future. Today we in this Parliament have a chance to deliver just that. In the words of the song ‘Suas Leis a' Ghàidhlig’:
‘It is still the language of youth, it is still the language of great age ... it is not overcome by adversity.’
Let us move forward to pass the Bill and turn adversity into opportunity for Gaelic. I commend the Bill to Parliament.”***

Minister for Education and Young People, Peter Peacock MSP, closing the historic Stage 3 debate on the Gaelic Language (Scotland) Bill in the Scottish Parliament on 21st April 2005

1. MISSION AND AIMS

Mission

Bòrd na Gàidhlig will ensure a sustainable future for the Gaelic Language and Culture

Aims

In focusing delivery of its mission, Bòrd na Gàidhlig has the following Strategic Aims:

- **Increase the numbers of speakers and users of Gaelic**
- **Strengthen Gaelic as a family and community language**
- **Facilitate access to Gaelic language and culture throughout Scotland**
- **Promote and celebrate Gaelic's contribution to Scottish cultural life**
- **Extend and enhance the use of Gaelic in all aspects of life in Scotland**

2. FOREWORD A VISION FOR PROGRESS

Strength in alliance

Bòrd na Gàidhlig recognises that its ultimate objective, and challenge, is to increase the number of Gaelic speakers so that they will once again become a confident and self-sustaining part of Scotland. The Bòrd will seek to achieve this in a variety of ways, but one of the key strategies must be the strengthening of Gaelic as a family and community language, and facilitating access to Gaelic language and culture throughout Scotland.

Bòrd na Gàidhlig is committed to the widest possible collaboration and consultation, and since it commenced work every effort has been made to keep the community engaged with the Bòrd's work. The Bòrd recognises that community input is vital to an effective and achievable plan. Equally the community evaluation of the Bòrd's strategies and the developmental work which flows from it is of critical importance.

The Bòrd recognises that the success of its mission will also depend on effective and robust partnerships with Gaelic groups, as well as with other key public bodies and funding providers. These groups will be extremely important in implementing national strategies, and their knowledge and professionalism are highly valued by the Bòrd. Bòrd na Gàidhlig has been making professional links with groups which share similar development aims, and it will be building on these links and establishing more of them.

The Bòrd will do everything possible to motivate the community and to secure enthusiastic commitment to the delivery of its strategic vision and practical plans. This will require an active and committed partnership based upon a fusion of community aspiration and strategic vision.

Planning for success

Language planning provides an important framework for language development and is a fundamental element of the Bòrd's strategic planning philosophy. The Bòrd is continuing to develop its knowledge of language planning theory, learning from planning and practical experience in other language communities.

Securing the past – enabling the future

The advent of the Gaelic Language Act will mean new opportunities and real change for Gaelic, and it could be the realisation of long-standing and treasured community aspirations. The Bòrd anticipates that the new challenges born of the Act will be enabled by new resources that are appropriate to the task and equal to the commitment which the Scottish Executive has demonstrated for the survival and revitalisation of this unique part of Scotland's national heritage.

With the active support of all its partners Bòrd na Gàidhlig will be equal to its task.

Allan Campbell

Chief Executive

Duncan Ferguson

Chairperson

3. CONSULTATION AND PLANNING

Since the establishment of Bòrd na Gàidhlig, the Bòrd has consulted extensively to ascertain the needs of the Gaelic communities in terms of language development. This has happened through: meetings which the Bòrd has held in Gaelic-speaking communities; the Gaelic Bill consultation; a series of seven seminars on the development sectors (education and learning, social and economic development, and culture); and the Bòrd's conference *2020 Vision – Towards a National Plan for Gaelic*. Funding applications and requests received by the Bòrd also provided valuable information on community aspirations and needs.

Through its Corporate Plan and the delivery of its Operational Plan, the Bòrd will build on previous initiatives and further the Scottish Ministers' agenda for Gaelic as documented in *Partnership for a Better Scotland*, *Scotland's National Cultural Strategy*, and the First Minister's St Andrew's Day Speech.

The Corporate Plan and the Operational Plan form the basis of partnerships with other organisations as well as bridging the period up to the implementation date of the *National Plan for Gaelic*.

The Corporate Plan sets out a strategic framework for the work of the Bòrd over the period 2005-2007 and outlines the strategic aims and objectives it considers to be essential for Gaelic development. The practical achievement of these aims and objectives will require the strongest possible community support, and maximum flexibility in the implementation process. The planning process will be monitored and modified over time in the light of progress and experience.

The strategic aims and objectives also emphasise the need to raise the profile and improve the status of the Gaelic language in Scotland. The Bòrd's Marketing and Communications Strategy will provide direction to the efforts of promoting the Gaelic language and culture in Scotland.

The Bòrd anticipates that the *National Plan for Gaelic*, which the Bòrd is required to produce under the terms of the Gaelic Language (Scotland) Act 2005, will be completed by 2006 and will be implemented from April 2007. The *National Plan for Gaelic*, along with the other provisions of the Act, will have cost implications for the Bòrd. It will be necessary for the Bòrd to increase its human and other resources in order to ensure that the Act is implemented effectively.

4. HOW WE WORK

Bòrd na Gàidhlig is a non-departmental public body (NDPB) and the Bòrd is appointed by, and accountable to, Scottish Ministers. The Bòrd has eight members in total, including the Chairman, and is responsible for the governance and strategic direction of Bòrd na Gàidhlig.

Constitution

A NDPB Board has collective responsibility for ensuring that the purposes of the body are being fulfilled, that the use of resources represents an appropriate and effective use of public funds, and that Scottish Executive policies and priorities are being met. The Bòrd should provide leadership, direction, support and guidance for the public body, as well as continuity of direction and management, and promote commitment to its core values, policies and objectives.

Memorandum and Articles of Association

Bòrd na Gàidhlig will seek to work closely with the Scottish Executive to advise Scottish Ministers on Gaelic issues and take responsibility for the overall direction and management of the *National Plan for Gaelic* which will be agreed with Scottish Ministers.

Key functions are as stated in the following extract:

The objectives for which Bòrd na Gàidhlig is established are to promote and celebrate Gaelic's contribution to Scottish cultural life, to assist and promote the creation of new opportunities to use Gaelic in Scotland, to encourage and support wider use of Gaelic in all aspects of life in Scotland, and to strengthen Gaelic as a family and community language and so increase the numbers of speakers and users of Gaelic by means of:

- Preparing a plan for Gaelic development in Scotland;
- Promoting and facilitating use of the Gaelic language;
- Advising on, and influencing, matters related to Gaelic language and culture;
- Distributing grants to promote and facilitate the use of Gaelic;
- Advising on the strategy for Gaelic-medium and Gaelic language education;
- Leading the national and international promotion of the Gaelic language and associated cultural activities.

Bòrd na Gàidhlig's Memorandum and Articles of Association can be viewed in full on www.bord-na-gaidhlig.org.uk

The Bòrd's constitution will change once the provisions of the Gaelic Language (Scotland) Act 2005 are commenced. The Bòrd's current structure as a company limited by guarantee will be wound up, and the Bòrd will be reconstituted as a public body. All legally binding contracts and responsibilities for staff, offices etc., currently held by Bòrd na Gàidhlig (Alba), will also transfer to the new public body Bòrd na Gàidhlig. The transfer date from Bòrd na Gàidhlig (Alba) to the new public body Bòrd na Gàidhlig has not yet been agreed.

Values

Bòrd na Gàidhlig is committed to rigorous standards of integrity; excellence; as well as being committed to learning and to working in partnership with others. We strive to be open and equitable in all our work and mindful of our social responsibilities. In essence:

- **Excellence and Value** in Gaelic, its Culture and in our Organisation
- **Creativity and Innovation** in our approach to language development
- **Inclusion** for all those wishing to engage with language and culture
- **Partnerships and Alliances** with individuals and organisations
- **Transparency and Open-ness** in all our dealings

A Strategic Framework

Language Planning

Language planning is a major and fundamental aspect of the Bòrd's work. It provides an important framework to inform modes of language development.

Looking forward to the production and implementation of a *National Plan for Gaelic* in Scotland, the Bòrd has been particularly interested in supporting and fostering two unique community Gaelic plans, the experience of which will inform the preparation of the National Plan. These developments are taking place in the Western Isles and the Inverness-Nairn area, and the Bòrd will continue to work towards the successful achievement of these initiatives and it will encourage other communities to follow the example of these two areas.

The Bòrd is also a member of the Alliance of European Language Boards. This Alliance gives the language boards opportunities to share information on language development, and the Bòrd is building upon and using these important links.

Operational Plan

The Operational Plan stands in continuity with the Corporate Plan and describes the activities considered to be essential for the achievement of strategic aims and objectives. The Plan provides a sectoral overview of the Bòrd's planned activities and is the key to effective partnership working with Gaelic development organisations.

National Plan

The National Plan for Gaelic will be required of the Bòrd under the terms of the Gaelic Language Act. The aim of the plan will be to give expression to the aspirations of the Gaelic community, and of Scottish Ministers for the development of Gaelic in Scotland. It will build on the tasks identified in the Operational Plan and will offer a broader vision for Gaelic development. Once approved by Ministers, the National Plan will also provide direction to local authorities and public agencies.

Sub Committees

Bòrd members are represented on four Sub Committees tasked with looking at the priority areas of Education, Arts and Culture, Gaelic Learning and Research. The Sub Committees offer the opportunity to examine specific policy issues in greater detail and advise the Bòrd accordingly.

The Bòrd is also represented on two key committees established by Minister for Education and Young People, Peter Peacock MSP, to address specific challenges in the development of Gaelic education.

Bòrd Chairman Duncan Ferguson is a member of the short life action group on Gaelic teacher recruitment, chaired by Scottish GTC Registrar, Matthew MacIver.

Rosemary Ward is a member of the ICT Committee chaired by Highland Council Education Culture and Sport Director Bruce Robertson, and which is developing new distance learning provision for Gaelic medium secondary education. While Rosemary represents her Argyll

and Bute Council employers on the committee, she is also able to act as a bridge between the committee and the Bòrd on matters of mutual interest.

Efficient and Effective Operation

Management

Bòrd na Gàidhlig currently has a permanent staff of 8 (FTE) which includes a Chief Executive who is also the Accountable Officer of the Bòrd, and 4 managers covering the areas of Development, Language Planning, Finance & Administration and PR & Marketing. The administrative support team consists of a PA/Secretary to the Chief Executive, a Finance & Administration Secretary (Job Share) and Receptionist/Secretary. The Bòrd also employs an Administration Officer on a 1-year secondment to the Scottish Executive.

Staff Appraisal and Development

The Bòrd operates a six monthly staff appraisal, comprising a main appraisal each January and a lighter appraisal in the summer. Appraisals are carried out by the Chief Executive, whose own appraisal is conducted by the Chairman.

Policies

In accordance with good practice, the Bòrd's activities are covered by a range of policies, including areas such as health and safety and equal opportunities. A Staff Handbook is maintained which details all personnel policies. The Bòrd uses Gaelic throughout its activities, which are conducted in Gaelic so far as is possible at all times. The Bòrd has adopted a Gaelic policy, a copy of which is attached at Appendix 4.

Freedom of Information

The Bòrd is not as yet included in the schedule of public bodies under the Freedom of Information (Scotland) Act 2002. However the Bòrd is committed to open-ness and accountability, and since 1 January 2005 has operated as if the Act applied to it.

Pay Systems

Board members' remuneration was set by Ministers prior to the advertising of the posts in summer 2002. The remuneration for these posts is fixed for the duration of the members' terms in office.

The Bòrd's staff were all placed on salary points on scales provided by the Scottish Executive when initial appointments were made in 2003-04. A revised salary scheme is currently under consideration by the Bòrd, which will reflect the Bòrd's unique activities and responsibilities and which will be in accordance with pay policy guidelines for NDPBs.

Financial Management

The Bòrd financial management is governed by the Management Statement/Financial Memorandum, which was agreed with the Scottish Executive in 2004. The Bòrd operates its own accounting system to record, monitor and plan income and expenditure. The system is based on a basic manual record together with a computerised nominal ledger. Management reports are prepared monthly by the Finance & Administration Manager, and also on an ad-hoc basis when required. Funding is by Grant-in-Aid from the Scottish Executive, and this is drawn down monthly with the amount claimed being related to the requirements for the month ahead.

Payroll services are outsourced, as are legal and personnel advice. Deloitte & Touche LLP provides internal audit with additional support being available from the Scottish Executive Audit Unit. The external auditors are Tenon Audit Limited, part of the UK Tenon Group.

Distribution of Funds

Much of Bòrd na Gàidhlig's mission will be achieved through the funding or commissioning of service providers to deliver its aims and objectives. In some instances, the Bòrd may contract appropriate agencies or individuals to undertake specific strategic tasks or fund initiatives in partnership with other bodies. The criteria that underpins the delivery process includes two mandatory qualifications; an increase in the number of Gaelic speakers, and an increase in the quality and range of usage of Gaelic. The Bòrd will distribute its funds by means of a standard funding scheme with guidelines for applicants. The funding scheme will take full cognisance of the Bòrd's vision, remit, priorities and operational plan.

One of the Bòrd's roles will be to support other Gaelic service providers as part of its normal responsibilities. In all cases the Bòrd will set transparent, time bound targets as part of its contractual requirements.

Risk Management

As part of its risk management strategy, the Bòrd has prepared a risk register with assistance from the Enterprise Risk Services section of Deloitte & Touche LLP. The register will be supported by an organisational risk strategy and policy.

Performance Monitoring & Review

The Bòrd operates a continuous monitoring system tailored to the nature of the organisations and projects that it funds.

In the case of one-off projects, the monitoring commences at the point of application. Conditions of funding are set out in a letter of offer that forms the agreement between the Bòrd and its client. Assessments are carried out as a routine part of the monitoring process. In the case of some larger projects, assessments are done on a periodic basis and linked to the progress of the project and the release of funding instalments.

Funding to organisations formerly funded by the Scottish Executive under Section 23, is monitored on a quarterly basis. Each organisation is required to submit evidence of satisfactory progress and a detailed financial and operational report as set out in the Bòrd's funding agreement.

However, in almost all cases, these bodies have little or no financial reserves, and their ability to deliver Gaelic development is largely dependent on advance funding of their operations on a quarterly basis. This means that the Bòrd releases the first quarterly payment in any year in advance, and on the basis of the agreed business plan, and subsequent quarterly payments are enabled by satisfactory performance in the preceding quarter.

Performance Management

Performance Indicators and Agreed Outcomes are included in all funding agreements. Bòrd na Gàidhlig's funding priorities are available to enquirers as well as being posted on its website.

Gaelic Language Plans

The Gaelic Language Act places a duty on the Bòrd to work with Scottish public authorities to prepare and implement Gaelic language plans. The Bòrd will prepare guidelines to assist such authorities and other agencies in the preparation of such language plans. In this it will liaise closely with the Scottish Executive in the preparation of its own Gaelic language plan, and will be informed by the experience in Wales of similar Welsh language plans and guidelines.

5. SECTORS AND PRIORITIES

Education and Learning

The Education (Scotland) Act 1980 states that ‘*school education*’ includes ‘*the teaching of Gaelic in Gaelic-speaking areas*’ and that education authorities should have regard to the principle that ‘*pupils are to be educated in accordance with the wishes of their parents.*’

The Council of Europe’s Committee of Experts, reporting on government’s compliance with the undertakings in the Council of Europe’s Charter for Regional and Minority Languages recommended that the Scottish Executive ‘*make primary and secondary education in Scottish Gaelic generally available in the areas where the language is used.*’

The development of Gaelic Medium Education (GME) since the mid-1980s has demonstrated that a new fluent, confident Gaelic-speaking generation can be nurtured. In 1986 the Scottish Office established a scheme of Specific Grants to assist with the teaching of the Gaelic language or the teaching of other subjects in Gaelic. This covers all stages from pre-school through primary and secondary. The Executive publication, *A Partnership Agreement for a Better Scotland* states that the Executive will ‘*continue to invest in Gaelic Medium Education including the provision of more teacher training places*’ in colleges and universities. The Scottish Executive has a Spending Review target to increase the number of pupils in Gaelic-medium primary education by 20% by 2009.

Many adult learners have also achieved fluency through a number of methods, including language immersion. Recent census returns indicate that we need to substantially increase the numbers of young people and adults achieving, enjoying and maintaining fluency.

Bòrd na Gàidhlig will work in partnership to deliver Ministers’ objectives for Gaelic education and to ensure that the recommendations made by the Council of Europe are met. The Bòrd will engage with key partners including the Executive; COSLA; The Association of Directors of Education in Scotland; Scottish Qualifications Authority; Learning and Teaching Scotland; HMle and Careers Scotland; along with education authorities, teacher education institutions and parents.

Culture and Media

Much that is thought of as traditionally Scottish has its roots in Gaelic culture. The richness of traditional Gaelic culture and heritage is internationally recognised. The creation of new Gaelic arts through music, drama, dance, visual arts, film, literature and other art forms, and the melding of the new with the traditional, has been inspiring. Broadcasting has played a vital role in bringing the whole range of Gaelic culture to a wider audience.

Cultural activities provide increased opportunities for people to use their language, both professionally and socially; these opportunities have to be encouraged and increased. Gaelic arts and heritage provide a gateway through which non-Gaelic speakers can gain access and insights into the language and culture.

The Scottish Executive's National Cultural Strategy *Creating our Future...Minding our Past* (2000) took, as its starting point, a broad and inclusive definition of culture in line with that adopted by UNESCO World Conference on Cultural Policies:

'In its widest sense, culture may now be said to be the whole complex of distinctive spiritual, material, intellectual and emotional features that characterise a society or group. It includes not only the arts and letters but also modes of life, the fundamental rights of the human beings, value systems, traditions and beliefs.'

The First Minister, Jack McConnell, in his 2003 St Andrew's Day speech, spoke of his intention to support a creative approach to promoting individual change and social vision:

'I believe we can now make the development of our creative drive, our imagination, the next major enterprise for our society. Arts for all can be a reality, a democratic right, and an achievement of the early 21st century.'

Bòrd na Gàidhlig is aware of the great influence that Gaelic culture has on the evolving national identity of Scotland. The First Minister, speaking at Sabhal Mòr Ostaig in 2004 stated a *'firm belief on the part of Government that Gaelic holds a special place in Scotland and that we have a special responsibility towards it.'*

Bòrd na Gàidhlig will work with the Scottish Executive, the Scottish Arts Council (SAC), the Gaelic Arts Strategic Development Group (GASD), Seirbheis nam Meadhanan Gàidhlig (SMG) and other bodies to promote Gaelic culture. With the

support of the Scottish Executive, the Bòrd will develop new partnerships with education, media, creative industries, tourism and the community at large. As part of this process, we will celebrate the contribution of Gaelic to cultural life in Scotland and beyond.

Economic and Social Development

Language exists in communities and communities are generally governed by economic and social systems. It is, therefore, essential that the economic and social systems within the Gaelic language communities be strengthened.

The family remains the key vehicle for inter-generational transmission of Gaelic. As rural communities change, Gaelic speakers are creating new social structures to facilitate contact and interaction through the language. Many of these new approaches reflect special interest groups and communication is increasingly online. Gaelic is becoming more visible on signage and in the public profile of official bodies and of businesses.

The Scottish Executive document *Promoting a Better Scotland* states that the government 'will develop a new focus for Scotland's languages recognising both our heritage and our diversity'.

Bòrd na Gàidhlig will identify new ways of encouraging the wider use of Gaelic while working to strengthen Gaelic as a family and community language, collaborating with partners such as the HIE Network, Local Authorities, Public Agencies and the Private Sector.

Cross-sectoral Initiatives

A living language permeates all aspects of community life; therefore the Bòrd seeks a flexible approach in order to accommodate themes of a cross-sectoral nature. This sector is given over to meeting the complex needs and requirements of multi-faceted language development projects.

Development work requires effective management and comprehensive back-up support. Over the coming years, it is important to build on the commendable Gaelic development work that has already taken place. Where growth and strength is required, good preparation and support mechanisms are essential. The Bòrd is aware that high-quality information is

required in order to plan effectively for Gaelic development and it gives full regard to local and international developments within this sector.

The Gaelic Language (Scotland) Act 2005 – Implications

On what was a truly historic day for Gaelic, the Gaelic Language Scotland Bill completed its third and final stage in the Scottish Parliament on 21st April 2005, and was unanimously approved by Parliament. The Bill received Royal Assent on 1 June 2005.

The Act will establish Bòrd na Gàidhlig as a statutory body, and it defines the Bòrd's powers and responsibilities as a public body. These responsibilities include:

- The Bòrd will be responsible to Ministers for the development and implementation of a national plan for Gaelic, which will incorporate a national strategy for Gaelic education, and which will be updated every five years.
- The Bòrd will also have powers to issue guidance on Gaelic education, with the prior approval of Ministers.
- Public bodies in Scotland will be required to bring forward Gaelic language plans detailing how they will deliver some of their services through the medium of Gaelic, and Bòrd na Gàidhlig will issue notice to an appropriate number of these public bodies each year, and will work with them to develop and deliver these plans.

“ For the majority of the world’s population, bilingualism is a natural and normal phenomenon. It is estimated that between 60 and 65% of people globally use at least two languages in their everyday lives.”

A Fresh Start for Gaelic, Ministerial Advisory Group On Gaelic 2002

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Chairman and members of Bòrd na Gàidhlig were present for the final debate on the Gaelic Bill, along with representatives from the Gaelic community. Chairman of Bòrd na Gàidhlig, Duncan Ferguson said:

“This is a truly significant moment in the history of the Gaelic language and culture. Today Gaelic has been officially recognised as an important and valuable part of the living culture of a thriving new Scotland, and we are delighted to welcome the advent of the Gaelic Language Act.

“This is an occasion for celebration, congratulations and thanks to all those people who have worked for Gaelic over so many years. It is also a time to look to the future, to a new and confident generation of Gaelic speakers, to new opportunities to learn and to use Gaelic, and to a greater understanding and respect for the Gaelic language and culture.”

6. STRATEGIC AIMS AND OPERATIONAL OBJECTIVES

AIM 1 INCREASE THE NUMBER OF SPEAKERS AND USERS OF GAELIC

1.1 Pre-school and School Education

- 1.1.1 Increase pre-school, primary and secondary GME numbers by 5% per annum
- 1.1.2 Increase opportunities, at all levels, for pupils wishing to learn Gaelic as a second language
- 1.1.3 Increase Gaelic childcare provision and pre-five Gaelic parent support groups

1.2 Teaching

- 1.2.1 Increase GME teacher recruitment at all levels and encourage re-training for teachers who are Gaelic speakers
- 1.2.2 Increase access to Continuing Professional Development opportunities for GME teachers in their areas of work
- 1.2.3 Ensure GME teacher education is adequate preparation to enter the teaching profession

1.3 Lifelong Learning

- 1.3.1 Increase Gaelic adult learning by improving resources and promoting opportunities and removing impediments to learners' progress
- 1.3.2 Increase availability of Gaelic courses for fluent speakers in oral and written competencies
- 1.3.3 Assist graduates who wish to undertake a recognised Gaelic course

KEY PARTNERS

An Comunn Gaidhealach • An Lòchran • Clì Gaidhlig • Colaiste a' Chaisteil
Comhairle nan Leabhraichean • Comhairle nan Sgoiltean Àraich • Comunn na Gàidhlig
Fèisean nan Gaidheal • Iomairt Cholm Cille • Ionad Chaluim Chille Ìle • Pròiseact nan Ealan
Sabhal Mòr Ostaig • Stòrlann Nàiseanta na Gàidhlig • Tobar an Dualchais

TIMESCALE

2005-2007

BUDGET

£372,000

AIM 2 STRENGTHEN GAELIC AS A FAMILY AND COMMUNITY LANGUAGE

2.1 Home

- 2.1.1 Promote the benefits of bilingualism and the transmission of Gaelic in the home
- 2.1.2 Increase support for parents with children in GME and availability of resources that can be used in the home
- 2.1.3 Promote pupil recruitment in GME by focusing on the home and family

2.2 Community

- 2.2.1 Strengthen Gaelic where it is spoken in communities and support community groups seeking to promote Gaelic
- 2.2.2 Promote Gaelic activities for school age young people and social events in the medium of Gaelic for young people aged 18-30
- 2.2.3 Raise awareness and promote the importance of community based language activity

2.3 Work

- 2.3.1 Promote the use of Gaelic in the workplace
- 2.3.2 Support schemes which offer work-placements and work experience for Gaelic speaking students and graduates
- 2.3.3 Encourage commercial Gaelic activities, and businesses promoting Gaelic in the workplace

KEY PARTNERS

An Comunn Gaidhealach • An Lòchran • Clì Gaidhlig • Colaiste a' Chaisteil
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Sabhal Mòr Ostaig • Stòrlann Nàiseanta na Gàidhlig • Tobar an Dualchais

TIMESCALE

2005-2007

BUDGET

£388,000

AIM 3 FACILITATE ACCESS TO GAELIC LANGUAGE AND CULTURE THROUGHOUT SCOTLAND

3.1 Media

- 3.1.1 Encourage all efforts to extend the range, quality and availability of Gaelic television programmes
- 3.1.2 Improve provision of Gaelic news service which will disseminate information to Gaelic speakers and learners
- 3.1.3 Increase availability of Gaelic educational materials by means of new technology

3.2 Arts

- 3.2.1 Increase the promotion and availability of Gaelic arts, traditional and modern, throughout Scotland
- 3.2.2 Raise awareness of Gaelic in the arts and culture sectors and encourage arts festivals and events to adopt Gaelic policies and include Gaelic where possible
- 3.2.3 Increase the availability of Gaelic arts in schools

3.3 Publishing

- 3.3.1 Increase the range and quality of materials for Gaelic and Gaelic Medium Education
- 3.3.2 Extend the range and availability of Gaelic publications including books, magazines and journals
- 3.3.3 Assist with the development of Gaelic adult learning resources

KEY PARTNERS

An Comunn Gaidhealach • An Lòchran • Clì Gaidhlig • Colaiste a' Chaisteil
Comhairle nan Leabhraichean • Comhairle nan Sgoiltean Àraich • Comunn na Gàidhlig
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Sabhal Mòr Ostaig • Stòrlann Nàiseanta na Gàidhlig • Tobar an Dualchais

TIMESCALE

2005-2007

BUDGET

£576,000

AIM 4 PROMOTE AND CELEBRATE GAELIC'S CONTRIBUTION TO SCOTTISH CULTURAL LIFE

4.1 Information and Promotion

- 4.1.1 Promote information schemes which raise the profile of Gaelic and promote the language at a national level
- 4.1.2 Support key partners groups that seek to promote Gaelic cultural events and initiatives
- 4.1.3 Increase the use of ICT to promote Gaelic and access to Gaelic cultural activities

4.2 Culture and Heritage

- 4.2.1 Raise awareness of Gaelic heritage and assist schemes which seek to secure the Gaelic linguistic and cultural heritage for the future
- 4.2.2 Promote the use of Gaelic in tourism in Scotland

KEY PARTNERS

An Comunn Gaidhealach • An Lòchran • Clì Gaidhlig • Colaiste a' Chaisteil
Comhairle nan Leabhraichean • Comhairle nan Sgoiltean Àraich • Comunn na Gàidhlig
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Sabhal Mòr Ostaig • Stòrlann Nàiseanta na Gàidhlig • Tobar an Dualchais

TIMESCALE

2005-2007

BUDGET

£144,000

AIM 5 EXTEND AND ENHANCE THE USE OF GAELIC IN ALL ASPECTS OF LIFE IN SCOTLAND

5.1 Language Usage

- 5.1.1 Promote the linguistic development of Gaelic and the usage of new terms and forms of expression
- 5.1.2 Improve training and assessment for Gaelic translators
- 5.1.3 Encourage Information and Communication Technology projects which contribute to Gaelic language development

5.2 Language Planning

- 5.2.1 Encourage Scottish public bodies to adopt Gaelic Language Plans
- 5.2.2 Encourage the recording of Gaelic place names and the establishment of principles related to this practice
- 5.2.3 The Bòrd will support activities to increase the visibility of Gaelic on more signage in the public and private sectors

5.3 Research

- 5.3.1 Support for research that will assist Gaelic development
- 5.3.2 Support for research into Gaelic medium education
- 5.3.3 Support the publication of new reports on research related to Gaelic development

KEY PARTNERS

An Comunn Gaidhealach • An Lòchran • Clì Gaidhlig • Colaiste a' Chaisteil
Comhairle nan Leabhraichean • Comhairle nan Sgoiltean Àraich • Comunn na Gàidhlig
Fèisean nan Gaidheal • Iomairt Cholm Cille • Ionad Chaluim Chille Ìle • Pròiseact nan Ealan
Sabhal Mòr Ostaig • Stòrlann Nàiseanta na Gàidhlig • Tobar an Dualchais

TIMESCALE

2005-2007

BUDGET

£245,000

APPENDIX 1

BORD NA GAIDHLIG (ALBA)

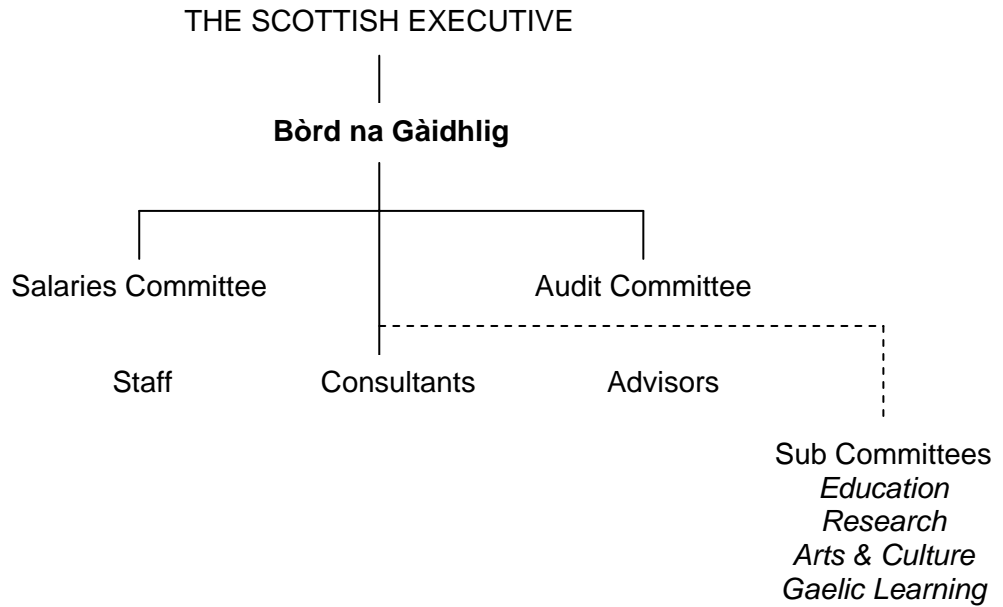
BUIDSEAT / BUDGET

airson 2 bliadhna gu 31 Mart 2007

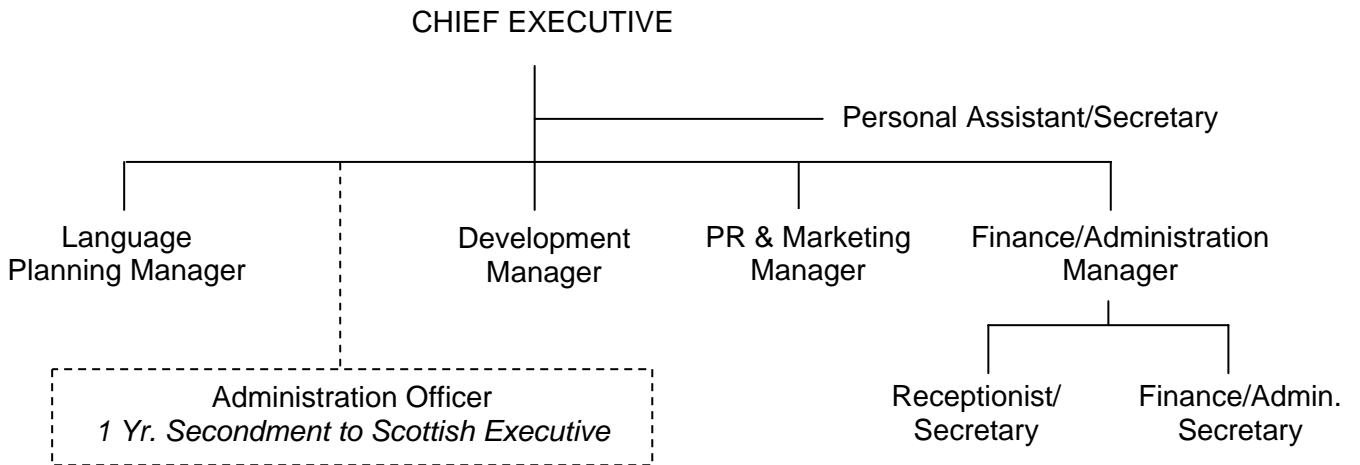
	2005-06	2006-07
	£'000	£'000
TEACHD A STEACH / INCOME		
Scottish Executive - Grant in Aid	2,809	4,659
Scottish Executive - other	11	0
Other Income	0	0
Bank interest	2	4
Iomlan / Total	2,822	4,663
COSGAISEAN / EXPENDITURE		
Buill / Members		
Allowances	57	67
Travel, meetings etc	32	37
Training & other	29	4
Luchd Obrach / Staff		
Salaries, NIC & pension	398	540
Travel etc	50	65
Car lease	4	4
Training	6	6
Recruitment costs	0	0
Oifis / Office		
Rent, electricity, cleaning etc	79	65
Phone, stationery & postages	18	18
Computer costs	4.8	5
Other expenses	6	6
Eile / Other		
Consultancies	12	12
Legal & professional	13	13
Corporate image, website, annual report	18	18
Calpa / Capital		
Computer/office equipment	4	4
Projects		
Approved contractors (G15 / Section 23)	1,600	1,600
Gaelic Initiatives	400	300
Research etc	50	100
Plana Nàiseanta & Gaelic Language Plan Implementation Fund	50	1,680
Other project expenditure	125	117
Iomlan / Total	2,955	4,663
Net inflow/outflow	-133	0
Bal b/f	133	0
Balance c/f	0	0

APPENDIX 2 BÒRD NA GÀIDHLIG STRUCTURE DIAGRAM

Bòrd na Gàidhlig



Staff



APPENDIX 3 STAFF RESPONSIBILITIES

Chief Executive

The primary responsibility for delivery of the Bòrd's targets and goals lies with the Chief Executive. As Accountable Officer, the Chief Executive is responsible to the Board for the overall management and administration of the company, and also to Scottish Ministers.

Development Manager

To assist the Chief Executive in meeting the objectives of the Bòrd, responsibility for Gaelic development as identified in the National Plan, to design contractual schemes for the implementation of the National Plan and negotiate with providers for the delivery of these schemes, and to actively promote the Gaelic language and associated cultural activities.

Language Planning Manager

To develop a national plan for Gaelic in line with the policy of the Bòrd, to assess good language planning practice in other linguistic communities, to apply this knowledge to the benefit of the national plan for Gaelic and to actively promote the Gaelic language and associated cultural activities.

Finance/Administration Manager

To establish and manage finance systems for the company, management of office matters and to ensure the best use of all resources and act as liaison for all human resources issues. Also to report, as required, the appropriate information to the Bòrd and, if necessary, the Scottish Executive, and to actively promote the Gaelic language and associated cultural activities.

PR and Marketing Manager

To develop and be accountable for the organisation's public relations and marketing strategy, and to assist the Chief Executive in meeting the objectives of the Bòrd.

PA/Secretary

To provide bilingual secretarial and administrative support to the Chief Executive, senior staff, Chairman and members of the Bòrd, and to actively promote the Gaelic language and associated cultural activities

Finance/Administration Secretary

To provide a full and professional finance, administration and bilingual secretarial support service to the Finance/Administration manager, to carry out routine reception duties, and to actively promote the Gaelic language and associated cultural activities

Receptionist/Secretary

To carry out routine reception duties, to provide a full and professional finance, administration and bilingual secretarial support service to the Finance/Administration Manager, and to actively promote the Gaelic language and associated cultural activities.

APPENDIX 4 BÒRD NA GÀIDHLIG GAELIC POLICY

(The Gaelic Policy referred to below as "the policy".)

(Bòrd na Gàidhlig referred to below as "the organisation", and its board as "the Bòrd".)

1. THE BÒRD'S MISSION

To ensure a sustainable future for the Gaelic language and culture in Scotland.

2. THE BÒRD'S AIMS

The aims of the organisation are to:

- increase the number of Gaelic speakers and users of Gaelic
- strengthen Gaelic as a family and community language
- facilitate access to Gaelic language and culture throughout Scotland
- promote and celebrate Gaelic's contribution to Scottish cultural life
- extend and enhance the use of Gaelic in all aspects of life in Scotland

3. AIMS OF THE POLICY

To give guidance to the organisation in how to deal with Gaelic and other languages in the work of the organisation.

4. STRATEGY

4.1 Elucidation

The policy will be published in hardcopy and on the organisation's website for distribution to the organisation's staff and the public.

A copy of the policy will be given to new members of the organisation's staff and of the Bòrd on joining and each time the policy is amended; they will be directed to the policy each time an issue regarding language use by the organisation arises.

A copy of the policy will be given to contractors and to service providers before commencing on work for the organisation and each time the policy is amended; they

will be directed to the policy each time an issue regarding language use by the organisation arises.

4.2 Discipline

Any violation of the policy which arises through the actions of an employee of the organisation will be dealt with in line with the organisation's disciplinary procedures.

4.3 Evaluation

The policy will be reviewed every twelve months at the longest.

5. AREAS OF WORK

5.1 Gaelic

Written material which is to appear in Gaelic will be originated in Gaelic where feasible.

5.2 Communication

5.2.1 Reception & Phone

People calling on the organisation in person or by phone will receive a short welcome in Gaelic. The language(s) of conversation will continue according to the response or speech of the caller.

5.2.2 Writing

Written communication on behalf of the organisation will be conducted in Gaelic only to those organisations who have it as policy to respond to Gaelic communication, to organisations regarded as Gaelic organisations but lacking a recognised policy, and to individuals who last wrote to the organisation in Gaelic; in other situations communication will be conducted as seen appropriate.

5.2.3 Addresses [to be confirmed with the Royal Mail]

In sending a letter or packet by post to a Scottish address, if the post code is available this will be used and: 1) the house or building or farm name will be shown according to the language and form in which it was received; 2) the street name (or

district in absence of a street) will be shown in Gaelic where this has official recognition, for example on a street sign; 3) the post town will be shown as it appears on a list agreed by the organisation; 5) other towns or districts in the address will be shown in Gaelic as appropriate.

If the post code cannot be determined for a Scottish address, 1 & 2 above will be followed, but the rest will be written in English only.

Sending to countries outwith Scotland, addresses will not be shown in Gaelic.

5.2.4 *Forms*

Forms and questionnaires will be completed in the language of the questions. If there is a choice of language including Gaelic, Gaelic will be used.

5.2.4 *Spelling*

In writing on behalf of the organisation, Gaelic will be spelt according to the recommendations of GOC2 (*Gaelic Orthographic Conventions*, 2005) in the first instance, and then according to the *Teach Yourself* Gaelic dictionary, except where the organisation has recorded a decision to the contrary.

5.2.5 *Names of people*

In official communication or situations, the personal name of someone will be used in the form preferred by that person, irrespective of the language of the name or the language of the communication; or if the person uses different language forms, these will be used according to the language of the communication.

In official communication or situations, the surname of someone will be used in the form preferred by that person in a particular language where this is known; this will be used irrespective of the language or of the language of the communication if that is the custom of the holder of the name; otherwise a Gaelic form or other form will be used according to the language of the communication.

5.2.6 *Signage*

Signage on the premises of the organisation will be in Gaelic only as much as possible, along with pictograms and symbols if direction to people without Gaelic literacy is required.

5.3 Publications

5.3.1 *Proofing*

Before any public Gaelic text is released, a designated proof-reader will be sought to provide proof-reading.

5.3.2 *Press Releases*

Information will be released to the Gaelic media in Gaelic, monolingually or bilingually (Gaelic given precedence). Information will be released to other media in their own language monolingually, or if a Gaelic version is available, bilingually (Gaelic without precedence).

5.3.3 *Publishing*

A public information document written with the express intention of distribution on paper or on the internet will be published in Gaelic, and if appropriate in other languages.

5.3.4 *Publicity*

Publicity to raise awareness of the work of the organisation will be produced in the language or languages appropriate to the campaign or the medium.

5.3.5 *Advertising*

Advertisements will be published in Gaelic, and if appropriate in other languages.

5.3.6 *Distribution*

Every effort will be made to distribute the Gaelic and bilingual publications of the organisation to users and the general public. Electronic information and display stocks will be renewed as required.

5.4 Work Procedures

5.4.1 *Language of the organisation*

The working language of the organisation is Gaelic, and it is expected that it be used on every opportunity on the premises of the organisation's offices and when visiting other sites, and when travelling to and from them, on behalf of the organisation.

5.4.2 *Meetings of the Bòrd*

The working language of the Bòrd is Gaelic, and it is expected that it be used on every opportunity at meetings of the Bòrd or when representing the Bòrd.

committees The working language of a committee will be established by the committee itself.

5.4.3 *Public meetings*

Public meetings will be held in Gaelic as much as possible. Interpretation services will be fully utilised where this is possible. Meeting notices will be published in Gaelic, and bilingually if attendance by people not literate in Gaelic is expected. The working language(s) of the meeting will be clear in any bilingual publicity.

5.4.4 *Minutes of meetings*

Public minutes of the organisation will be kept in Gaelic, with translation to English for information only. The language of confidential minutes will be determined before each meeting with the agreement of those to be involved.

5.4.5 *Papers for meetings*

Papers for meetings will normally be published in Gaelic, and bilingually where required, if the involvement of people not literate in Gaelic is expected.

confidential papers A confidential information or discussion paper within the organisation's offices or to the Bòrd or to the appropriate department of the Executive will be written in Gaelic if all intended recipients are literate in Gaelic – if they are not, it will be written in English.

5.5 Staffing

5.5.1 *Employment*

Reading, writing, speaking and audio comprehension of Gaelic are in all normal circumstances to be noted as essential skills in every new or updated job description with the organisation, and these skills will be considered in employing staff for posts without written job descriptions. These requirements will not be relaxed except where this would not imply contravention of the policy.

5.5.2 *Personal development*

It is expected that the organisation's staff will be continuously developing their skills in the reading, writing, speaking and audio comprehension of Gaelic, and this will be encouraged in practical ways by the organisation.

5.5.3 *Language support*

It is recognised that the organisation's staff will require daily support with skills in the reading, writing, speaking and audio comprehension of Gaelic, and appropriate resources for this will be provided. A personal structure will be formally established for language support for any members of staff with significant weaknesses in any of the above skills which might impinge on their work.

5.5.4 *Training*

Learning and development of skills in the reading, writing, speaking and audio comprehension of Gaelic will be considered as training to the benefit of the work of each member of staff of the organisation.

5.5.5 *Contractors*

Contractors commissioned by the organisation will be requested to be aware of the policy, and where appropriate to adopt it, or portions of it, as their own policy.

6. IMPACT ON RESOURCES

It is expected that the policy will only have a small impact on the financial and time resources of the organisation, but it is accepted that costs are likely to be incurred in respect of writing, publishing and evaluating the policy, in respect of employing or establishing proofing, translating and interpretation services, and in respect of the learning and development of Gaelic skills by the organisation's staff.