

9 March 2022

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Dear Mr Leonard

### **The 20/21 Audit of Bòrd na Gàidhlig**

Thank you for your letter of 9 February. We very much welcome the news that the Committee noted significant progress and thank you for your commendation. As our Chair has said on a number of occasions, continuous improvement is now an embedded process in our operations and we will maintain progress, both in our work for Gaelic language and culture and as a public body.

I am pleased to be able to provide information in this response on the two points you raised - key performance indicators and the training and development that board members undertake. I would also be pleased to provide further information if the Committee would find that useful.

#### **Key Performance Indicators**

One of Bòrd na Gàidhlig's principal duties is to prepare a national Gaelic language Plan for Scottish Ministers' consideration and approval every five years. This Plan provides the strategic direction for Gaelic development policy for Government and public bodies in Scotland. The current Plan (2018-2023) has three priority areas – increasing the use of Gaelic; increasing the learning of Gaelic; and promoting Gaelic.

Bòrd na Gàidhlig's 5-year Corporate Plan requires approval by Scottish Ministers and provides our strategic direction and sets out how we will contribute to the National Plan. Our current Corporate Plan has four strategic aims; three are drawn from the National Plan priorities and the fourth relates to developing how Bòrd na Gàidhlig works.

Each year, we set out an Operational Plan which delivers the objectives of our Corporate Plan. Last week, the Board approved the high-level operational plan for 2022/23 which states the nine KPIs for the year ahead. I have included this at Appendix 1.

The context of our work is important to understand as the particular nature of what we do. Gaelic is classed as a “definitely endangered” language by UNESCO. In the last census, out of Scotland's population of 5.259 million, only 87,100 (1.7%) had some Gaelic language skills. Of these 87,100 people (aged 3+) across Scotland,

only 37% had full skills in Gaelic<sup>1</sup>. Distilling that further, it becomes clear that the number of people eligible for such a scheme is very, very small.

The Committee asked if a target relating to summer placements funded by Bòrd na Gàidhlig was set and whether there was scope for more than 4 placements to have been achieved. This particular scheme is focused on the traditional communities and is delivered by Comhairle nan Eilean Siar (CnES), with funding from Bòrd na Gàidhlig, and limited to that authority's area. The scheme offers a 10-week placement for students to be undertaken in businesses in the Western Isles.

Many of the opportunities for the scheme are created in the arts and heritage sectors, and due to the uncertainty caused by the pandemic from Spring 2020 onwards, these organisations were severely restricted in their planning and delivery.

Further conditions relating to the funding include:

*That each student and their placement line managers are fluent in Gàidhlig.*

*That apprentices must create video or written diaries (for each week) through the placement.*

In 2019/20 the number of pupils in the Western Isles who sat Advanced Higher Gàidhlig was less than 10<sup>2</sup>, and this was the same in session 2018/19. This shows the small numbers of Gaelic speaking students that are likely to be eligible for a summer placement in a Gaelic-speaking environment.

In light of the challenging circumstances of the summer of 2020, that 4 students completed their business placements is a credit to CnES and the participating businesses.

### **Board member training**

In response to your question on board member training, I am pleased to set out the response below, which includes the most recent information.

The organisation has developed an extensive induction programme for board members (copy attached at Appendix 2). This has been in place for two recruitment cycles and provides a structured approach to training and development. It combines internal induction sessions covering a wide range of topics, including our operating environment, values, policies, and information about the organisation.

Externally delivered training which is required for all new board members includes:

[On Board training](#) - Essential training for Board Members, including practical information and guidance on their roles and responsibilities, ethical standards and other issues of accountability and governance.

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<sup>1</sup> <https://www.scotlandscensus.gov.uk/documents/2011-census-gaelic-language-report/>

<sup>2</sup> Actual number not provided due to GDPR requirements

[Effective Scrutiny and Challenge](#) - In this half day workshop, attendees will learn about the key pre-requisites to enable effective scrutiny and challenge to take place, the characteristics of effective scrutiny and how to scrutinise in practice.

[Effective Audit and Risk Committee](#) - In this half day workshop, delegates will gain a detailed understanding of the roles and responsibilities of the Audit and Risk Committee and practical guidance on the critical success factors that will determine whether or not an Audit and Risk Committee is successful.

There is a scheduled post-induction review meeting between the new board member and the Chair and Ceannard to discuss effectiveness of induction and learning points for the organisation.

Across the organisation there is in place a six-monthly system for all board members and staff to identify their personal learning needs through the Personal Development Plan process, and an annual appraisal process undertaken by the Chair with individual board members.

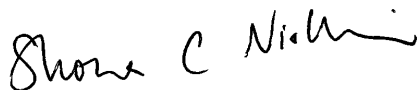
A recent board effectiveness review carried out by our internal auditors was presented to the Board at its meeting on 3 March 2022. In presenting the report, the internal auditor stated that in his view our training and development systems for board members were sector-leading which was very re-assuring.

This review is part of the self-reflection processes that we undertake and follows on from internal self-effectiveness reviews carried out in 2020 and 2019. Both committees of the board also undertake self-assessments of effectiveness which is another route to identifying training and development needs. These are included in our continuous action plan to ensure that there are progressed.

The report on training and development presented to the Board annually clearly demonstrates the training cycle loop of needs identification, action taken and evaluation of impact.

I trust that this information is helpful and would be pleased to supply any further that the Committee might require.

Yours sincerely



Shona C MacLennan  
Ceannard

Appendix 1 - Operational Plan 2022/23 (English translation)

Appendix 2 - Board Member induction pack



## **Plana Gnìomh 2022-23**

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# 1. Ro-ràdh

'S e am plana seo an còigeamh plana gnìomh bliadhnail, stèidhichte air Plana Corporra Bhòrd na Gàidhlig airson 2018-23. Chaidh am plana seo ullachadh le bhith a' dèanamh lèirmheas air a' Phlana Chorporra, air cur an gnìomh Plana Gnìomh 21/22 agus nan trì planaichean gnìomh ron sin, agus le bhith a' coimhead air suidheachaidhean ùra is suidheachaidhean a barrachd.

Ach gu dearbha, tha e a' toirt feart air nithean ùra a tha fhathast a' toirt buaidh nach beag air mòran, mura bheil a h-uile gin, de na raointean obrach againn. Is iad an dà fhactar as motha Covid-19 agus a' bhuaidh aige air ar dùthaich, coimhearsnachdan, luchd-ùidh agus air ar buidheann; agus an deasbad mu sheasmhachd nan coimhearsnachdan dùthchail is eileanach.

Thèid am Plana seo air adhart dhan Bhòrd-stiùiridh air 2 Am Màrt 2022 airson aontachadh agus 's e amas na buidhne an obair seo uile a libhrigeadh.

Bidh sinn gu tric a' dèanamh lèirmheas air a' Phlana gus aghaidh a chur air na dùbhlannan a th' ann aig an àm seo agus a tha ri thighinn, agus gus cothroman a ghabhail nuair a nochdas iad.

Shona C NicIllinnein  
Ceannard

## 2. Ar n-Àrd-amas

Gum bi a' Ghàidhlig air a faicinn is air a cluinntinn gu làitheil air feadh Alba, chun na h-ìre 's gum bi i air a h-aithneachadh mar phàirt bunaitich de bheatha muinntir na h-Alba agus mar chànan prìseil a tha a' cur ri cultar is eaconamaidh na dùthcha.

## 3. Ar prìomhachasan ro-innleachdail

Seo na prìomhachasan a tha sinn airson a thoirt gu buil airson 2023:

1. **Gum bi barrachd dhaoine a' cleachdadh Gàidhlig agus a' faotainn bhuannachdan bhon chànan nan obair, aig an taigh agus sna coimhearsnachdan aca**
2. **Gum bi barrachd cothroman ann do dhaoine aig aois sam bith na sgilean Gàidhlig aca a thoirt air adhart agus gum bi e nas fhasa dhaibh na cothroman sin a ghabhail**
3. **Gum bi barrachd dhaoine ann an Alba taiceil is bàidheil do chànan is cultar na Gàidhlig**
4. **Gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige**

Tha am Plana Corporra a' toirt cunntas farsaing air na dòighean sam bi sinn ag obair gus ar dleasan a choileanadh a thaobh diofar phàirtean den Phlana Cànan Nàiseanta Ghàidhlig 2018-23. Bidh Bòrd na Gàidhlig ag ath-sgrùdadh a' Phlana Corporra gach bliadhna agus ullaichidh sinn plana gnìomh bliadhnail agus gheibhear targaidean sa Phlana sin airson gach gnìomh a chithear sa Phlana Corporra.

## 4. Ar Prìomhachasan, Dòighean-mheasaidh is Buill

### 4.1 Gum bi barrachd dhaoine a' cleachdadh Gàidhlig agus a' faotainn bhunnachdan bhon chànan nan obair, aig an taigh agus sna coimhearsnachdan aca

Ma tha a' Ghàidhlig a' dol a leantainn mar chànan beò, feumaidh daoine a cleachdadh. Tha e na amas dhuinn barrachd dhaoine a bhrosnachadh gu bhith a' cleachdadh Gàidhlig nas trice agus ann am barrachd shuidheachaidhean agus taic a thoirt dhaibh airson sin a dhèanamh.

Tha daoine òga fìor chudromach don iomairt gus Gàidhlig a chumail beò. Tha fiosrachadh a chaidh fhoillseachadh o chionn ghoirid a' sealltainn gu bheil mu 50% de luchd-labhairt na Gàidhlig a' fuireach ann an coimhearsnachdan eileanach is dùthchail agus gu bheil an 50% eile a' fuireach ann am bailtean is bailtean-mòra.

Tha sin a' ciallachadh gum feum dà iomairt a bhith againn gus barrachd dhaoine a bhrosnachadh gu bhith a' cleachdadh Gàidhlig – aon a bhios a' toirt spionnadh as ùr do choimhearsnachdan eileanach is dùthchail is tèile a bhios a' toirt taic do na coimhearsnachdan Gàidhlig a tha a' sìor fhàs nas motha sna bailtean is bailtean-mòra – agus bidh an dà iomairt sin a' cur cuideam air daoine òga.

Tha na buannachdan a thig bho bhith a' cleachdadh na Gàidhlig a' sìor fhàs nas follaisiche – buannachdan eaconamach, cultarach agus sòisealta. Bidh na h-ealain Ghàidhlig gu h-àraidh a' cur gu mòr ris na buannachdan sin, agus a' toirt oirnn ceist a chur san status quo agus a bhith a' meòrachadh air beachdan is dòighean-smaoineachaidh ùra. Bidh iad sin, còmhla ri iomadh raon eile, a' cur ri fàs san eaconamaidh mar a chaidh a dhearbhadh le rannsachaidhean thairis air na beagan bliadhnaichean mu dheireadh.

### DÈ NÌ SINN – Ar Prìomhachasan Phlana Corporra

Le sùil air a' Ghàidhlig, thèid sinn gu mòr an sàs san obair a leanas:

- A' comharrachadh chnapan-starra, tro rannsachadh, a bhios a' cur bacadh air daoine bho bhith a' cleachdadh na Gàidhlig agus a' dealbh ro-innleachdan a chuireas às dhaibh
- A' dealbh ro-innleachdan a dh'aona-ghnothach airson frithealadh air feumalachdan nan coimhearsnachdan dùthchail is nam bailtean nas motha agus airson brath a ghabhail air na cothroman a th' ann dhaibh, feuch am bi coimhearsnachdan Gàidhlig nas làidire ann
- A' cur ris na th' ann de chothroman do dhaoine òga gus sgilean obrach ionnsachadh agus gus cur ri buaidh eaconamach na Gàidhlig, tro cho-obrachadh le buidhnean iomairt is sgilean



- A' toirt taic do bhuidhnean is daoine fa leth airson barrachd chur-seachadan, thachartasan is ghoireasan a chur air dòigh, agus feadhainn nas fheàrr, do dhaoine òga agus a' toirt taic do dh'fheadhainn a thèid a chur air dòigh le daoine òga
- A' cur iomairtean air dòigh ann an co-bhuinn ri buidhnean poblach, prìobhaideach agus bhon treas roinn a bheir meudachadh air cleachdadh na Gàidhlig ann an àiteachan-obrach
- A' cuideachadh le bhith a' cur ri comasan, sgilean agus seasmhachd ann an roinn nan ealain
- A' cur barrachd chothroman, is cothroman nas fheàrr, air adhart far am bi teaghaichean a' cleachdadh na Gàidhlig anns an dachaigh aca
- A' toirt maoinachadh do dh'iomairtean a bhios a' neartachadh beairteas, buntainneas is cunbhalachd a' chànain

### **A' measadh an adhartais a nì sinn**

Seo na slatan-tomhais a bhios againn gus measadh a dhèanamh air an adhartas a nì sinn.

- Barrachd chothroman do dhaoine na sgilean Gàidhlig aca a chleachdadh
- Bidh barrachd dhaoine ag aontachadh leis an abairt, “Tha a' Ghàidhlig a' dèanamh diofar nam bheatha.”

<p><b>PCC 1 - Barrachd chothroman do dhaoine na sgilean Gàidhlig aca a chleachdadh – tomhas – ag obair le 70 buidhnean poblach air cruthachadh, a' cur an gnìomh agus a' measadh phlanaichean Gàidhlig</b></p>
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<p>Toraidhean:</p>
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<p>Gus coimhearsnachdan Gàidhlig a neartachadh, thèid leirmheas a dhèanamh air na cùmhnantan trì-bliadhna leis na 13 prìomh buidhnean libhrigidh agus cuiridh sinn an gnìomh toraidhean an lèirmheis Gus piseach a thoirt air a' phròiseas agus air a' bhuidhean aig an ath chuairt de dh'aontaidhean maoinachaidh.</p>
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Coileanaidh sinn ar dleastanas reachdail gus dèanamh cinnteach gun tèid planaichean Gàidhlig ullachadh, measadh, ath-sgrùdadh agus ùrachadh.

**PCC 2 - Bidh barrachd dhaoine ag aontachadh ris an abairt, “Tha a’ Ghàidhlig a’ dèanamh diofar nam bheatha.”**

**– tomhas – cùmhantan ioma-bhliadhna ann airson nam prìomh buidhnean lìbhrigidh Gàidhlig**

Bidh sinn a’ maoineachadh tachartasan Gàidhlig agus buidhnean com-pàirteachais a bhios a’ lìbhrigeadh tachartasan Gàidhlig

Nì sinn cinnteach gum bi a’ Ghàidhlig nas ruigsinniche tro bhith a’ maoineachadh iomairtean air-loidhne làithreach, mar #Cleachdi agus a’ cur taic ri cruthachadh pròiseactan air-loidhne ùra

Bheir sinn taic is comhairle proifeasanta do bhuidhnean gus an cuid eòlais agus misneachd a leasachadh ann an cleachdadh na Gàidhlig sna tachartasan aca.

## **4.2 Gum bi barrachd cothroman ann do dhaoine aig aois sam bith na sgilean Gàidhlig aca a thoirt air adhart agus gum bi e nas fhasa dhaibh na cothroman sin a ghabhail**

Tha a bhith a' brosnachadh agus a' toirt comas do dhaoine aig aois sam bith Gàidhlig ionnsachadh na bhunait gus an àireamh de dhaoine a tha a' cleachdadh Gàidhlig a chur am meud. Is e ar n-amas slighe neach-ionnsachaidh fhaicinn a tha cunbhalach bho na tràth-bhliadhnaichean chun na treas ìre agus nas fhaide air adhart, le solar an dà chuid ann am foghlam foirmeil agus ann an àrainneachdan neo-fhoirmeil.

Tha an cruth-tìre poileasaidh a' toirt buaidh air gach cuid solar agus àireamh nan sgoilearan ann am Foghlam tro Mheadhan na Gàidhlig (FtG) agus tha cothroman ann gus fàs a thoirt air solar ro-sgoile agus bun-sgoile. Tha seo a' crochadh air dèanamh cinnteach gu bheil buaidh COVID-19 air foghlam air a dhèiligeadh ris.

Tha stadastaireachd mu FtG a' sealltainn fàs ann an iarrtas anns na cathair-bhailtean is bailtean mòra, a tha an dà chuid na chothrom is na dhùbhlain. Ann an sgìrean dùthchail agus eileanach le àireamhan-sluaigh a tha a' crìonadh, is e an dùbhlain àireamhan chloinne a chumail suas agus a bhith a' dèanamh cinnteach gu bheil solar ann. Gus brath a ghabhail air na cothroman agus gus aghaidh a chur ris na dùbhlain, tha feum air àireamhan nas motha de luchd-obrach proifeasanta is de luchd-obrach taice leis na teisteanasan iomchaidh agus anns na h-àiteachan far a bheil iad a dhìth. Feumaidh teaghlaichean taic gus na roghainnean aca a thaobh Gàidhlig a chur an gnìomh agus tha iad fhathast aig cridhe soirbheas FtG.

Anns a' bhliadhna mu dheireadh, chunnacas fàs air leth ann an ionnsachadh inbheach, gu sònraichte tro Duolingo. Is e LearnGaelic.scot, an com-pàirteachas le MG ALBA agus buidhnean eile, agus an iomairt ùr SpeakGaelic, a' phrìomh ro-innleachd againn airson taic a thoirt do luchd-ionnsachaidh inbheach, agus le barrachd leasachaidhean ann an teicneòlas, tha e a' toirt dhuinn barrachd dhòighean gus taic a thoirt do dh'ionnsachadh ann an àite sam bith. Is e a bhith a' toirt comas do luchd-ionnsachaidh fileantas a ruigsinn fear de na prìomh nithean gus fàs a thoirt air àireamh luchd-labhairt na Gàidhlig.

Tha sgilean cànan dreuchdail is proifeiseanta cuideachd a dhìth air daoine, agus airson cuideachadh le sin feumar barrachd chùrsaichean a dhealbh agus a lìbhrigeadh. Obraichidh sinn ann an com-pàirt le daoine eile gus na cothroman a ghabhail agus dèiligeadh ris na dùbhlain, agus sinn a' lorg fhuasglaidhean innleachdach stèidhichte air fianais a chuidicheas daoine agus buidhnean.

### **DÈ NÌ SINN – Ar Prìomhachasan Phlana Corporra**

Thèid sinn gu mòr an sàs san obair a leanas:

- A' toirt comhairle seachad air poileasaidhean agus a' toirt stiùireadh don obair gus ro-innleachdan a dhealbh airson foghlam na Gàidhlig

- Ag obair còmhla ri buidhnean de phàrantan is buidhnean buntainneach gus fàs a thoirt air FtG
- A' cur iomairtean air dòigh le luchd-compàirt gus barrachd taice a thoirt do theaghlaichean nuair a tha a' chlann aca aig ìre nan tràth-bhliadhnaichean
- A' toirt taic do luchd-compàirt gus cothroman ionnsachaidh proifeiseanta a chruthachadh is a libhrigeadh leis an amas gum bi barrachd luchd-obrach ann agus barrachd sgilean aig luchd-obrach
- A' cur tuilleadh ghoireasan do luchd-ionnsachaidh is oidean air dòigh air LearnGaelic.scot ann an com-pàirt le MG ALBA feuch am bi goireasan ann airson ìrean nas adhartache a chuidicheas inbhich gu bhith a' ruighinn fileantachd
- A' brosnachadh dhaoine gu bhith a' cleachdadh teicneòlas ùr gus barrachd dhòighean-ionnsachaidh is dòighean-ionnsachaidh nas èifeachdaiche a thoirt do dh'inbhich
- A' toirt taic do chothroman dreuchdail agus ionnsachadh proifeiseanta airson luchd-obrach proifeiseanta is luchd-obrach taice a tha ag obair ann am foghlam, agus a' dèanamh sanasachd air na cothroman is air an ionnsachadh sin

#### **A' measadh an adhartais a nì sinn**

Seo na slatan-tomhais a bhios againn gus measadh a dhèanamh air an adhartas a nì sinn.

- 3. Barrachd taic do sholar sna Tràth-bhliadhnaichean (Tb)**
- 4. Barrachd chothroman do dhaoine na sgilean Gàidhlig aca a thoirt air adhart**
- 5. Bidh barrachd dhaoine ag aontachadh leis an abairt, “Tha mi air na sgilean Gàidhlig agam a thoirt air adhart.”**

**PCC 3 Barrachd taic do sholar sna Tràth-bhliadhnaichean Builean ris a bheilear an dùil – tomhas – Maoineachadh air a thoirt do sholar tràth-bhliadhnaichean tron Ghàidhlig**

Bheir sinn taic is comhairle don Phaidhleat Nàiseanta air Seirbheis Tràth-bhliadhnaichean Gàidhlig agus cumaidh sinn taic ris a t-solar uile sna tràth-bhliadhnaichean tron Ghàidhlig agus brosnachidh sinn daoine gus dreuchdan fhaighinn ann an solar 0-3 FtG

**PCC 4 Barrachd chothroman do dhaoine na sgilean Gàidhlig aca a thoirt air adhart Builean ris a bheilear an dùil – tomhas – Stiùireadh**

**Reachdail airson Foghlam Gàidhlig air ùrachadh**

Libhrigidh sinn taic phroifeasanta agus comhairle do na sruthan-obrach iomchaidh ann an Adhartas nas Luaithe

Libhrigidh sinn taic agus comhairle do dh'Ùghdarrasan Ionadail ann a bhith a' libhrigeadh eisimpleir de thuairisgeul obrach airson luchd-taic cànan ann am FtG

Libhrigidh sinn taic phroifeasanta and comhairle do na buidhnean nàiseanta ùra a thèid a chur air bhog (SQA/FoghlamAlba/HMIE)

Ullachaidh sinn pàipear lèirmheis air an Stiùireadh Reachdail airson Foghlam Gàidhlig

Libhrigidh sinn taic ann an leasachadh Ceannardais san feachd-obrach FtG

**PCC 5 Bidh barrachd dhaoine ag aontachadh leis an abairt, “Tha mi air na sgilean Gàidhlig agam a thoirt air adhart.”**

**– tomhas – Goireasan B1 agus B2 SpeakGaelic air ullachadh**

Cumaidh sinn oirnn a' toirt taic do dh'iomairtean SpeakGaelic is LearnGaelic.

### **4.3 Gum bi barrachd dhaoine ann an Alba taiceil is bàidheil do chànan is cultar na Gàidhlig**

Bidh iomadh nì a' cur ris a' mhisneachd a th' aig daoine cànan ionnsachadh is a chleachdadh. 'S e aonan dhiubh sin inbhe is ìomhaigh a' chànan. Tha sgrùdaidhean a chaidh a chumail o chionn beagan bhliadhnaichean a' sealltainn gu bheil beachdan taiceil aig 81% de shluagh na h-Alba mu chànan is cultar na Gàidhlig agus rè ùine a' Phlana Chorporra seo tha sinn air a chur romhainn an àireamh sin a chur suas.

Tha an t-àite a th' aig a' Ghàidhlig ann an saoghal poilitigs fìor chudromach don iomairt gus inbhe nas àirde a ghleidheadh don chànan agus 's e an obair a nì sinn ann an com-pàirt ri Riaghaltas na h-Alba, comhairlean, Ùghdarrasan Polach agus pàrtaidhean poilitigeach a chuidicheas leis an iomairt seo.

Feumar oidhirpean a dhèanamh gus freagairt a thoirt do na beachdan an aghaidh na Gàidhlig a tha a' fàs nas cumanta, agus 's iad sgeulachdan naidheachd dìmeasach as motha a tha a' brosnachadh leithid a bheachdan, thoradh faodaidh ìomhaigh na Gàidhlig sna meadhanan buaidh a thoirt air na co-dhùnaidhean aig daoine fa leth, teaghlaichean agus coimhearsnachdan a thaobh a bhith ag ionnsachadh is a' cleachdadh na Gàidhlig. Leis na gnìomhan na leanas, tha e na amas dhuinn beachdan dhaoine atharrachadh – bho nàimhdeil gu neo-phàirteach; bho neo-phàirteach gu taiceil; bho thaiceil gu ag ionnsachadh; bho ag ionnsachadh gu a' cleachdadh na Gàidhlig.

#### **DÈ NÌ SINN – Ar Prìomhachasan Phlana Corporra**

Thèid sinn gu mòr an sàs san obair a leanas:

- A' dèanamh cinnteach gum bi buaidh nas motha aig Phlanaichean Gàidhlig air cùisean agus a' toirt taic do dh'Ùghdarrasan Poblach gus sanasachd a dhèanamh air an obair a nì iad don Ghàidhlig
- A' toirt fhreagairtean seachad do cho-chomhairleachaidhean poblach co-cheangailte ri cuspairean no raointean a bhuineas ris a' Ghàidhlig
- A' togail bratach na Gàidhlig an lùib thachartasan is iomairtean nàiseanta is eadar-nàiseanta, leithid 'Na Bliadhna airson...', airson dèanamh cinnteach gum bi Gàidhlig na pàirt follaiseach dhiubh
- A' dèanamh cinnteach gum bi na meadhanan a' tuigsinn agus a' mothachadh do na teachdaireachdan taiceil is brosnachail mun Ghàidhlig
- Ag obair còmhla ri luchd-compàirt airson iomairtean a dhealbhadh is a chur an gnìomh a bheir taic do dh'ionnsachadh is cleachdadh na Gàidhlig
- Ag obair còmhla ri buidhnean foghlaim is leasachadh sgilean gus innse do dhaoine mun àite a th' aig a' Ghàidhlig ann an Alba, na cothroman obrach a gheibhear leis a' chànan agus na buannachdan a gheibh an luchd-labhairt bhon Ghàidhlig

- A’ dealbh ro-innleachdan a nì cinnteach gun dèan Bòrd na Gàidhlig am feum as motha de dh’obair thosgairan na Gàidhlig

### **A’ measadh an adhartais a nì sinn**

Seo na slatan-tomhais a bhios againn gus measadh a dhèanamh air an adhartas a nì sinn.

- 6. A’ dèanamh cinnteach gu bheil barrachd àite aig a’ Ghàidhlig ann an aithne nàiseanta na h-Alba, aithne-dùthcha fhosgailte le iomadh taobh is cultar**
- 7. Bidh barrachd dhaoine ag aontachadh leis an abairt, “Tha a’ Ghàidhlig cudromach do dh’Alba.”**

<b>PCC 6 A’ dèanamh cinnteach gu bheil barrachd àite aig a’ Ghàidhlig ann an aithne nàiseanta na h-Alba, aithne-dùthcha fhosgailte le iomadh taobh is cultar – tomhas – Plana Nàiseanta ùr air aontachadh ro 31 Am Màrt 2023</b>
Cuiridh sinn crìoch air a’ cho-chomhairleachadh reachdail airson PCN#4 agus bheir sinn do Mhinistearan na h-Alba e airson aonta ann an ùine gu leòr airson dèanamh cinnteach gun tèid aontachadh airson cur an gnìomh bho 1 An Giblean 2023.
Nar dleastanas tagraidh, cuiridh sinn freagairtean a-steach do cho-chomhairlean poblach gus dèanamh cinnteach gun tèid beachdachadh air a’ Ghàidhlig ann an leasachaidhean a tha san amharc agus cumaidh sinn oirnn ag obair le buidhnean gus poileasaidhean Gàidhlig a thoirt a-steach a neartaicheas àite na Gàidhlig nan cuid obrach agus ghnìomhan.
Nì sinn sgrùdadh air na cothroman a th’ ann gus seirbheis fiosrachaidh a stèidheachadh gus fiosrachadh agus oideachadh a thoirt seachad mun Ghàidhlig agus a cultar.
<b>PCC 7 Bidh barrachd dhaoine ag aontachadh leis an abairt, “Tha a’ Ghàidhlig cudromach do dh’Alba.” – tomhas – Aithisg ‘Thuirt sibh, rinn sinne’ air fhoillseachadh às a’ cho-chomhairleachadh air PCN#4</b>
Cumaidh sinn oirnn a’ toirt seachad iomairtean sanasachd gus taic a chumail ri FtG agus libhrigidh sinn iomairtean mu na dreuchdan a tha rim faighinn ann am FtG
Cruthaichidh sinn dòighean gus taisbeanadh mar a tha diofar Phlanaichean reachdail a’ cur an gnìomh Plana Nàiseanta na Gàidhlig agus a’ co-roinn deagh chleachdadh
Coimiseanaidh sinn rannsachadh air a’ cheangal eadar Gàidhlig agus sunnd gus iomairt fhiosrachadh airson àite na Gàidhlig aithneachadh mar eileamaid de shunnd ann an Alba

#### **4.4 Gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige**

Gus ar n-àrd-amas, prìomhachasan ro-innleachdail agus gnìomhan a thoirt gu buil, feumaidh sinn na dòighean sa bheil sinn ag obair le càch agus taobh a-staigh Bhòrd na Gàidhlig fhèin atharrachadh. Tha sinn ag obair le buidseat gu math teann agus tha fios againn gu bheil am poball a' sùileachadh gum bi buidhnean leithid sinn fhìn daonnan a' faighinn luach an airgid às ar cuid ionmhais. Feumaidh sinn cumail oirnn a bhith cruthachail is innleachdach nar n-obair agus a bhith a' toirt brosnachadh do chàch ma tha sinn a' dol a choileanadh ar n-amasan taobh a-staigh a' bhuidseit againn.

Tha an luchd-obrach againn fìor chudromach do mar a thèid am Plana Corporra a choileanadh. 'S e stòras prìseil a th' annta a tha a' leigeil le Bòrd na Gàidhlig obrachadh thar iomadh raon is roinn, ann an com-pàirt ri grunn bhuidhnean.

#### **Gnìomhan**

- Bheir sinn taic is brosnachadh do ar luchd-obrach feuch an coilean iad gach nì as urrainn dhaibh agus sinn a' toirt nan cothroman tràanaidh is ionnsachaidh agus nan goireasan dhaibh a tha dhìth orra gus na dreuchdan aca a choileanadh
- Bidh sinn a' brosnachadh dhòighean-obrach innleachdach air feadh ar n-obrach
- Obraichidh sinn ann an com-pàirt le daoine eile agus sinn a' togail cheanglaichean taobh a-staigh na buidhne agus le buidhnean eile le oifigearan, luchd-stiùiridh agus Buill Bùird nam buidhnean sin
- Nì sinn soilleir, tro chonaltradh èifeachdach, cò sinn agus dè tha sinn airson a choileanadh nar n-obair
- Bidh sinn fosgailte agus cunntachail, agus sinn a' sgaoileadh fiosrachadh a tha furasta a thuigsinn gu tric agus gun dàil
- Cuiridh sinn ri iomadachd is in-ghabhail
- Nì sinn cinnteach gu bheil na co-dhùnaidhean a nithear stèidhichte air fianais dhearbhte agus gu bheil fianais sàr-mhath againn le bhith a' toirt taic-airgid do rannsachadh agus iomairtean gus eòlas a cho-roinn
- Bidh sinn a' sìor leasachadh ar modhan-riaghlaidh corporra



## **A' measadh an adhartais a nì sinn**

Seo na slatan-tomhais a bhios againn gus measadh a dhèanamh air an adhartas a nì sinn.

- 8. Bidh barrachd den luchd-obrach againn ag aontachadh leis an abairt, “Tha an obair agam aig Bòrd na Gàidhlig a’ còrdadh rium agus tha i a’ dèanamh diofar.”**
- 9. Bidh barrachd de ar luchd-ùidhe ag aontachadh leis an abairt, “Tha Bòrd na Gàidhlig a’ coileanadh a dhleastanasan gu h-èifeachdach agus tha e a’ cur taic ris an obair againne.”**

**PCC 8 Bidh barrachd den luchd-obrach againn ag aontachadh leis an abairt, “Tha an obair agam aig Bòrd na Gàidhlig a’ còrdadh rium agus tha i a’ dèanamh diofar.” – tomhas – Plana Corporra Ùr air a chruthachadh le ceangal dìreach bho Phlana Nàiseanta na Gàidhlig#4 ri planadh agus gnìomhachd Bhòrd na Gàidhlig agus an luchd-obrach aige**

Nì sinn ath-sgrùdadh air na dòighean planaidh, libhrigidh agus sgrùdaidh againn gus dèanamh cinnteach gu bheil an ceangal eadar na gnìomhan obrachaidh againn, am Plana Corporra againn agus Plana Nàiseanta na Gàidhlig soilleir agus gu bheil an luchd-obrach a’ tuigsinn cho cudromach ‘s a tha an dleastanas aca san obair againn gus Plana Nàiseanta na Gàidhlig a libhrigeadh gu soirbheachail

Nì sinn ath-sgrùdadh air na rèiteachaidhean obrach againn agus soilleirichidh sinn pàtrain obrach eile agus dòighean-obrach measgaichte gus cuideachadh le bhith a’ fastadh agus a’ glèidheadh luchd-obrach.

**PCC 9 Bidh barrachd de ar luchd-ùidhe ag aontachadh leis an abairt, “Tha Bòrd na Gàidhlig a’ coileanadh a dhleastanasan gu h-èifeachdach agus tha e a’ cur taic ris an obair againne.” – tomhas – cruthaichidh sinn ro-innleachd luchd-ùidh le plana gnìomh a tha soilleir agus a ghabhas tomhas**

### **A’ Lùghdachadh Carboin**

Cuiridh sinn am plana siubhail seasmhach againn an gnìomh

## 5. A' toirt Taic do dh'Adhbhar Riaghaltas na h-Alba

### 5. A' Toirt Taic do dh'Adhbhar Riaghaltas na h-Alba

Tha am Frèam Coileanaidh Nàiseanta – ‘Alba a’ Soirbheachadh’ – a’ tomhas agus a’ cumail sùil air mar a tha Alba a’ coileanadh adhbhar is cinn-uidhe ro-innleachdail Riaghaltas na h-Alba. Tha na Builean Nàiseanta a’ toirt stiùireadh do dh’obair bhuidhnean a tha fo sgèith an Riaghaltais agus tha iad a’ toirt dhaibh structar soilleir a thaobh na bu chòir dhaibh a bhith a’ coileanadh nan obair. Le bhith a’ ruighinn air na cinn-uidhe seo còmhla, bidh sinn a’ cuideachadh le bhith a’ dèanamh cinnteach gum bi Alba na dùthaich nas fheàrr airson a bhith a’ fuireach innte agus na dùthaich nas beartaiche is nas soirbheachaile.

Tha am Frèam Coileanaidh Nàiseanta a’ stèidheachadh 11 Builean Nàiseanta a tha a’ cur an cèill na tha an Riaghaltas airson a choileanadh. Ged a tha an obair againn a’ cur gu ìre ris a h-uile buil, cumaidh Bòrd na Gàidhlig sùil gu sònraichte air ar n-ìrean-coileanaidh mu choinneamh seachd dhiubh, an fheadhainn a chithear gu h-ìosal:

‘S iad na builean nàiseanta sin gum bi daoine:

- a’ fàs suas gu sàbhailte le gaol is spèis gus an coilean iad an làn chomasan
  - a’ fuireach ann an coimhearsnachdan a tha in-ghabhaltach, cumhachdach, seasmhach is sàbhailte
  - cruthachail agus gum bi na cultaran beòthail is eadar-mheasgte aca air an cur an cèill, agus a’ còrdadh ri daoine, gu farsaing
  - le eaconamaidh a tha farpaiseach aig ìre na cruinne, a tha tionnsgalach, in-ghabhaltach agus seasmhach
  - air an deagh oideachadh is le deagh sgilean agus comasach air cur ris a’ chomann-shòisealta
  - a’ cur luach agus a’ gabhail tlachd nan àrainneachd agus gu bheil iad ga dìon is ga leasachadh
  - le gnothachasan soirbheachail is ùr-ghnàthach, le deagh obraichean agus obair chothromach ann dhan a h-uile duine
  - fallain agus gnìomhach
  - a’ toirt spèis do chòraichean daonna, gu bheilear gan dìon agus gan coileanadh agus gu bheilear saor bho lethbhreith
  - fosgailte, ceangailte agus a’ toirt deagh bhuidh gu h-eadar-nàiseanta
- ☐ a’ toirt aghaidh air bochdainn tro bhith a’ co-roinn chothroman, beartas agus cumhachd ann an dòigh nas co-ionainn



# **Operational Plan 2022-23**

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# 1. Foreword

This is the fifth of our annual operational plans based on Bòrd na Gàidhlig's Corporate Plan 2018-23. The Plan was developed by reviewing the Corporate Plan, the implementation of the 2021/22 Operational Plan along with the three preceding plans, and considering new and additional circumstances.

It does of course take into account developments which continue to have extensive impact on many if not all our areas of operation. The two main factors are Covid-19 and its impact on our country, communities, partners and our organisation, and the debates concerning the sustainability of island and rural communities.

This Plan will be presented to the Board on 2 March 2022 for approval and it is the organisation's intention then to deliver this work in full.

We will regularly revise the contents of the Plan in order to meet current and future challenges, and also to take opportunities where they arise.

Shona C NicIlinnein  
Ceannard

## **2. Our Vision**

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

## **3. Strategic Priorities**

By 2023 the outcomes we want to achieve are:

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

The Corporate Plan provides a picture of the overall framework within which we will work to achieve our responsibilities in delivering elements of the National Gaelic Language Plan 2018-23. Each year, Bòrd na Gàidhlig reviews the Corporate Plan and prepares its annual Operating Plan, with specific actions and supporting measurement metrics for each of the strategic priorities outlined in the Corporate Plan.

## **4. Our Priorities, Measures and Outcomes**

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

#### **Why it matters**

Gaelic being used is critical to the language's sustainability. We aim to support and encourage more people to use it in more situations more frequently. Young people are critical to Gaelic's survival. Recent information showed that about 50% of Gaelic speakers live in island and rural communities and 50% in towns and cities.

This requires a two-fold approach to increasing the use of Gaelic – one geared to re-energising the island and rural communities and the other to supporting the growing Gaelic communities in towns and cities – with both focused on young people.

The benefits of using Gaelic are becoming increasingly evident – in economic, cultural and social terms. The Gaelic arts in particular play a hugely important role in each of these, as well as challenging the status quo and exploring new concepts. They, along with a wide range of other sectors, contribute to economic growth as has been demonstrated in a range of socio-economic impact studies carried out in recent years.

#### **WHAT WE WILL DO – Our Corporate Plan Priorities**

Focusing on Gaelic, we will play a leading part to:

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

## Measuring our progress

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

1. **More opportunities for people to use their Gaelic skills**
2. **More people agree with the statement “Gaelic makes a difference to my life.”**

KPI 1 - More opportunities for people to use their Gaelic skills – measure – work with 70 public bodies on creating, implementing and monitoring Gaelic language plans Outcomes Planned
<ul style="list-style-type: none"><li>• To strengthen Gaelic communities we will review the multi-year funding arrangements for the 13 Key Gàidhlig delivery partner organisations and implement review outcomes to improve the process and increase the impact of the next round of funding agreements</li><li>• We will fulfil our statutory duty to ensure the development, monitoring, review and refreshment of Gaelic Language Plans (GLPs)</li></ul>
KPI 2 More people agree with the statement “Gaelic makes a difference to my life.” - - measure – multi-year funding agreements in place for key Gàidhlig delivery partners Outcomes Planned
<ul style="list-style-type: none"><li>• We will continue to fund Gaelic events and partner organisations who deliver Gaelic events</li><li>• We will make Gaelic more accessible by supporting current Online initiatives such as #cleachdi and supporting the development of new online projects</li><li>• We will provide guidance and support to organisations to develop their knowledge and confidence in the use of Gaelic in their activities</li></ul>



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

### **Why it matters**

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

The policy landscape impacts on both provision and uptake of Gaelic medium education (GME) and there are opportunities for growth in pre-school and primary school provision. This depends on ensuring that the impact of COVID-19 on education is addressed.

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

The last two years have seen phenomenal growth in adult learning, primarily through Duolingo. LearnGaelic.scot, the partnership with MG ALBA and others, and the new SpeakGaelic development, are our key strategy for supporting adult learners, and with increased developments in technology it offers increased means to support learning regardless of location. Enabling learners to progress to fluency is one of the key factors in growing the number of Gaelic speakers.

Vocational and professional language skills are also required, in turn requiring further course development and delivery. We will work in partnership to realise the opportunities and tackle the challenges, using evidence-based and innovative solutions that work for people and organisations.

### **WHAT WE WILL DO: Our Corporate Plan Priorities**

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

- Advise on policy development and lead on strategy development for Gaelic education
- Work with groups of parents and relevant organisations to increase the provision of GME
- Develop initiatives with partners to increase the impact of early years' support for families
- Support partners to develop and deliver professional learning with the aim of increasing the size of the workforce and skill levels
- Collaborate with MG ALBA to develop further learner and tutor resources at a more advanced level on LearnGaelic.scot to bring more adults to fluency

- Encourage the application of technological advances to deliver more effective and increased adult learning
- Support and promote career opportunities and professional learning for professional and support staff in education

### Measuring our progress

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

3. More support for provision in Early Years (EY)
4. More opportunities for people to increase their Gaelic skills
5. More people agreeing with the statement “I have increased my Gaelic skills.”

KPI 3 More support for provision in Early Years (EY) – Measure - Funding provided to GME EY provision
<ul style="list-style-type: none"> <li>• We will provide support and advice to the GME Early Years’ Service National Pilot and continue to support all GME Early Years provision and encourage people to seek employment in 0-3 GME provision</li> </ul>
KPI 4 More opportunities for people to increase their Gaelic skills – Measure - refreshed Statutory Guidance on Gaelic Education
<ul style="list-style-type: none"> <li>• We will provide professional support and advice for relevant Adhartas nas Luaithe workstreams</li> </ul>
<ul style="list-style-type: none"> <li>• We will provide support and advice for Local Authorities in their delivery of an exemplar remit for GME Language Assistants.</li> </ul>
<ul style="list-style-type: none"> <li>• We will provide professional support and advice for the new national agencies as they are being set up (SQA/Education Scotland/HMIE).</li> </ul>
<ul style="list-style-type: none"> <li>• We will prepare a review paper on the Statutory Guidance on Gaelic Education (SGGE)</li> </ul>
<ul style="list-style-type: none"> <li>• We will deliver a probationer conference and support initiatives to develop the GME Education Workforce</li> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• We will provide support in developing Leadership in the GME Education Workforce</li> </ul>
KPI 5 More people agreeing with the statement “I have increased my Gaelic skills.” – Measure - SpeakGaelic B1 and B2 material developed
<ul style="list-style-type: none"> <li>• We will continue to support the Speak Gaelic and Learn Gaelic initiatives</li> </ul>

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

#### **Why it matters**

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

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

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

#### **Actions**

We will play a leading part to:

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

#### **Measuring our progress**

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

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

KPI 6 Ensuring that Gaelic has an increasing role in a diverse and open Scottish identity – Measure - New NGLP agreed by 31 March 2023

Outcomes Planned

- We will complete the statutory consultation for the NGLP4 and present to Government Minister for approval in sufficient time to ensure approval for implementation from 1 April 2023
- In our advocacy role we will respond to public consultations to ensure that Gaelic is considered in proposed developments and we will continue to work with organisations to introduce Gaelic policies that strengthen the place of Gaelic in their work and activities
- We will investigate the opportunities for establishing an information service to inform and educate about Gaelic language and culture

KPI 7 More people agreeing with the statement “Gaelic is important to Scotland.” – Measure – “You said, we did” report published from national consultation on NGLP

Outcomes Planned

- We will continue to offer promotional support campaigns for GME and deliver campaigns on careers available in GME
- We will develop ways of showcasing how different statutory GLPs implement the NGLP and share good practice
- We will commission research into the link between Gaelic and wellbeing to inform a campaign to recognise the place of Gaelic as part of wellbeing in Scotland

#### **4.4 Bòrd na Gàidhlig has developed how it works**

##### **Why it matters:**

To achieve our vision that Gaelic is seen and heard on a daily basis across Scotland, we will continue to improve the way we work with others and within Bòrd na Gàidhlig. In the continuing context of the pandemic, we accept our responsibility to achieve efficiency, productivity and national impact. In the year ahead we will explore opportunities to use digital technologies to improve engagement and efficiency. We will invest in training and development to equip our people with the knowledge and skills necessary to develop the organisation and we will continue to support the wellbeing of our staff.

##### **WHAT WE WILL DO – Our Corporate Plan Priorities**

We will:

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

##### **Measuring our progress**

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

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

<p>KPI 8 More of our staff agreeing with the statement “My work at Bòrd na Gàidhlig is fulfilling and makes a difference.” – Measure - New Corporate Plan developed to provide a direct link from NGLP4 to the planning and operations of the Bòrd and its staff</p> <p>Outcomes Planned</p>
<ul style="list-style-type: none"> <li>• We will review our operational planning, delivery and monitoring mechanisms to ensure that the link between our operational activities, our Corporate Plan and the National Gaelic Language Plan is clear and that our staff understand the importance of their role in our contribution to the successful delivery of the NGLP.</li> </ul>
<ul style="list-style-type: none"> <li>• We will review our working arrangements and clarify alternative working patterns and hybrid working arrangements to help recruit and retain staff.</li> </ul>
<p>KPI 9 More of our stakeholders agreeing with the statement “Bòrd na Gàidhlig is effective in its role and contributes to what we do.” Measure - we will develop a stakeholder strategy with a clear and measurable action plan</p> <p>Outcomes Planned</p>
<p>Continuous Improvement</p> <ul style="list-style-type: none"> <li>• We will produce new Corporate Plan for the period 2023-28 which builds on the success of previous initiatives and provides a comprehensive strategic view of how the objectives relating to Bòrd na Gàidhlig in the next National Gaelic Language Plan will be delivered over the period of the plan</li> </ul>
<ul style="list-style-type: none"> <li>• We will use the extensive consultation for GLP4 to inform future developments, collaborative opportunities and delivery of the new plan.</li> </ul>
<ul style="list-style-type: none"> <li>• We will increase collaboration with partner organisations to explore secondment and flexible working opportunities and the sharing of resources.</li> </ul>
<ul style="list-style-type: none"> <li>• We will achieve or exceed the targets in our Best Value Statement to ensure we maximise the use of public resources</li> </ul>
<p>Carbon Reduction</p> <ul style="list-style-type: none"> <li>• We will implement our Sustainable travel plan</li> </ul>

## 5. Supporting the Scottish Government's Purpose

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

The National Performance Framework sets out 11 National Outcomes that describe what the Government wants to achieve. We monitor how our work contributes to any of the Outcomes, particularly through reporting impact in papers submitted to Leadership Team, Committee and Board meetings. We also report on this in our Annual Report and Accounts.

These national outcomes are that people:

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



**Fàilte gu Bòrd na Gàidhlig**



## Ar Lèirsinn

Gum bi a' Ghàidhlig air a faicinn is air a cluinntinn gu làitheil air feadh Alba, chun na h-ìre 's gum bi i air a h-aithneachadh mar phàirt bunaiteach de bheatha muinntir na h-Alba agus mar chànan prìseil a tha a' cur ri cultar is eaconamaidh na dùthcha.

## Our Vision

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

### Mu ar Deidhinn

'S e buidheann phoblach neo-roinneil ghniomhach a th' ann am Bòrd na Gàidhlig a tha cunntachail tro Mhinistearan do Phàrlamaid na h-Alba.

Air a stèidheachadh fo [Achd na Gàidhlig \(Alba\) 2005 \(An Achd\)](#) 's e Bòrd na Gàidhlig a' phrìomh bhuidheann ann an Alba air a bheil dleastanas gus leasachaidhean Gàidhlig a chur air adhart agus gus comhairle a thoirt do Mhinistearan na h-Alba mu chùisean Gàidhlig.

Fo chumhachan na h-Achd, thathar ag iarraidh air Bòrd na Gàidhlig a dhleastanasan a thoirt gu buil leis an amas inbhe na Gàidhlig a dhèanamh tèarainte mar chànan oifigeil ann an Alba, a bhios a' dleasadh na h-aon spèis agus a th' ann don Bheurla tro bhith:

- A' meudachadh an àireamh dhaoine as urrainn Gàidhlig a chleachdadh agus a thuigsinn
- A' brosnachadh cleachdadh na Gàidhlig agus tuigse oirre
- A' cuideachadh gus cothroman a chruthachadh, ann an Alba agus àiteachan eile, air a' Ghàidhlig agus a cultar
- A' toirt comhairle (nuair a thèid iarraidh air no nuair a tha e ga mheas iomchaidh) do Mhinistearan na h-Alba, buidhnean poblach agus daoine eile a tha coileanadh dhleastanasan poblach mu chùisean co-cheangailte ri cànan, foghlam is cultar na Gàidhlig
- A' toirt comhairle (nuair a thèid iarraidh air) do dhaoine eile air cùisean co-cheangailte ri Gàidhlig
- A' sgrùdadh mar a choileanar dleastanasan na Cairt Eòrpaich airson Chànanan Roinneil no Mion-chànanan, bho 5 Samhain 1992, a thaobh na Gàidhlig agus aithris a dhèanamh air sin do Mhinistearan na h-Alba

### About us

Bòrd na Gàidhlig is an executive non-departmental public body, responsible through Ministers to the Scottish Parliament.

Established under the [Gaelic Language \(Scotland\) Act 2005 \(The Act\)](#) Bòrd na Gàidhlig is the principal public body in Scotland responsible for promoting Gaelic development and providing advice to the Scottish Ministers on Gaelic issues.

Under the terms of the Act, Bòrd na Gàidhlig is required to exercise its functions with a view to securing the status of Gaelic as an official language of Scotland commanding equal respect to the English language through:

- Increasing the number of persons who are able to use and understand the Gaelic language
- Encouraging the use and understanding of the Gaelic language
- Facilitating access, in Scotland and elsewhere, to the Gaelic language and Gaelic culture
- Providing advice (either on request or when it sees fit) to the Scottish Ministers, public bodies and other persons exercising functions of a public nature on matters relating to the Gaelic language, Gaelic education and Gaelic culture
- Providing advice (on request) to other persons on matters relating to Gaelic
- Monitoring and reporting to the Scottish Ministers on the implementation of the European Charter for Regional or Minority Languages dated 5 November 1992 in relation to the Gaelic language

## Adhbhar ar n-Obrach

**Ag ullachadh** a’ Phlana Cànain Nàiseanta Ghàidhlig agus a’ co-òrdanachadh coileanadh a’ Phlana sin

**A’ toirt stiùireadh** do mar a thèid Planaichean Gàidhlig nan Ùghdarrasan Poblach ullachadh is a chur an gnìomh

**A’ foillseachadh** stiùireadh reachdail gus foghlam Gàidhlig a thoirt air adhart

**A’ toirt comhairle** do Mhinistearan Riaghaltas na h-Alba air cùisean Gàidhlig

**A’ toirt seachad** maoinachadh gus Gàidhlig a thoirt air adhart

**A’ toirt stiùireadh is comhairle seachad** mar thaic do dh’iomairtean Gàidhlig

**A’ stèidheachadh is a’ libhrigeadh** phròiseactan is iomairtean

**A’ cur na Gàidhlig air adhart** gu h-ionadail, gu nàiseanta agus gu h-eadar-nàiseanta

**A’ toirt fa-near do is a’ frithealadh air** feumalachdan nan coimhearsnachdan

Gheibhear structar na buidhne [an seo](#).

## Our Remit

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

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

**Issue** statutory guidance to develop Gaelic education

**Advise** Scottish Government Ministers on Gaelic issues

**Distribute** funds for the development of the Gaelic language

**Provide** leadership and advice in support of Gaelic language initiatives

**Initiate and implement** projects and initiatives

**Promote** Gaelic locally, nationally and internationally

**Listen and react** to the needs of communities

The most recent staffing structure can be [accessed here](#).

## Ar Prìomhachasan

Seo na prìomhachasan a tha sinn airson a thoirt gu buil airson 2023:

1. Gum bi barrachd dhaoine a' cleachdadh Gàidhlig agus a' faotainn bhuannachdan bhon chànan nan obair, aig an taigh agus sna coimhearsnachdan aca
2. Gum bi barrachd cothroman ann do dhaoine aig aois sam bith na sgilean Gàidhlig aca a thoirt air adhart agus gum bi e nas fhasa dhaibh na cothroman sin a ghabhail
3. Gum bi barrachd dhaoine ann an Alba taiceil is bàidheil do chànan is cultar na Gàidhlig
4. Gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige

## Our Priorities

By 2023 the outcomes we want to achieve are:

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

	Luachan	Mar neach air leth, bidh mi:	Mar bhuidheann, bidh sinn:
1	Spèis	a' bruidhinn is a' dèiligeadh ri càch san dòigh a bu mhath leam gun dèiligear riumsa	a' tuigsinn gum faod beachdan eadar-dhealaichte a bhith aig daoine agus gu bheil còir aca an cur an cèill
		in-ghabhaltach is proifeiseanta ri co-obraichean is com-pàirtichean	mothachail agus a' toirt aire do riochdachadh cothromach is eadar-mheasgte san obair againn air fad
		Truacanta	a' tuigsinn is a' cumail ri ar poileasaidh co-ionannachd, iomadachd is in-ghabhaltachd
		a' toirt seachad beachdan cuideachail is taic a' cur an sàs beachd aigheach a thaobh chànanan is chultaran càch, taobh a-staigh is taobh a-muigh ar buidhne	a' cur an sàs beachd aigheach a thaobh chànanan is chultaran càch, taobh a-staigh is taobh a-muigh ar buidhne
2	Earbsa	a' conaltradh agus a' dèiligeadh ris a h-uile co-obraiche le treibhdhireas	onarach agus beusach
		sealladh fosgailte agam air fiosrachadh agus dèanamh cinnteach gum buin an obair agam, ach a-mhàin far a bheil i diomhair, don sgioba gu lèir	fosgailte, onarach agus cunntachail nar dàimh ris a h-uile duine leis a bheil sinn ag obair, agus ri chèile
3	Atharrachadh	a' lorg chothroman airson leasachadh agus ionnsachadh	Sùbailte
		a' coimhead gu deimhinneach air dùbhlain gus obrachadh tromhpa	furasta bruidhinn rinn
			a' freagairt le fuasglaidhean adhartach nuair a tha atharrachaidhean a' tighinn air a' bhuidhinn no daoine
4	Taic	a' co-roinn sgilean, fiosrachadh agus dàta	deamocratach, neo-phàirteach agus neo-bhuidheannach nar n-obair
		air thùs gus taic a shireadh dhomh fhìn agus taic a thoirt do dhaoine eile	a' cruthachadh cultar far a bheil obair-sgioba mar bhunait do dhòigh-obrach Bhòrd na Gàidhlig
		ag amas air co-obrachadh gus deagh thoradh a choileanadh còmhla	for-ghniomhach gus cothromachadh fallain beatha is obrach a chruthachadh agus a chumail suas don luchd-obrach againn uile
5	Conaltradh	a' cur luachan na buidhne an cèill ann an dòigh amail, chàirdeil, fhosgailte	a' conaltradh luachan na buidhne ann an dòigh phroifeasanta agus follaiseach
		firinneach, fosgailte agus onarach	ag aithneachadh agus a' gabhail uallach airson ghnìomhan, co-dhùnaidhean agus poileasaidhean
		mothachail ciamar a dh'fhaodadh mo stoidhle conaltraidh buaidh a thoirt air càch	a' dèanamh na tha sinn ag ràdh a nì sinn
		a' gabhail ri beachdan cuideachail	a' roinn fiosrachadh iomchaidh gu cunbhalach thar sgiobaidhean
		ag innis don mhanaidsear-loidhne agam ma tha rudeigin a' dol a thoirt buaidh air m' obair no ma tha dragh orm	ag àrach earbsa leis mar a bhios sinn a' conaltradh ar luachan
		ag iarraidh fiosrachadh mura h-eil e agam	a' dèanamh cinnteach gu bheil na h-amasan againn soilleir agus so-dhèanta

## Liosta-dhearbhaidh airson Inntigidh

### Induction Checklist

Ainm Name	
Tìotal-obrach Job Title	Ball den Bhòrd-stiùiridh Board Member
Ceann-latha Tòiseachaidh Start Date	

**Mus tòisich neach ùr**  
**Before new starter joins**

Dealbh-chunntas Description	Cò tha cunntasachd Person responsible	Notaichean Notes	Ainm-sgrìobhte Signature	Deit Date
Cur litreachas iomchaidh a-mach dhaibh Send useful literature	Cathraiche			
Cothrom a' coinneachadh ris na Buill eile. Provide opportunity to meet the other Members.	Cathraiche			
Iar air an sgioba rianachd agus Microtech an uidheamachd coimpiutaireachd fhaighinn deiseil le facal faire is login airson a chur thuca, le seòladh a-neach airson Microtech, agus dèan cinnteach gu bheil cead aca faighinn a-steach gu àite sònraichte airson nam buill air SharePoint.  Ask the Corporate team and Microtech to arrange for the computer equipment to be set up with logins and passwords ready for issue, with the persons address for Microtech, and ensure that the set-up includes access to the dedicated board members area on SharePoint.	Cathraiche + Oifis			
Cur post-d a-mach dhan an sgioba le fios mu dheidhinn ceann-latha tòiseachaidh.  Send email to team in advance, informing them of new joiner's start date.	Cathraiche + Oifis			
Iarraidh an sgioba conaltraidh air fios pearsanta airson a dhol air an làrach-lìn. Comms team will request personal biog/info for the BnG website.	Cathraiche > Sgioba Conaltraidh	Cuidichidh seo an sgioba conaltraidh nuair a tha iad ag ullachadh brath naidheachd airson an neach a tòiseachadh.		
Cur post-d no fòn airson a' dèanamh cinnteach gu bheil an neach deiseil airson tòiseachadh.  Email or call new starter to make sure he or she is ready for first day.	Cathraiche			

*Bòrd na Gàidhlig: Inntrigidh*

Aontaich leotha streath choinneamhan leis an neach ro làimh.  Agree with them the schedule for one-on-one meetings in advance.	Cathraiche & Ball ùr			
Comas cleachdadh <a href="#">SG Governance Hub</a>  Arrange access to SG Governance Hub	Ceannard			

Dealbh-chunntas Description	Cò tha cunntasachd Person responsible	Notaichean Notes	Ainm-sgrìobhte Signature	Deit Date
<p>Cur post-d no brath-naidheachd a-mach ag innse gu bheil an neach air tòiseachadh, is sgaoil brath naidheachd, is post fiosrachadh ùr air làrach-lìn BnG.</p> <p>Send companywide welcome e-mail/ announcement on SharePoint and issue press release and update BnG website</p>	Cathraiche + Oifis Sgioba Conaltraidh			
<p>Lion a-staigh am foirm fiosrachaidh pearsanta – Èarr-ràdh 2 airson xx/xx and forward to <a href="mailto:corpora@gaidhlig.scot">corpora@gaidhlig.scot</a> .</p> <p>Complete personal information form – Appendix 2 for xx/xx and email to <a href="mailto:corpora@gaidhlig.scot">corpora@gaidhlig.scot</a> .</p>	Cathraiche > Sgioba an Ionmhais			
<p>Tha aig an Cathraiche ri iarraidh air sgioba corporra seisean a chur air dòigh leis a-neach ùr, airson gun seall iad mar a tha àite nam buill air SharePoint ag obrachadh.</p> <p>Chair to ask the corporate team to arrange a session with the new start to show them how the board members' area on SharePoint works.</p>	Cathraiche > Oifis			
<p>Thoir dhuibh fios mu ion-conaltraidh (àireamhan - fòn, post-d imsa).</p> <p>Provide key contact information (phone numbers, e-mails etc.)</p>	Cathraiche + Oifis			
<p>Airson an inneal ùr aca, dèan cinnteach gun tèid xxxx</p> <p>For their new device, ensure that xxx</p>	Oifis > Microtech > Am ball fhèin			
<p>Thoir dhan neach lethbhreac den liosta- inntrigidh</p> <p>Give new joiner a copy of this induction checklist</p>	Cathraiche			
<p>Glèidh àite air cùrsa <a href="#">On Board</a>.</p> <p>Book place on <a href="#">On Board</a></p>	Cathraiche + Oifigear Trèanadh			



*Bòrd na Gàidhlig: Inntrigidh*

Glèidh àite air cùrsa <a href="#">Comataidh Sgrùdaidh Eifeachdach</a> . Book place on <a href="#">Effective Audit Committee</a>				
Glèidh àite air cùrsa <a href="#">Sgrùdadh is Dùbhlàn</a> . Book place on <a href="#">Effective Scrutiny and Challenge</a>				

**Deireadh a' chiad trì mìosan**

End of first 3 months

Dealbh-chunntas Description	Cò tha cunntasachd Person responsible	Notaichean Notes	Ainm-sgrìobhte Signature	Deit Date
Coinneachadh ri daoine iomchaidh sam bi eile  Meet any remaining key contacts	Cathraiche			
Aontaich plana ionnsachaidh is cuir seo air adhart chun oifigear trèanaidh airson a chur air dòigh  Set out a learning plan and pass this to Training Officer to implement	Cathraiche + Oifigear Trèanaidh			
Dèan cinnteach gu bheil tuigse ceart aig an neach ùr air na teirmichean is cumhaichean agus na poileasaidhean iomchaidh.  Make sure he/she understands the terms and conditions and the appropriate policies.	Cathraiche			
Dèan <a href="#">Top tips for staff - Overview (ncsc.gov.uk)</a> agus lion a-steach <a href="#">foirm measaidh</a>  Complete <a href="#">Top tips for staff - Overview (ncsc.gov.uk)</a> and fill in an <a href="#">evaluation form</a> .				

Dealbh-chunntas Description	Cò tha cunntasachd Person responsible	Notaichean Notes	Ainm-sgrìobhte Signature	Deit Date
Lion agus cur a-steach foirm PDP  Complete and submit PDP form	Cathraiche			
Faighnich airson/ thoir molaidhean air am pròiseas inntrigidh  Provide/ask for regular feedback on the induction process	Cathraiche			
Ruith thairis air na riaghailtean GDPR* agus PECR* agus stiùir dhan fhiosrachadh ann an Eàrr-ràdh 5.  Run over the GDPR* and PECR* rules and direct to the information in Appendix 5.	Cathraiche			
Dèan cinnteach gun tèid am PowerPoint air IM & RM* ann an Eàrr-ràdh 6 a' shealltainn dhan bhall ùr gu bheil iad a' tuigsinn an fhiosrachadh.  Ensure that the new board member has seen the presentation on IM & RM* in Appendix 6.	Cathraiche			
Faigh a-mach ciamar a tha an neach ùr a' faighinn air adhart agus faigh a-mach mu dheidhinn cùraman a th' aig thu fhèin no an neach ùr  Discuss how the new starter is adjusting to the role and any concerns that any party has	Cathraiche			
Iarr air am Ball ùr <a href="#">foirm measaidh air a' phròiseas</a> a lìonadh.  Ensure that the new board member completes the <a href="#">onboarding questionnaire</a> .				
Cur air dòigh coinneamh sgrùdaidh as dèidh 6 mìosan agus coinneamh measadh ro dheireadh na bliadhna.  Organise review meeting at 6 months and appraisal meeting before year end	Cathraiche			

\*GDPR = General Data Protection Regulations

\*PECR = Privacy and Electronic Communications Regulations

\*IM = Information Management

\*RM = Records Management

## Eàrr-ràdh 1 / Appendix 1: Poileasaidhean iomchaidh ri leughadh

<a href="#">Plana Gàidhlig</a> Gaelic Plan	o	<a href="#">Poileasaidh gus Dèiligeadh ri Gearanan</a> Complaints Handling Policy	o
<a href="#">Fòrladh Màthaireil, Athaireil agus airson Uchd-mhacachadh</a> Maternity, Paternity & Adoption Leave	o	<a href="#">Dleastanasan Co-ionannachd</a> Equality Duty	o
<a href="#">Gnìomhan Poilitigeach</a> Political Activities	o	<a href="#">Poileasaidh airson Deagh Shunnd agus Dèiligeadh ri Trom-uallach san Àite-obrach</a> Stress Management and Wellbeing in the Workplace	o
<a href="#">Poileasaidh airson Dion Dàta</a> Data Protection Policy	o	<a href="#">Poileasaidh a thaobh Urraim san Àite-obrach</a> Dignity at Work Policy	o
<a href="#">Poileasaidh mu Mhi-chleachdadh Stuthan</a> Substance Abuse Policy	o	<a href="#">Poileasaidh nam Meadhanan Sòisealta</a> Social Media Policy	o
<a href="#">Poileasaidh Slàinte is Sàbhailteachd san àite-obrach</a> Health & Safety at work Policy	o	<a href="#">Poileasaidh Ionnsachaidh is Leasachaidh</a> Learning and Development	o
<a href="#">Poileasaidh airson Siubhail is Cosgaisean Bith-beò</a> Travel & Subsistence Policy	o	<a href="#">Poileasaidh airson Chùisean-gearain</a> Grievance Policy	o
<a href="#">Stiùireadh a thaobh Aoigheachd</a> Hospitality Guidance	o	<a href="#">Poileasaidh airson Draghan Fhoillseachadh</a> Whistleblowing Policy	o
<a href="#">Poileasaidh Cleachdadh Iomchaidh</a> Acceptable Use Policy for Bòrd na Gàidhlig IT Systems	o	<a href="#">Poileasaidh mu a bhith a' cleachdadh post-d agus an eadar-lìn</a> E-mail and Internet use Policy	o
<a href="#">Poileasaidh Àrainneachd</a> Environmental Policy	o	<a href="#">Poileasaidh airson Ìrean Giùlain</a> Standards of Conduct Policy	o
<a href="#">Poileasaidh Rianachd Fiosrachaidh is Chlàran</a> Information & Records Management Policy	o	<a href="#">Poileasaidh airson Droch Aimsir</a> Severe Weather Policy	o
<a href="#">Model Code of Conduct for Members of Statutory Boards</a>	o	<a href="#">Poileasaidh airson Fòrladh Sònraichte</a> Special Leave Policy	o
<a href="#">Audit Scotland: The role of boards</a>	o	<a href="#">Poileasaidh Smachd air Inntrigeadh</a> Access Control Policy	o
<a href="#">Ar Ro-Innleachd airson Daoine</a> Our People Strategy	o	<a href="#">Poileasaidh airson Tèarainteachd Dhidseatach</a> Cyber Resilience Policy	o
<a href="#">On Board: a guide for members of statutory boards</a>	o	<a href="#">Poileasaidh Foill</a> Fraud Policy	o
BnG Framework Document	o		

