

# Corporate Plan 2023-28



Image: Sandie Photos

## *Our Vision:*

**To achieve a measurable increase in the numbers of people speaking, learning, using and supporting Gaelic.**



Image: Julie Broadfoot

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# Chair & Chief Executive

The work of Bòrd na Gàidhlig is set out in this ambitious Corporate Plan which details the range of important work which will deliver on our statutory responsibilities and the delivery of the latest National Gaelic Plan. Collaboration is at its heart, and we welcome the support of the Scottish Government and the wide range of people, communities and organisations who will partner with us to strengthen Gaelic across Scotland.

**Mairi MacInnes**  
CHAIR



This Corporate Plan takes strategy to delivery. It sets out the key work ahead for Bòrd na Gàidhlig which we will deliver with a focus on community, partnership and excellence. Underpinning it all is the wider vision to increase the numbers of people speaking, learning, using and supporting Gaelic.

**Ealasaid MacDonald**  
CHIEF EXECUTIVE



*...we will assist in the objective of making Scotland a better place to live and a more prosperous and successful country.*



# Who we are & what we do

Bòrd na Gàidhlig (BnG) is a non-departmental public body established by the Gaelic Language (Scotland) Act 2005 to act on behalf of the Scottish Government (SG) in support of the Gaelic language.

## The Statutory Responsibilities of Bòrd na Gàidhlig

The Gaelic Language (Scotland) Act 2005 sets out the statutory and advisory duties of Bòrd na Gàidhlig, and the structure of the organisation. This legislation was strengthened by the Education (Scotland) Act 2016 which placed a responsibility on Bòrd na Gàidhlig to develop Statutory Guidance for Gaelic Education.

New legislation, the Scottish Languages Bill, has been introduced in the Scottish Parliament. The provisions in the draft legislation, once enacted, are expected to be implemented once the period of the current National Gaelic Language Plan is complete. This is the timescale of this Corporate Plan.

## Supporting the National Gaelic Language Plan

A new National Gaelic Language Plan for the period 2023-28 was approved by Scottish Government and published in December 2023. This is the fourth National Plan and its provisions, along with the statutory requirements of the Gaelic Language (Scotland) Act 2005, provide the framework within which this Corporate Plan is set.

## 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. The Framework can be accessed here: [National Performance Framework | Our Place](#)

Alignment to the National Outcomes helps the focus of government agencies and provides a clear structure for delivery. By achieving these National Outcomes together, we will assist in the objective of making Scotland a better place to live and a more prosperous and successful country.

Bòrd na Gàidhlig will monitor how its work contributes to the National Outcomes, through reporting impact to Leadership Team meetings, Committee meetings and Board meetings. Progress will also be reported in our Annual Report and Accounts. The framework focuses on improving wellbeing and quality of life, building a prosperous economy, protecting the environment, creating inclusive, empowered communities, promoting lifelong learning and nurturing cultural vitality.



# Corporate Plan

The Corporate Plan provides the overall framework within which Bòrd na Gàidhlig will work to achieve our responsibilities in delivering elements of the National Gaelic Language Plan 2023-28, contribute to the National Performance Framework and our statutory duties under the Gaelic Language (Scotland) Act 2005.

Each year, Bòrd na Gàidhlig will review the Corporate Plan and prepare its annual Operating Plan, with specific actions and supporting measurement metrics/targets for each of the strategic priorities outlined in the Corporate Plan.

We use the term Key Performance Indicators (KPIs) to identify the means by which we can assess the progress of our work. We have identified 6 broad KPIs within which we have outlined what we plan to achieve, the measures and targets we will use in assessing our performance, and what we will do to succeed.

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*Bòrd na Gàidhlig will review the Corporate Plan and prepare its annual Operating Plan, with specific actions and supporting measurement metrics/targets for each of the strategic priorities outlined in the Corporate Plan.*

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## KEY PERFORMANCE INDICATOR

- 1 More opportunities for people to use their Gaelic skills at home, work and in their communities
- 2 Increased support for provision in Early Years (EY)
- 3 Promote the benefits of Gaelic Medium Education (GME) & Gaelic Learner Education (GLE)
- 4 Increase support for the learning of Gaelic
- 5 Gaelic has an increasing status in a diverse and open Scottish identity
- 6 Bòrd na Gàidhlig is effective in its leadership role and contributes to the overall delivery of the National Gaelic Language Plan 4

# Opportunity & Risk

## Opportunity

A new Corporate Plan is a time for ensuring that we are clear on our aspirations for the development of our language. It delivers a renewed focus and, along with the new National Gaelic Language Plan, sets out the work which will be undertaken to move our language forward.

Underpinning this Corporate Plan is the clear message: Gaelic is an asset for the whole of Scotland, in economic, social, and cultural terms. It can and will be part of the solutions that the National Performance Framework requires to deliver for Scotland.

Strong Gaelic communities are a catalyst for delivery across a range of policy areas and due consideration of Gaelic in this context will strengthen the language and its future.

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***Gaelic is an asset for the whole of Scotland, in economic, social, and cultural terms.***

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## Risk

In the context of the opportunities available, Bòrd na Gàidhlig understand that there are also a range of risks which could be barriers to us achieving our vision and could disrupt the impact and delivery of the objectives set out in our Corporate Plan. We measure each Key Performance Indicator against a risk register which is constantly reviewed and updated.

## RISK

- |   |  |
|---|--|
| 1 | Resources  |
| 2 | Partnerships & network organisations                             |
| 3 | Growth in Gaelic education                                       |
| 4 | Understanding of the role & responsibilities of Bòrd na Gàidhlig |
| 5 | Work undertaken by our key stakeholders and delivery partners    |
| 6 | Governance   |



Image: Andrew Smith

# By 2028, in pursuit of our vision, Bòrd na Gàidhlig wants to ensure that:

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

The daily use of Gaelic is critical to the language's survival and sustainability. We aim to support and encourage more people to use it in more situations more frequently.

The Scottish Social Attitudes Survey 2021 demonstrated that young people are the most positive about Gaelic and they are critical to the language's survival. The 2022 census results show growth in Gaelic skills across Scotland which is very welcome.

However, there are different needs for the traditional communities who are facing a wide range of challenges which are impacting on

the use of the language, and towns and cities where growth is evident. We require a two-fold approach to increasing the use of Gaelic – one geared to re-energising the island and rural communities and the other to support the growing Gaelic communities in towns and cities – with a focus on young people whilst understanding the importance of an intergenerational approach.

The benefits of using Gaelic are becoming increasingly accepted – 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 increasingly demonstrated in a range of socio-economic impact studies carried out in recent years.

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*The benefits of using Gaelic are becoming increasingly accepted – in economic, cultural and social terms.*

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Image: Sandie Photos





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

Encouraging and enabling people at any age to learn Gaelic is the foundation to increasing the number of people using Gaelic.

Our ambition is to see a learner journey which is seamless from early years to tertiary level and beyond, with provision in both formal education and informal environments. The policy landscape impacts on both provision and uptake of GME and there are opportunities for growth in pre-school, primary, secondary and tertiary provision.

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. We recognise the different roles and responsibilities of Scottish Government, local authorities, national education bodies and the part that we play in this landscape.

There has been a significant increase in the uptake of adult learning opportunities, particularly evidenced through the numbers engaging with Duolingo, LearnGaelic.scot and SpeakGaelic. Our partnerships with a range of adult learning stakeholders are key to our strategy for supporting adult learners.

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 and this will be a focus in the life of this plan.

Vocational language skills are also required, in turn requiring further course development and delivery. Our role will be to work in partnership with those who deliver formal and informal learning to realise the opportunities and tackle the challenges, using evidence-based and innovative solutions that work for people and organisations.

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*In the years ahead we will explore opportunities to use digital technologies to improve engagement and efficiency.*

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## Our work informs and influences Gaelic development and policies which impact on Gaelic

**Confidence to use a language or learn a language comes from a wide range of factors. One of those relates to status and image.**

During the course of this Corporate Plan, we aim to demonstrate the important impact Gaelic has across Scottish society and beyond.

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. Our vision acknowledges that there are different ways to support the language, and we will promote the positive impact of Gaelic to ensure that people are better informed of the value of Gaelic, and its wider impact.

To ensure 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. We accept our responsibility to achieve efficiency, productivity and national impact. In the years 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.

# KPI01

KEY PERFORMANCE INDICATOR 1		More opportunities for people to use their Gaelic skills at home, work and in their communities
OBJECTIVES	MEASURABLE OUTCOMES	RISK CONSIDERATIONS
Support the expansion of Gaelic development hubs	Network of Gaelic hubs will be supported	<ol style="list-style-type: none"> <li>1. Resources</li> <li>2. Partnership &amp; Network Organisations</li> <li>3. Growth in Gaelic education</li> <li>4. Understanding the role and responsibilities of Bòrd na Gàidhlig</li> <li>5. Work undertaken by our key stakeholders and delivery partners</li> </ol>
Lead on and support the development of community led Gaelic Language Plans	Three community-based Gaelic Language Plans operational with a further three in development	
Develop the next level of a Gaelic Development Officers Network which will include supporting continuing professional learning	Professional learning for Community Gaelic development officers in place  Evidence that the work of the network is informing development investment decisions	
Support and develop online Gaelic initiatives	Register of online initiatives and resources available	
Fund Gaelic events and partner organisations who deliver Gaelic events	Number of events supported  Development and implementation of National Gaelic Youth Strategy	
Fund the activities of a network of Key Gaelic delivery bodies	Key Gaelic delivery bodies in place to deliver on NGLP outcomes	
Provide guidance and support to organisations to develop their knowledge and confidence in the use of Gaelic in their activities	Guidance published and readily available Stakeholder feedback	

# KPI02

KEY PERFORMANCE INDICATOR 2	Increased support for provision in Early Years (EY)	
OBJECTIVES	MEASURABLE OUTCOMES	RISK CONSIDERATIONS
Provide advice to the GME Early Years' Service National Pilot and to local authorities in their early years Gaelic provision	<p>Number of hours delivered by community-based Gaelic medium Early Years provision</p> <p>Engagement with local authorities developing new Early Years provision</p> <p>Review report of the Pilot will be produced in 2025</p>	<ol style="list-style-type: none"> <li>1. Resources</li> <li>2. Partnership &amp; Network Organisations</li> <li>3. Growth in Gaelic education</li> <li>4. Understanding the role and responsibilities of Bòrd na Gàidhlig</li> </ol>
Deliver targeted promotion campaigns in relation to opportunities within the sector	An agreed promotional strategy developed with partners	<ol style="list-style-type: none"> <li>5. Work undertaken by our key stakeholders and delivery partners</li> </ol>



# KPI03

KEY PERFORMANCE INDICATOR 3	Promote the benefits of GME and GLE	
OBJECTIVES	MEASURABLE OUTCOMES	RISK CONSIDERATIONS
Encourage the uptake of GME	Level of demand for GME provision	1. Resources
Support parent groups to identify the demand for GME provision and engage with local authorities and the Scottish Government	Promotion of GME provision	2. Partnership & Network Organisations
Provide advice for local authorities in their delivery of GME	Engagement with local authorities developing new GME provision	3. Growth in Gaelic education
Provide advice for local authorities in their delivery of GLE as part of the 1 + 2 national programme	Uptake of GLE provision Promotion of Gaelic in 1+2 programme and in the senior phase	4. Understanding the role and responsibilities of Bòrd na Gàidhlig
Provide advice for local authorities in their delivery of an exemplar remit for GME Language Assistants	Promotion of Gaelic Education career opportunities	5. Work undertaken by our key stakeholders and delivery partners
Provide advice to national education organisations in relation to the provision of GME & GLE	Record of engagement and advice to national education organisations	

# KPI04

KEY PERFORMANCE INDICATOR 4		Increased support for the learning of Gaelic
OBJECTIVES	MEASURABLE OUTCOMES	RISK CONSIDERATIONS
Coordinate and deliver an Adult Learning Strategy	Finalised, partner approved, Adult Learning Strategy	<ol style="list-style-type: none"> <li>1. Resources</li> <li>2. Partnership &amp; Network Organisations</li> <li>3. Growth in Gaelic education</li> <li>4. Understanding the role and responsibilities of Bòrd na Gàidhlig</li> </ol>
Support the SpeakGaelic and LearnGaelic initiatives	Materials available to learners at all learning levels in accordance with agreed timetable	
Promote measurement of confidence in fluency in all types of learning supported by Bòrd na Gàidhlig	Updated funding conditions for Gaelic learning to include monitoring requirements	
Work in partnership to assist in developing innovative learning solutions that work for people and organisations	Learning solutions that are developed will be available to learners	
Provide advice to national education organisations on matters relating to Gaelic learning	Record of engagement and advice to national education organisations	

# KPI05

KEY PERFORMANCE INDICATOR 5	Gaelic has an increasing status in a diverse and open Scottish identity	
OBJECTIVES	MEASURABLE OUTCOMES	RISK CONSIDERATIONS
Provide a clear voice for the place of Gaelic in Scottish public life	NGLP progress reported to Scottish Government annually Range of promotional campaigns	<ol style="list-style-type: none"> <li>1. Resources</li> <li>2. Partnership &amp; Network Organisations</li> <li>3. Growth in Gaelic education</li> <li>4. Understanding the role and responsibilities of Bòrd na Gàidhlig</li> <li>5. Work undertaken by our key stakeholders and delivery partners</li> <li>6. Governance</li> </ol>
Support public bodies in their statutory responsibilities in relation to Gaelic	Number of active Gaelic Language Plans	
Advise Scottish Ministers on all matters in relation to Gaelic and Gaelic Development requirements	Annual monitoring report of progress with Gaelic Language Plans A record of advice to the Scottish Ministers	

# KPI06

KEY PERFORMANCE INDICATOR 6	Bòrd na Gàidhlig is effective in its role and contributes to the delivery of NGLP4	
OBJECTIVES	MEASURABLE OUTCOMES	RISK CONSIDERATIONS
Deliver our statutory functions and responsibilities	Compliance with statutory requirements and agreed strategic priorities – verified by external audit and review	<ol style="list-style-type: none"> <li>1. Resources</li> <li>2. Partnership &amp; Network Organisations</li> <li>3. Growth in Gaelic education</li> <li>4. Understanding the role and responsibilities of Bòrd na Gàidhlig</li> <li>5. Work undertaken by our key stakeholders and delivery partners</li> <li>6. Governance</li> </ol>
Support public bodies in their statutory responsibilities in relation to Gaelic	Annual monitoring report on progress will be provided to the Scottish Government and will be published on our website	
Advise Scottish Ministers on all matters in relation to Gaelic and Gaelic Development requirements	Annual monitoring report of progress with Gaelic Language Plans A record of advice to the Scottish Ministers	

# Budget 24/25

2024/25  
£'000

FUNDING/INCOME	
Grant in Aid - Baseline	5,125
GIA additional funding	350
<b>TOTAL AVAILABLE BUDGET</b>	<b>5,475</b>

EXPENDITURE	
GLAIF	1,140
Other Development	2,701
<b>TOTAL DEVELOPMENT COSTS</b>	<b>3,841</b>
Staff Costs	1,213
Other Operating Costs	421
<b>TOTAL OPERATING COSTS</b>	<b>1,634</b>
<b>TOTAL COSTS</b>	<b>5,475</b>

Gaelic Language  
(Scotland) Act 2005

Education (Scotland) Act  
2016

National Gaelic  
Language Plan

Scottish Languages Bill

Scottish Social Attitudes  
Survey

Our thanks to:



**THEATRE GU LEÒR**

