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Evaluation of HIE's Investment in Gaelic Development Services and the Gaelic Cultural Development Programme

Final Report for Highlands and Islands Enterprise

October 2014

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Glossary and Organisations' Roles

GDS - Gaelic Development Services – the contract currently being delivered by Comunn na Gàidhlig (CnaG) on HIE's behalf, initially from 2009 until 2013, with a further 15 month extension to 31 December 2014. Circa £1.2 million supporting a range of programmes below:

MBSS - Marking and Billingual Signage - small grants scheme supporting marketing using Gaelic, with equal respect to English, for businesses and social enterprises seeking to capitalise on the distinctiveness of Gaelic as an asset. No longer available to community groups. Now has a focus on digital marketing.

GSPS - Gaelic Student Placement Scheme - 10 month paid student placements in the H&I in businesses and third sector organisations. Gaelic must be the predominant language in the workplace. Aims to encourage students to return to their home areas over summer.

GBIF - Gaelic Business Innovation Fund – up to 90% funding for businesses and third sector organisations based in the H&I, up to £15,000 for projects seeking to capitalise on the potential of the language to add economic and social value, particularly in HIE's growth sectors.

GB/CYA - Gaelic Business/ Community of the Year Award – competitions offering £3,000 for winners, £1,500 for runners-up and £500 for those in third place. Discontinued prior to Contract E (October 2013) due to diminished demand and an increased focus on business impacts.

CRF - Community Regeneration Fund - for community groups and charitable organisations through grants of up to £10,000 for community regeneration projects (e.g. increase awareness/ appreciation of Gaelic in the community). Discontinued prior to the commencement of Contract E (October 2013), due to an increasing focus on business impacts and focus on Gaelic as an economic asset.

GCDP - The Gaelic Cultural Development Services - current contract being delivered by Fèisean nan Gàidheal from 2012 until 2015 to support opportunities for community groups and individuals to access Gaelic language and cultural skills development in communities across Scotland. HIE has invested approximately £480,000 in this contract, representing around 11% of FnG's total funding, with other funders including Creative Scotland, local authorities and Bòrd na Gàidhlig.

CAM - Community Account Managed Areas - These are areas which HIE supports to deliver measureable impacts, with a target of 40-60 to be supported between 2014 and 2017.

CnaG - Comunn na Gàidhlig – contract delivery of GDS for HIE. Established in 1984 as a co-ordinating Gaelic Development Agency at local, regional and national levels. Board of Directors includes Comhairle nan Eilean Siar, Highland Council, An Comunn Gàidhealach and HIE.

FnG - Fèisean nan Gàidheal – contract delivery of GCDP for HIE. Established in 1991 as the independent umbrella association of the of the Fèis movement. Membership organisation offering a range of services to members e.g. grant-aid, training, insurance and instrument loans. It runs a range of activities including the Fèis itself, the Youth Music Initiative, Cèilidh Trails and the Blas Festival.

HIE - Highlands and Islands Enterprise – lead economic development agency for the H&I. Funder of GDS and GDCP contracts.

BnG - Bòrd na Gàidhlig – national organisation working to promote Gaelic and aims to improve the status of the Gaelic language throughout Scotland. BnG funds CnaG to deliver lomartean which involves 13 officers working across Scotland to undertake area based community development work. BnG also provides funding to FnG, although it is not a large percentage of FnG's total income.

Creative Scotland - the public body that supports the arts, screen and creative industries across all parts of Scotland. It distributes funding from the Scottish Government and the National Lottery. Creative Scotland is one of FnG's largest funders.

1 Introduction

1.1 The report presents the evaluation of Highlands and Islands Enterprise's (HIE's) investment in:

- Gaelic Development Services (GDS), currently delivered by Comunn na Gàidhlig (CnaG), set out in **Part 1;** and
- HIE's investment in the Gaelic Cultural Development Programme (GCDP), currently delivered by Fèisean nan Gàidheal (FnG), set out in **Part 2**.

1.2 The report has been prepared by ekosgen, in partnership with Reference Economic Consultants, over the spring/ summer 2014

Context

1.3 HIE's Gaelic Plan 2012-15 sets out the organisation's aims regarding Gaelic and cultural development, recognising that *"Gaelic language and culture form a unique and powerful asset for Scotland."*[1] Gaelic is seen as both an economic and cultural asset:

> *"Increased self-confidence and self-esteem amongst individuals, communities and our young people can increase the region's sense of cultural and creative vibrancy and distinctiveness; boost motivations for skills development, academic achievement and innovation; and promote fairness and equity for different peoples and cultures. Gaelic, as an integral component of regional identity, can contribute and play a key role in promoting an ambitious, empowered and vibrant Highlands and Islands society… as well as helping to shape confident, diverse communities, Gaelic contributes to the economy of the Highlands and Islands…"*[2]

1.4 In order to maximise the potential contribution of Gaelic to economic and cultural development, HIE has provided funding to Gaelic and cultural development services over a number of years.

1.5 **Part 1** of this report is focused on evaluating the Gaelic Development Services (GDS), currently delivered by CnaG. The initial contract was awarded in 2009 and a further 15-month contract was approved in 2013; the current contract arrangements will run until 31 December 2014. The total value of the contracts (A-E) is approximately £1.2 million. The most recent contract (E) is not evaluated using primary research in this report due little activity having taken place at the time of the evaluation.

1.6 **Part 2** of this report focuses on the Gaelic Cultural Development Programme (GCDP) is currently delivered by FnG, running from 2012 until 2015. The HIE contract is worth approximately £480,000, although there are a number of other investors, with HIE's investment representing approximately 11-12%, depending on the year.

1.7 FnG's mission, ambition and forecast outcomes are well-aligned with HIE's and the Scottish Government's objectives, as identified in the Government Economic Strategy. FnG's mission is *"inspiring young people to value our culture,"* with an ambition to:

[1] Highlands and Islands Enterprise (2012) *Our Gaelic Plan*, p. 3
[2] Ibid., p. 8

> *"Develop the creative talent of young people through supporting opportunities for communities across Scotland to access and enjoy Gaelic arts and culture, promoting traditional arts and Gaelic language as unique and defining assets that contribute to Scotland's distinctiveness."*[3]

1.8 The findings of this evaluation, along with the recent findings of research into the economic and social value of Gaelic as an asset, will inform future investment decisions relating to Gaelic and cultural development.

Scope and Objectives of the Evaluation

1.9 The main aim of the evaluation is to assess the net additional impact of HIE's interventions to support Gaelic and cultural development across the Highlands and Islands.

1.10 Specifically, the objectives of evaluation (covering both the CnaG and FnG contracts) are to:

- Quantify the net additional impact of HIE's interventions to support Gaelic and cultural development through contract arrangements with CnaG and FnG. Impacts should be expressed as turnover, employment and GVA;
- Provide an assessment of the effectiveness and value for money achieved through HIE's contract arrangements with Comunn na Gàidhlig and Fèisean nan Gàidhlig;
- Ascertain how the respective programme activities have contributed to HIE's strategic priorities, the Government's Economic Strategy and HIE's Gaelic Plan;
- Review the services provided in the context of HIE's area policy (including fragile areas) and provide analysis of geographic distribution;
- Provide qualitative information relating to the experiences of beneficiaries including businesses, social enterprises, students in their engagement with the respective development activities supported through the CnaG and FnG contracts; and
- Identify any learning points, opportunities and insights, and make recommendations to inform any future investment by HIE to support Gaelic language and wider cultural development.

Approach

1.11 The evaluation has involved desk-based research and analysis of relevant policies, monitoring and contract information; consultations with strategic stakeholders; and telephone/ online surveys with CnaG beneficiaries: businesses/ social enterprises, community/ charitable groups and students[4]; and telephone/ online surveys with Fèisean groups.

1.12 Regarding the GDS delivered by CnaG, it must be noted that the current contract (E), and the interventions made available, differ from the earlier contracts. This is detailed in Chapter 2. For example, in Contract E community organisations are no longer eligible for the Marketing and Signage scheme and, overall, there is a clearer focus on business outcomes. The Community Regeneration Fund (CRF) was discontinued as part of this refocusing. It was also agreed with the study steering group that the beneficiaries of GDS Contract E to date would not be surveyed. The overall number and types of beneficiaries to be surveyed were discussed and agreed with the study Steering Group.

[3] Fèisean nan Gàidheal (2014) *A'toirt ar dualchais do ar n'òigridh: Programme Plan 2015-20. Chapter 3: Mission, Ambition and Outcomes*

[4] Please note that those beneficiaries awarded grants/ support in contract E were not included in the primary research due to the fact that the majority of the projects had not, as yet, delivered much activity and thus it would have been difficult for them to complete the survey, commenting on the impacts and outcomes, given the time it can take for these to be generated. In addition, contact details were missing for these projects.

1.13 Regarding the GCDP delivered by FnG, it must be noted that the primary research has, as agreed with the steering group, only comprised stakeholder consultations and a survey of Fèisean groups. As such, the impacts and additionality of the other activities that FnG undertakes are not assessed, beyond analysing the monitoring data that are reported to HIE, as well as some additional information provided by FnG in their consultation.

1.14 Specifically, **Part 1** of the work has involved:

- A comprehensive review of programme monitoring information and documentation for all the CnaG contracts;
- Ten stakeholder consultations with representatives from HIE, CnaG, Comhairle nan Eilean Siar, Argyll and Bute Council, Highland Council, Bord na Gàidhlig (BnG) and the Scottish Government;
- 51 surveys with businesses/ social enterprises/ community groups that have received assistance from CnaG during contracts A to D through the Gaelic Business Innovation Fund (GBIF), Marketing and Bilingual Signage Scheme (MBSS), Gaelic Summer Placement Scheme (GSPS) and the Gaelic Business/ Community of the Year Award (GB/CYA). Of these, 20 were undertaken by telephone and 31 were received online, although it must be noted that responses for 66 interventions were received in total, given that some organisations had accessed more than one type of intervention. This provides an overall response rate of 23%, from those projects for which we had contact details;
- Ten surveys with community/ charitable groups that have received assistance from CnaG through the Community Regeneration Fund (CRF). Of these, two were undertaken by telephone and eight were received online. This provides an overall response rate of 25%, from those projects for which we had contact details. Although this scheme is no longer available (as detailed in Chapter 2), previous recipients were surveyed in order that this element could also be evaluated;
- 17 surveys with students who have benefitted from the GSPS. Of these, seven were undertaken by telephone and 10 were received online. This provides a response rate of 50%, from those placements for which we had contact details;
- Overall, a total of 78 CnaG beneficiaries participated in the research, giving a response rate of 26% of those we had contact details for.

1.15 **Part 2** of the work has involved:

- A review of programme monitoring information and documentation for the FnG contract;
- Eleven stakeholder consultations with representatives from HIE, FnG, Comhairle nan Eilean Siar, Argyll and Bute Council, Creative Scotland, Bord na Gàidhlig (BnG) and the Scottish Government (in total, 13 stakeholders were consulted, given many were consultee for Part 1 and Part 2);

- 14 surveys with Fèisean groups that have received funding/ assistance from FnG. Of these, nine were undertaken by telephone and five were received online. This provides a response rate of 40% of the 35 groups for which details were made available.

Primary Research Undertaken				
Part 1: Review of Gaelic Development Services (GDS) by CnaG				
GBIF, MBSS, GSPS, GB/CYA	Businesses/ social enterprises/ community groups	GBIF, MBSS, GSPS, GB/CYA	51 (66 offers)	23%*
Community Regeneration Fund (CRF)	Community/ charitable groups	Contracts A-D	10	25%*
Gaelic Student Placement Scheme (GSPS)	Students	Contracts A-D	17	50%*
Total Telephone and Online Surveys completed			*78*	*26%*
Part 2: Review of Gaelic Cultural Development Programme (GCDP)				
GCDP Fèisean group activity	Fèisean groups	2012-2014	14	40%*

** for which contact details were made available/obtained*

Structure of the Report

1.16 The report is structured in the following way:

Part 1: Gaelic Development Services (GDS) review, currently delivered by Comunn na Gàidhlig (CnaG)

- Chapter 2 provides an overview of the programme and context, including the activities undertaken and progress against targets;
- Chapter 3 reviews the profile of CnaG beneficiaries and the projects that have been funded;
- Chapter 4 analyses the beneficiary outcomes, broken down by business outcomes (covering the GBIF, MBSS and the GSPS, recipients of the Gaelic Business of the Year Award and the Gaelic Community of the Year Award), the Community Regeneration Fund and students who have completed a Gaelic summer placement;
- Chapter 5 reviews the scheme impacts, both tangible and intangible outcomes; and
- Chapter 6 provides conclusions and recommendations.

Part 2: HIE's investment in the Gaelic Cultural Development Programme (GCDP), currently delivered by Fèisean nan Gàidheal (FnG).

- Chapter 7 provides an overview of the investments and their performance;
- Chapter 8 analyses the beneficiary experience;
- Chapter 9 reviews the impacts, principally for supported Fèisean groups; and
- Chapter 10 provides conclusions and recommendations.

Part 1: Gaelic Development Services (GDS) review

currently delivered by Comunn na Gàidhlig (CnaG)

2 The Investments and Reported Performance

Introduction

2.1 This chapter provides an overview of the CnaG contract and the activities that have been undertaken to date. It reviews the performance of the contract against its targets and is based on a review of internal evaluation and monitoring documents, and stakeholder consultations. Specifically, the chapter covers:

- The context of the CnaG investment;
- The rationale for the investment and its contribution to strategic priorities;
- The anticipated funding and targets;
- Budgets and costs;
- Actual expenditure;
- Activities undertaken; and
- Progress to date.

Evolution of the CnaG Contracts

2.2 CnaG was formed in 1985 and HIE (and formerly the Highlands and Islands Development Board) supported the organisation to deliver Gaelic development services, initiatives and programmes from its inception. This was, until 2009, on a non-competitive basis, as HIE sought to help the development of the sector.

2.3 In 2009 it was decided that further contracts for Gaelic development services ought to be openly procured, in light of general procurement practice. It was also designed to *"bring about a more business-minded approach to the Gaelic sector"* and reduce the dependency of the sector on grants, thus minimising the risk to the public sector of Gaelic organisations' reliance on public funds.

2.4 However, while a number of organisations expressed an interest in the opportunity, CnaG was the only organisation to fully complete and submit a PQQ in June 2009.[5] Following re-submission of the initial tender and discussions, the CnaG proposal was accepted on a *"one-year only basis with six-month review and further two-year contract,"*[6] although HIE still had reservations at the time with respect delivery and management methodologies.[7] Thus, while HIE had made £1m to £1.2m available over three financial years, the commissioning group awarded the first contract for one with a limit of £300,000 in order to minimise and manage risk to HIE.

2.5 Following the first contract (A), a further two year contract extension worth £679,992 (£339,996 per year for contracts B and C) was awarded to CnaG to deliver Gaelic Development Services from 1 October 2010 to 30 September 2012.[8] In order for funding to continue, HIE stipulated that CnaG needed to change its internal management processes, including the development of a new CnaG business type person to engage with HIE teams. HIE wanted CnaG to be available to account managers and for referrals to be made to/ from account managers.[9] After the first year, it was agreed

[5] Highlands and Islands Enterprise (2009) *Assistance Appraisal Paper/ Cover Sheet*, 22 September, p.2
[6] Highlands and Islands Enterprise (2009) *Assistance Appraisal Paper/ Cover Sheet*, 22 September, p.3
[7] Highlands and Islands Enterprise (2009) *Assistance Appraisal Paper/ Cover Sheet*, 22 September, pp. 2-3
[8] Highlands and Islands Enterprise (2010) *Assistance Appraisal Paper/ Cover Sheet*, 5 May, p. 1
[9] Personal Communication, HIE Stakeholder Consultation

that CnaG had sufficiently demonstrated delivery and management capability in the first year of the contract (A) for HIE to award years 2 (B) and 3 (C).

2.6 The contract was subsequently extended in October 2012 (Contract D), an option that was made available as per the original contract agreement. This was on the basis that, under new leadership, *"CnaG had transformed its processes and operational effectiveness and has constantly been exceeding its targets set through the contract with HIE."*[10] As such, CnaG had become "*widely regarded as the primary organisation supporting Gaelic development by businesses, social enterprises and community."*[11]

2.7 To develop the delivery of services, the Contract D extension specified *"ensuring better alignment of specialist service with HIE Plan objectives (2012-2015)"*; £103,000 to be awarded in third party *"grant schemes supporting innovation, community regeneration, youth leadership, Gaelic student summer placements*[12]*, a Gaelic Business of the Year Competition and Gaelic marketing and signage"*; *"job retention in a specialist service and fragile area"*; *"contribution to delivery of HIE Gaelic Plan deliverables"*; *"Gaelic research support"*, *"scoping of future procured Gaelic development services based on research findings"*; and "*closer integration with and support for HIE."*[13]

2.8 In particular regarding the funded projects, the activities included a number of changes, including "*the inclusion of a focus on youth leadership, and development of a potential Gaelic apprenticeship scheme, in line with emerging strengthening community activity in these areas."*[14] The Gaelic Community of the Year Award was discontinued prior to the commencement of this contract.

2.9 In June 2013, towards the end of Contract D, it was decided that from 30 September 2013, as *"the current Gaelic Development Services are generating impacts against HIE measures, many of the targets being achieved or exceeded,"* to satisfy existing demand and *"to maintain this momentum, continuity of generated impacts and pipeline, until the HIE led Gaelic research findings based services are secured…three packages of services"* would be continued from 30 September 2013 (Contract E):

1. Marketing and new markets using Gaelic;
2. Business innovation using Gaelic as an asset; and
3. Gaelic student placements.[15]

2.10 These were the schemes where there was greatest demand, and also the areas where there was felt to be a much greater focus on Gaelic as an asset.[16]

2.11 These projects were anticipated *"to deliver leverage of between 1.7:1 and 2:1 for the HIE grant invested."* In addition, it was anticipated that there was *"no displacement caused by this proposed scope of Gaelic development services. Additionality is full as there is no equivalent range of Gaelic development services being provided by any other organisation."*[17]

[10] HIE (2012) *HIE Appraisal Paper*, p.1
[11] HIE (2012) *HIE Appraisal Paper*, p.1
[12] 22 in the HIE area
[13] HIE (2012) *HIE Appraisal Paper*, pp. 4-5
[14] HIE (2012) *HIE Appraisal Paper*, pp. 4-5
[15] HIE (2013) *HIE Assistance Project Appraisal*, June, p.1
[16] Personal Communication, HIE Stakeholder Consultation
[17] HIE (2013) HIE Assistance Project Appraisal, June, p.1

2.12 The former Community Regeneration Scheme (CRF) and Gaelic Business of Year Award were discontinued due to a lack of demand[18] and reported impacts. The CRF was perceived as being more about Gaelic development generally, and there was a desire to see more digital marketing within the MBSS.[19] The CRF and Award projects were perceived as lacking longevity in terms of impacts. There was a view therefore that focusing on communities, in the timescales, was the least productive use of funding to achieve tangible outcomes. There was also some concern that the CRF lacked additionality, due to some duplication with the work of BnG-funded Iomartean officers in the Western Isles.[20]

2.13 Overall, CnaG's delivery of GDC has taken place over five contracts, summarised below:

Table 2.1

Contract	Period covered	Project (grant) funding	Management and Project Delivery fee	Total value
A	1 October 2009 – 30 September 2010	£103,000	£197,000	£300,000
B	1 October 2010 – 30 September 2011	£103,000	£236,996	£339,996
C	1 October 2011 – 30 September 2012	£103,000	£236,996	£339,996
D	1 October 2012 – 30 September 2013	£103,000	£236,996	£339,996
E	1 October 2013 – 31 December 2014	£145,000	£58,890	£203,890
TOTAL		**£557,000**	**£966,878**	**£1,523,878**

Source: Highlands and Islands Enterprise (2009, 2010, 2013) Assistance Appraisal Paper/ Cover Sheets;

2.14 Until Contract E, the aims, as defined in the HIE contracts, were generally to increase the use of Gaelic and the use of Gaelic as an asset. As such, there were not formerly specific objectives for each of the activities/ schemes funded. However, Contract E made the schemes more focussed on business development – i.e. development *through* Gaelic, rather than development *of* Gaelic.[21]

2.15 There were also some other changes introduced in Contract E; for example, the MBSS has a specific focus on digital marketing, and the scheme was only made available for businesses; community organisations are no longer eligible. The amount to be disbursed is also higher in the current contract; £70,000 is to be spent in just over a year, compared to £35,000 per annum under the previous contract. There has also been more funding committed to digital marketing overall in the current contract than to physical signage.[22]

2.16 GBIF funding has also increased from £30,000 to £50,000, and the definition of innovation has been broadened to include the use of Gaelic for the first time in a business or the introduction of new ways of working in a business that already uses Gaelic; this has increased the number of applicants. The scheme is now less about raising the profile of Gaelic, but instead focuses on helping young people "get their foot on the business ladder", realising that Gaelic is a business asset.[23]

2.17 For the Gaelic Student Placement Scheme (GSPS), total funding of £25,000 was allocated under Contract E. CnaG expect to exceed their target for the number of placements as they have received additional funding for the programme of £4,000 each from Highland and CnES councils.[24] The main aim of the GSPS is to encourage students to return to their home areas, with the view that

[18] Stakeholder Comments
[19] Personal Communication, HIE Stakeholder Consultation
[20] HIE Stakeholder Consultation
[21] Stakeholder Comments
[22] Stakeholder Comments
[23] Stakeholder Comments
[24] Stakeholder Comments

this will increase the likelihood that students will come back to live and work in the area in the future. The scheme also helps to increase students' awareness of Gaelic-related employment opportunities in their home area.[25]

2.18 Over time through the contracts, HIE has sought to encourage the use of Gaelic as an asset, and to move away from a focus on the Gaelic experience. This has been to achieve greater alignment with HIE priorities. Nevertheless, it is recognised that at times this can be difficult for CnaG, given that more than half of their activities are funded by BnG and Creative Scotland, with their greater focus on nurturing the sector as a whole.[26]

Rationale and contribution to Strategic Priorities

2.19 The objectives for GDS are well aligned with HIE's operating priorities and with the Government Economic Strategy (GES). As outlined in HIE's original appraisal paper back in 2009, *"HIE maintains that Gaelic has an important role to play in securing sustainable economic growth in the Highlands and Islands."* Thus, *"Gaelic plays a significant role in achieving against the following strategic challenges set out in the GES :*

- ***Economic growth*** *– creating a confident and ambitious population taking forward the region's development;*
- ***Population*** *– making the Highlands and Islands a linguistically and culturally vital and attractive place to live and work;*
- ***Solidarity, cohesion and sustainability*** *– ensuring parity and equity in dealing with the native Gaelic and English speaking populations of Scotland, breeding intercultural awareness and social cohesion."*[27]

2.20 However, it must be noted that the Scottish Government's Economic Strategy has since been updated, with the most recent version being published in 2011.

2.21 Further, GDS in 2009 were deemed to align well with HIE's Gaelic Plan:

> *"HIE maintains that the promotion of a bilingual Highlands and Islands, and the associated benefits of increased self-confidence and self-esteem amongst individuals, communities and our young people; of increasing the region's sense of cultural and creative vibrancy and distinctiveness; of boosting skills, academic achievement and innovation; and promoting fairness and equity for different peoples and cultures, can play a key role in promoting an ambitious, empowered and vibrant Highlands and Islands society as a model for sustainable economic growth in the 21st century."*[28]

2.22 Moreover, the development was to contribute towards the Single Outcome Agreements of the local authorities where Gaelic is most prominent, particularly for the following:

[25] Stakeholder Comments
[26] Personal Communication, HIE Stakeholder Consultation
[27] Highlands and Islands Enterprise (2009) *Assistance Appraisal Paper/ Cover Sheet,* 22 September, p.6
[28] Highlands and Islands Enterprise (2009) *Assistance Appraisal Paper/ Cover Sheet,* 22 September, p.6

Table 2.2

Local Authority	Single Outcome Agreement Priorities
Comhairle nan Eilean Siar	13.1 Increased number of Gaelic speakers in the Outer Hebrides 13.2 Growing confidence and pride in Hebridean culture.
Highland Council	13.1 Development of the Gaelic language and culture.

Source: Highlands and Islands Enterprise (2009) Assistance Appraisal Paper/ Cover Sheet, 22 September, p.6

2.23 The appraisal paper also referred to the *"wider unquantified impacts on economy and community"*:

> *"Gaelic and the broader Gàidhealach culture are also increasingly important as part of the area's tourism appeal and specific activities…serve to enhance this and will bring related benefits. Other sectors including digital media, cultural industries, cultural events (which of course encourage spending by locals as well as visitors) will benefit…The issues of self-confidence, community confidence, low critical population mass within communities and perceived lack of local opportunity, which have plagued the Highlands and Islands for long periods, of course also have economic effects in addition to social ones. Anything which succeeds in addressing and alleviating these factors…(can) have positive economic as well as social effects. These more tenuous social impacts can have a genuine effect on harder community metrics such as population retention and youth unemployment."*[29]

2.24 Accordingly, the focus of HIE's rationale for investment in Gaelic and cultural development from 2009 was to achieve *"social and economic development outcomes,"* rather than investing *"in the regeneration of the language as an end in itself."* [30] As such, HIE were, and continue to be, keen to use Gaelic where it is an asset (e.g. cultural, linguistic, food provenance etc.), rather than to develop the Gaelic sector and language as an end to itself.[31]

2.25 Overall, HIE's investment from 2009 was predicated on a number of estimated impacts, *"such as those on key sectors, including the tourism and creative industries, and on the benefits such activity brings in raising levels of confidence, increasing community cohesion and demographic impacts; with a particular focus on current HIE fragile areas."*[32]

Anticipated Benefits and Targets

2.26 The anticipated benefits and targets of the CnaG contracts have changed over the lifetime of the contracts as HIE has sought to increase the focus on supporting Gaelic as an asset and to more firmly support economic growth objectives. The original contract targets are detailed in Appendix A.

2.27 At the outset, in 2009, a wide range of anticipated impacts were identified, primarily focused on activities and assistance to community groups as well as businesses and social enterprises. Activity to promote cohesion was supported, for example. Identified targets in 2009 were:

- *"Reducing grant dependency of CnaG as it grows its income through social enterprise activity;*
- *8 community groups supported to deliver Gaelic cultural activity promoting cohesion;*
- *2 community groups realised through the Fàs aig an Oir initiative;*
- *Award programme for Gaelic in Business;*
- *Award programme for Gaelic community of the year;*

[29] *Highlands and Islands Enterprise (2009) Assistance Appraisal Paper/ Cover Sheet, 22 September, pp.6-7*
[30] *Highlands and Islands Enterprise (2009) Assistance Appraisal Paper/ Cover Sheet, 22 September, p. 7*
[31] Personal Communication, HIE Stakeholder Consultation
[32] *Highlands and Islands Enterprise (2009) Assistance Appraisal Paper/ Cover Sheet, 22 September, p. 7*

- *2 Gaelic projects demonstrating creativity and innovation;*
- *A Gaelic labour market initiative piloted in conjunction with SDS and BnG;*
- *A project successfully piloted for 2010/11 in partnership with VisitScotland and for Scottish Year of Island Culture;*
- *Development of a Gaelic business cluster fostering knowledge transfer;*
- *5 businesses implementing change based on use of Gaelic in business;*
- *10 businesses benefitting from adoption of bi-lingual signage."*[33]

2.28 By the most recent contract extension for October 2013 to December 2014, HIE had sought a stronger focus on enterprise and commercial outcomes, and had shifted from activity-based targets to more impact-based measures. The following were specified for Gaelic Development Services in meeting HIE's Measurement framework:

- *"25 clients engaged in entrepreneurial activities*
- *2-5% increase in turnover*
- *2-5% increase in turnover of the social economy*
- *25 grad/ undergrads placements supported*
- *10 commercialisation of ideas/ products*
- *30 projects supporting the Gaelic economy*
- *40 projects in CAM areas*
- *30 SMEs supported to reduce fragility*
- *10 cultural events*
- *5 communities securing new revenue streams."*[34]

Budgets and Costs

2.29 A total of £1,523,878 has been made available from October 2009 to December 2014, with £300,000 being made available in the first year and £339,996 each year from 2010/11 to 2012/13. A reduced allocation of £203,890 was made available from October 2013 to December 2014, reflecting the smaller range of more focussed activities. The anticipated costs for the most recent contract extension (Contract E) are as follows, 'grants to third parties' refers to the amount to be awarded in grant funding, whereas 'development' support refers to the cost of managing the grants:

Table 2.3

Description	Grants to third parties	Development support
Marketing and new markets using Gaelic	£70,000	£29,657
Business innovation using Gaelic as an asset	£50,000	£19,967
Gaelic student placements	£25,000	£9,266
Totals	**£145,000**	**£58,890**

Source: HIE (2013) Assistance Project Appraisal Paper, p. 4

[33] *Highlands and Islands Enterprise (2009) Assistance Appraisal Paper/ Cover Sheet, 22 September, p.6*
[34] HIE (2013) *HIE Assistance Project Appraisal*, pp. 3-4

Actual Expenditure

2.30 The actual expenditure against the budget proposed for contracts A-C are detailed in the table below:

Table 2.4

	Total Budgets	Forecast Projects	Actual Expenditure	Unallocated budget	Remaining Commitment	Total to pay out	% remaining
Signage	£85,000.00	£83,149.57	£82,899.57	£1,850.43	£250.00	£2,100.43	0.29
Community Regeneration Fund (CRF)	£85,000.00	£83,348.83	£83,348.83	£1,651.17	£0.00	£1,651.17	0.00
Gaelic Business Innovation Fund (GBIF)	£70,000.00	£68,396.24	£68,396.24	£1,603.76	£0.00	£1,603.76	0.00
Gaelic Summer Placement Scheme (GSPS)	£39,000.00	£39,000.00	£39,000.00	£0.00	£0.00	£0.00	0.00
Gaelic Business/ Community of the Year Award	£30,000.00	£30,000.00	£30,000.00	£0.00	£0.00	£0.00	0.00
Total	**£309,000.00**	**£303,894.64**	**£303,644.64**	**£5,105.36**	**£250.00**	**£5,355.36**	**0.08**

Source: 2009-2012 CnaG Monitoring Data provided to HIE

2.31 The GSPS and Gaelic Business/ Community of the Year Award programmes spent the full budget, while a small proportion was left for the Signage, CRF and GBIF schemes, totalling £5,105.36. Actual expenditure against the budget proposed for Contract D is provided in the table below:

Table 2.5

	Contract	Carried forward	TOTAL	Forecast Projects	Actual Expend-iture	Unalloc-ated Budget	Remaining Commit-ment	Total to pay out	% remaining
Signage (MBSS)	£35,000	£1,850.43	**£36,850.43**	£33,145.83	£33,145.83	£3,704.60	£0.00	£3,704.60	0.00
Community Regeneration Fund	£25,000	£1,651.17	**£26,651.17**	£33,117.92	£33,117.92	-£6,466.75	£0.00	-£6,466.75	0.00
Gaelic Business innovation Fund	£25,000	-£354.13	**£24,645.87**	£1,816.87	£1,816.87	£22,829	£0.00	£22,829.00	0.00
Oileanaich	£13,000	£0.00	**£13,000**	£13,000.10	£13,000.00	-£0.10	£0.10	£0.00	0.00
Gaelic Business/ Community of the Year Award	£5,000	£0.00	**£5,000**	£5,000	£4,500	£0.00	£500	£500	10.00
Total	**£103,000**	**£3,147.47**	**£106,147.47**	**£86,080.72**	**£85,580.62**	**£20,066.75**	**£500.10**	**£20,566.85**	**0.49**

Source: 2012-2013 CnaG Monitoring Data provided to HIE

2.32 Across Contract D, £106,147.47 was allocated to projects, with the actual expenditure matching the forecast projects for the MBSS, CRF and GBIF programmes. Overall, demand for GBIF was low and this accounts for the majority of the unallocated budget of £20,066.75.

Activities Undertaken

2.33 A range of activities have been undertaken since the commencement of the first contract in 2009, and these have evolved as the contracts have changed. The details of the CnaG activities proposed and their intended impacts for the most recent contracting period October 2013 to December 2014. These are summarised in Appendix A. The level of funding available, the geographic criteria and eligibility criteria are also summarised in Appendix A.

Performance Against Targets

2.34 CnaG have reported progress against activities and targets each year. In the first year, progress was measured against the following services:

1. Support for the application of the HIE **Fàs aig an Oir (Growth at the Edge) approach** across fragile areas; identifying economic and community development opportunities and regenerating Gaelic as a spoken community language;

2. Development and implementation of **innovative projects** which contribute to the sustainable growth of the Gaelic related creative industries, goods and services, tourism initiatives and the Gaelic labour market;

3. Provision of **advice and support to project officers** (primarily account managers), clients and third-party contracted organisations towards the application of Gaelic in business and the third sector realising social and economic opportunities and benefits;

4. Delivery and effective promotion of **grant schemes** including a bilingual signage scheme, a community regeneration fund and a Gaelic innovation Fund; and

5. **Research and promotion of Gaelic** as a tool for economic and social development and towards the further demarginalisation of Gaelic in Scotland.[35]

2.35 Following six month monitoring of the first contract, CnaG underwent significant restructuring; the HIE Assistance Appraisal Paper/ Cover Sheet stated that *"strengthened management controls, procedures and methodology, and improved structure and efficacy"* had been achieved, and it concluded that *"satisfactory progress has been made in all areas of the first six months of the contract and in CnaG's action to restructure the organisation and improve its internal controls."*[36]

2.36 However, while CnaG's performance in the first year was good, there was concern that the contracts were overly focused on activities, with high level outputs related to delivery of specific activities. HIE was keen to develop a closer relationship between the CnaG contract and HIE's measurement framework.[37]

2.37 As such, for the second contract period from October 2010 to September 2011, the following key performance indicators (KPIs) were set and achieved:

[35] Highlands and Islands Enterprise (2010) *Assistance Appraisal Paper/ Cover Sheet*, 5 May, pp. 2-3
[36] Highlands and Islands Enterprise (2010) *Assistance Appraisal Paper/ Cover Sheet*, 5 May, p. 3
[37] Personal Communication, HIE Stakeholder Consultation

Table 2.6

Key Performance Indicator *October 2010 to September 2011*	Target	Actual	% of target achieved
Community groups supported Gaelic community/ economic dev'pt	20	32	160%
Organisations accessing marketing and signage	20	39	195%
Bodies supported through regeneration scheme	10	9	90%
Gaelic projects demonstrating innovation in key sectors	3	3	100%
Summer graduate placements	15	19	126%
Instances of high profile mainstream national press coverage	2	12	600%

Source: HIE (2012) Project Amendment Paper for Approved Projects, p.1

2.38 In 2012, monitoring of the CnaG contract was again altered, reflecting that measurement was too *"activity focussed"* with too great a *"reliance on 'project specific' measures."* As such, the contract was amended *"to better record the specific activities and outputs which have been achieved to date and will be achieved through the year extension of the contract."*[38]

2.39 Despite initial concerns, it was stated (2012) *"the activity levels and outputs generated exceed those expected at the outset of the project."* Furthermore, *"demand for the schemes has consistently been in excess of the resources available to satisfy all the projects that met scheme criteria."*[39]

2.40 The targets were subsequently revised. The activities, outputs and achievements in contracts B, C and targets for contract D are summarised in the tables below, under each of HIE's priorities.

Table 2.7

Supporting businesses and social enterprises to shape and realise their growth potential					
Activity/Outputs	**Scheme**	**Year 2**Contract B: 2010 -11	**Year 2 C**ontract C: 2011 -12	**Total**	**Extension** Contract D: 2012 -13
No. of clients supported to deliver growth aspirations					
No. of clients engaged in entrepreneurial activities	Marketing	22	15	**37**	20
	Innovation	3	3	**6**	3
	Student Place	9	7	**16**	8
	Total	**34**	**25**	**59**	**31**
No. of grad/ undergrads placements supported		19	22	**41**	22
Commercialisation of ideas/ products		0	3	**3**	3

Source: HIE (2012) Appraisal Paper, taken directly from Table 1 – Activities and Resulting Outputs, p.2. Student placements also include funding from THC and CnES local authorities

2.41 Over years two to four, the targets for the supporting businesses and social enterprises to shape and realise their growth potential stream were relatively modest, with a focus on the marketing and bilingual signage scheme. The GBIF targets, in particular, were relatively low, with just three clients to be engaged each year, and a total of six ideas/products to be commercialised over 3 years.

Table 2.8

Strengthening communities and fragile areas					
Activity/Outputs	**Scheme**	**Year 2** Contract B: 2010 -11	**Year 3** Contract C: 2011 -12	**Total**	**Extension** Contract D: 2012 -13
No. of community groups supported	Marketing	15	14	**29**	15
	Student Place	4	7	**11**	5
	Regeneration	10	10	**20**	10
	Competition	3	2	**5**	
	Total	**32**	**33**	**65**	**30**

[38] HIE (2012) Project Amendment Paper for Approved Projects, p.1
[39] HIE (2012) Project Amendment Paper for Approved Projects, p.1

Strengthening communities and fragile areas					
Activity/Outputs	**Scheme**	**Year 2** Contract B: 2010 -11	**Year 3** Contract C: 2011 -12	**Total**	**Extension** Contract D: 2012 -13
No. of communities supported No. of communities securing new revenue streams	Regeneration	2	3	**5**	2
No. of organisations supported to deliver growth aspirations No. of cultural events	Regeneration	4	6	**10**	5
No. of SMEs supported No. of SMEs supported to reduce fragility	Marketing	22	15	**37**	20
	Student Place	9	7	**16**	8
	Competition	3	3	**6**	3
	Total	**34**	**25**	**59**	**29**

2.42 As above, the targets for contracts B-D showed a strong emphasis on helping communities and fragile areas; there was a target for 95 community groups to be supported, seven communities to be supported in securing new revenue streams, 15 organisations to run cultural events (using CRF funding) and 88 SMEs to be supported to reduce fragility, largely through the MBSS.

Table 2.9

HIE priority – Strengthening communities and fragile areas					
Outputs	**Scheme**	**Year 2**Contract B: 2010 -11	**Year 3** Contract C: 2011 -12	**Total**	**Extension** Contract D: 2012 -13
No. of projects in CAM areas	Marketing	11	22	**33**	15
	Regeneration	6	5	**11**	6
	Student Place	4	6	**10**	5
	Innovation	1	0	**1**	1
	Competition	5	5	**10**	2
	Total	**27**	**38**	**65**	**29**
No. of projects supporting the Gaelic economy	Marketing	37	29	**66**	20
	Innovation	3	3	**6**	3
	Regeneration	7	7	**14**	7
	CnaG	1	1	**2**	1
	Competition	2	2	**4**	1
	Student Place	1	1	**2**	1
	Total	**51**	**43**	**94**	**33**
(SIM) No. of participants	Regeneration	49	75	**124**	50
	Student Place	19	22	**41**	22
	Innovation	20	8	**28**	0
	Total	**88**	**105**	**193**	**73**

Source: HIE (2012) Appraisal Paper, taken directly from Table 1 – Activities and Resulting Outputs, p.2

2.43 There was emphasis on supporting account managed communities (CAM areas), with 94 projects to be supported over three years and 127 projects supporting Gaelic to be funded.

Table 2.10

HIE priority – Developing Key Sectors					
Activity/Outputs		**Year 2** Contract B: 2010 -11	**Year 2** Contract C: 2011 -12	**Total**	**Extension** Contract D: 2012 -13
No. of sectoral development projects					
Improved conditions for sectoral growth					
Tourism Projects	Marketing	9	8	**17**	10
Food and drink projects	Marketing	2	0	**2**	5

Source: HIE (2012) Appraisal Paper, taken directly from Table 1 – Activities and Resulting Outputs, p.2

2.44 In terms of key sectors, a total of 27 tourism projects were to be supported using marketing funding, and seven food and drink projects, strengthening Scotland's growth sectors.

Table 2.11

Creating the Conditions for a Competitive and Low Carbon Region				
Activity/Outputs	**Year 2** Contract B: 2010 -11	**Year 2 C**ontract C: 201112	**Total**	**Extension** Contract D: 2012-13
Projects supported through the three grant schemes				
Leverage resulting from HIE investment	£93,000: £155,300	£93,000: £155,300	**£186,000 expenditure levering in £311,000 third party funds**	£93k : £155.3k

Source: HIE (2012) Appraisal Paper, taken directly from Table 1 – Activities and Resulting Outputs, p.2

2.45 The projects were also set targets to lever in approximately 66% additional funding on top of HIE's investment, acting as a catalyst for economic development.

2.46 Throughout Contracts B-D, as detailed above, progress against targets was relatively slow. The table below shows the percentage of the target achieved, with some areas of performance seemingly very weak, such as advice to HIE offices for account managed organisations (7%), reflecting challenges in engaging with account managers but also reflecting that CnaG have always been as proactive as they could have been in meeting targets.

2.47 The monitoring data on which the Table below is based suggests targets were only met for the Account Managed Community and Innovation Scheme, and that targets were not exceeded for any of the activities, although stakeholders reports good activity levels in the early contracts A-C and the data appears to under-represent true levels of activity. Indeed, early contracts were renewed on the basis of good activity levels.

Table 2.12

Activities	Targets	Achieved	% Achieved
Account Managed Community	3	3	**100**
Fàs aig an Oir	11	2	**18**
Advice to HIE Officers for Account Managed Organisations	15	1	**7**
Bilingual Signs & Marketing Scheme	20	8	**40**
Community Regeneration Scheme	10	3	**30**
Innovation Scheme	3	3	**100**
Research / promotional activity in key sector	3	0	**0**
Research / promotional activity relating to contribution of Gaelic in economic and social development	3	0	**0**
Positive high-profile national coverage on contribution of Gaelic to development	3	0	**0**
Gaelic Business of the year	3	0	**0**
Gaelic Community of the year	3	0	**0**

Source: 2009-2012 CnaG Monitoring Information provided to HIE

2.48 Specific targets were detailed for each local authority area. Only one target was achieved for Argyll, for the GBIF. All other targets, despite being relatively modest were not achieved. The bilingual signs and marketing target was nearly achieved, with 75%. Progress against targets was slightly higher in Highland. The target for account managed communities was met, while the target for innovation was exceeded by 100%. All other targets were not met, although progress was made on the bilingual signs and marketing and CRF funding streams. In the Western Isles, none of the targets were met, although the most progress was made towards Account Managed Communities (50%), Fàs aig an oir (14.29%) and Bilingual Signs and marketing (14.29%). The detailed breakdowns are provided at Appendix A.

2.49 When the contract was extended again in October 2012 (Contract D), the following **additional targets** were set. These were to:

- *"Secure 5.5 FTE positions, 3 of which are based or do most of their work in fragile areas;*
- *Ensure direct alignment with our Operating Plan 2012-15;*
- *Significantly contribute to our Gaelic Plan 2012-15;*
- *Provide necessary support for HIE's proposed Gaelic Research project, including:*
    - *3 days of officer time per week supporting the researchers to access Gaelic sector data;*
    - *In-kind senior coordination of CnaG's contribution amounting to around £15k;*
    - *Financial contribution of £5k towards research costs;*
    - *Support to analyse what findings mean for sector and HIE's potential contribution;*
    - *Assistance to scope future Gaelic development services to be directed by HIE.*

- *Closer integration of, and support from, CnaG officers with, and for, HIE officers and HIE Board;*
- *Support for HIE's Gaelic Communications Officer (new post with BnG grant funding successfully secured) to identify innovation opportunities and networks."*[40]

2.50 Overall, it was agreed that the contract would achieve:

- *"Better alignment of specialist service with HIE plan objectives*
- *Third party grant schemes*
- *Job retention in a specialist service and fragile area*
- *Contribution to delivery*
- *Gaelic research support*
- *Scoping of future procured Gaelic development services based on research findings; and*
- *Closer integration with, and support for, HIE."*[41]

2.51 Throughout Contract D, CnaG is regarded as generally managing to re-orientate well and increased their focus on businesses and social enterprises.[42] Progress against contract targets from 2012 to 2013 is detailed in Table 2.13 below.

[40] HIE (2012) HIE Appraisal Paper. HMS Project ID: 9339010, p.2
[41] HIE (2012) HIE Appraisal Paper. HMS Project ID: 9339010, pp. 4-5
[42] Personal Communication, HIE Stakeholder Consultation

Table 2.13

Progress against targets 2012-2013 (Contract D)												
	Clients supported to deliver growth aspirations				Communities. Supported	Organisations supported to deliver growth aspirations	No. of SMEs supported				No. of sectoral development projects	
TOTALS	Clients in entrepreni-eurial activities	Graduate/ undergrad placements supported	Commerc-ialisation of ideas/ products	No. of community groups supported	Communities securing new revenue streams	No. of cultural events	No. of SMEs supported to reduce fragility	No of projects In CAM areas	No. of projects supporting the Gaelic economy	(SIM) No. of particip-ants	Tourism Projects	Food & Drink Projects
Signs & Marketing	20	0	3	15	0	0	20	15	20	0	10	5
CRF	0	0	0	10	2	5	0	6	4	50	0	0
Innovation	3	0	0	0	0	0	0	1	3	0	0	0
Student Placements	8	22	0	5	0	0	8	5	1	22	0	0
Gaelic Business/ Community	0	0	0	0	0	0	3	2	1	0	0	0
Target	31	22	3	30	2	5	31	29	29	72	10	**5**
Achieved	17	23	8	40	6	12	29	43	35	439	32	5
% Achieved	**55**	**104**	**267**	**133**	**300**	**240**	**94**	**148**	**121**	**610**	**320**	**100**

Source: 2012-13 Monitoring information provided by CnaG to HIE

2.52 The contract has generally performed well against these targets, with 11 out of 13 targets being either met or exceeded, some by a great extent e.g. (SIM) number of participants, achieved by more than sixfold. Just two targets were not met; the number of clients engaged in entrepreneurial activities (55% of target achieved) and number of SMEs supported to reduce fragility (94%). Again, this suggests that while CnaG's work with communities is perceived to be very strong, more progress may be needed in work with businesses, where the commercial impacts of intervention are likely to be higher.

2.53 Performance against target for **contract E** is not yet available. However, success has been less pronounced throughout Contract E, with a view that CnaG has been slow to deliver the new contract, with limited process over last 6-8 months. The organisation is still hopeful that they will meet its targets, but internal issues have restricted progress, as well as secondment of staff to BnG.

Key Point Summary

- The delivery of Gaelic development services through the CnaG contracts has changed over time, with objectives and targets evolving over the five contracts. Initially, the aims were more activity focussed, but there has been increased focus on business growth over time, in line with HIE objectives.
- Despite these changes to the aims and objectives, the activities have not typically changed, with three strands under Contract E broadly similar to the way they have previously been articulated (albeit with a greater digital focus within the marketing and bilingual signage scheme and a greater focus on businesses than community organisations, and subsequently increased focus on business impacts from these three schemes). As such, a subset of earlier contract activities have continued, largely in the same form as the original 2009 contract, although some schemes (the CRF and Award schemes) have been discontinued.
- Despite CnaG reportedly performing well against targets in the earlier contracts, targets were very activity focussed and data provided suggests that progress was not actually as high as expected. Nevertheless, progress in Contract D was good. There is not currently monitoring information available to assess Contract E performance. Non-grant funding scheme activity has not always been well reported upon and it has sometimes been difficult to track achievements in these areas. For example, earlier targets to work with HIE account managers were not achieved.
- 'Community' focussed activities have been discontinued, along with the awards, which reflects the desire to move to a greater focus on assisting projects that use Gaelic as an asset, rather than development of the language or sector per se.

3 Supported Projects and Beneficiaries

3.1 This chapter profiles the grant funded projects. It describes and analyses the overall projects and beneficiaries by fund. A comparison between this profile and our survey sample is provided in Appendix C. Firstly it provides an overview of the overall amount of funding that has been awarded to the funding schemes, and then profiles each of the grant funding programmes specifically, namely the Gaelic Business Innovation Fund (GBIF), the Marketing and Bilingual Signage Scheme (MBSS), the Awards, and the Community Regeneration Fund (CRF).

3.2 It also details any other funding also sourced for these schemes, although information is not available on whether this is additional funds provided by the company itself or by other funders.

3.3 The chapter does not specifically review the Gaelic Summer Placement scheme (GSPS) given its emphasis on benefiting students, although there are also benefits accruing to the host businesses (as detailed in Chapter 4).

Overview of Programmes

3.4 Across all third party funded CnaG's programmes, £369,534 has been awarded to completed projects since 2009, with an additional £471,448 being leveraged in additional income, creating a total project value of **£840,982**.

3.5 An additional £85,842 has been awarded to approved projects that are not yet completed, including an additional £66,633 in other income, with a total grant value of **£152,475**.

3.6 The total awarded to businesses and communities through third party funding (completed and underway) is therefore **£482,376**. However, this includes circa £130,000 in other types of funding assistance outwith the scope of this evaluation. Thus, the total funding to completed and approved projects covering GBIF, MBSS, the CRF and Competitions (and for which project information is available) is **£325,650**, as per the table below. There are also additional projects that are at different stages (e.g. development) which are not included in this chapter. The forecast amounts relate to projects whose funding has been approved, but not all has been claimed.

Table 3.1

Programme	Total complete projects funded	Total approved projects funded	Total projects awarded funding	Total amount awarded to complete projects	Total amount forecast to approved projects	Total funding to complete/ approved projects
GBIF	12	0	**12**	£72,440	N/A	**£72,440**
MBSS	149	9	**158**	£120,988	£12,681	**£133,669**
CRF	38	0	**38**	£88,796	N/A	**£88,796**
Competition	19	0	**19**	£30,745	N/A	**£30,745**
Total	**218**	**9**	**227**	**£312,969**	**£12,681**	**£325,650**

3.7 The total awarded to completed projects across these four schemes represents 76% of the total grant funding made under Contracts A-D. The majority of Contact E projects will not yet have completed.

Gaelic Business Innovation Fund – Completed Projects

3.8 In total, £72,441 has been awarded to completed GBIF projects since 2009, with an additional £66,545 sourced in additional funding; this represents a total of **£138,985** invested in innovative projects.

3.9 The distribution of the projects by local authority is detailed in the table below; projects are typically located in either CnES or Highland Council local authority areas, although one project did take place in Argyll and Bute.

Table 3.2

Local Authority	Number of Projects	Percentage of Total
Argyll and Bute Council	1	8%
CnES	5	42%
Highland Council	6	50%
Total	**12**	**100%**

Source: CnaG Monitoring Information provided to HIE

3.10 Funding to GBIF recipients is concentrated in the earlier contracts (A-C), with just one project being completed under both contracts D and E.

Table 3.3

Contract	Number of Projects	Percentage of Total
A	3	25%
B	3	25%
C	4	33%
D	1	8%
E	1	8%
Total	**12**	**100%**

Source: CnaG Monitoring Information provided to HIE. Please note, percentages do not sum due to rounding

3.11 Project beneficiaries have included Stramash, the Northton Heritage Trust, the Lochaber Rural Education Trust, Ceiteag's and the Social Enterprise Academy, Aros.

3.12 Unfortunately monitoring data is not available on the profile of the type of organisation funding has been awarded to (although from the organisations above, it seems these are largely third sector) or the types of activities that have been undertaken. This is detailed in Chapter 4, based on survey responses.

Marketing and Bilingual Signage

3.13 An estimated £120,988 has been awarded to completed MBSS projects since 2009, with an estimated £98,159 sourced in additional funding. This represents a total investment of **£219,147** in marketing and bilingual signage projects, latterly with an increased focus on digital.

3.14 Again, the majority of projects are based in the CnES and Highland Council areas, with nearly 20% in Argyll and Bute, and just 1% in Moray.

Table 3.4

Local Authority	Number of Projects	Percentage of Total
Argyll and Bute Council	29	19%
CnES	72	48%
Highland Council	46	31%
Moray	2	1%
Total	**149**	**100%**

Source: CnaG Monitoring Information provided to HIE. Please note, percentages do not sum due to rounding

3.15 A consultee noted that demand is highest across the interventions in the Outer Hebrides, particularly with quite a lot of signage assistance in Uist and also in Fort William. Demand in Stornoway has been lower, but this is, in part, attributed to a wider issue about the perceived usefulness of Gaelic in business promotion; people who have moved in to the area are more likely to have a positive attitude than indigenous business people. Demand in the Inner Moray Firth is good in absolute terms, but small as a percentage of the total business base.[43]

3.16 The majority of completed activities were in the earlier contracts, due to Contract E activities still being underway.

Table 3.5

Contract	Number of Projects	Percentage of Total
A	45	30%
B	37	25%
C	32	21%
D	33	22%
E	2	1%
Total	**149**	**100%**

Source: CnaG Monitoring Information provided to HIE. Please note, percentages do not sum due to rounding

3.17 In terms of the activities funded, a range of bilingual marketing and signage materials have been funded, including signs, bibs, banners, vehicle liveries, menus, waymarking, t-shirts, postcards, notice boards, stickers, flags. The most recent contract has a focus on digital marketing.

Gaelic Business/ Community of the Year Awards

3.18 Until the awards schemes were discontinued, £15,000 had been awarded through the Business and Community of the Year Awards and £20,000 respectively, with a total of £35,000. No additional income was sourced for these projects, due to the nature of the awards. The aim of the programmes was to encourage organisations/ businesses to appreciate the potential value of Gaelic as an asset and encourage a positive association with Gaelic.[44]

3.19 The vast majority of the awards were awarded to projects based within the Western Isles, with just under 1 in 4 being awarded to projects in the Highland Council area. Data is not available concerning which organisations were awarded Business of the Year Awards under Contract D; therefore these totals exclude these three awards.

[43] Stakeholder Comments
[44] Stakeholder Comments

Table 3.6

Local Authority	Number of Awards	Percentage of Total
Argyll and Bute Council	0	0%
CnES	14	78%
Highland Council	4	22%
Moray	0	0%
Total	**18**	**100%**

Source: CnaG Monitoring Information provided to HIE. Please note, percentages do not sum due to rounding

3.20 The projects were relatively evenly distributed by contract; this is to be expected given that there were three awards available each year for both the Business and Community of the Year.

Table 3.7

Contract	Number of Awards	Percentage of Total
A	6	29%
B	6	29%
C	6	29%
D	3	14%
Total	**21**	**101%**

Source: CnaG Monitoring Information provided to HIE. Please note, percentages do not sum due to rounding

3.21 There were also Business of the Year Awards made available in Contract D, although the complete projects are not detailed in the monitoring data.

3.22 Business award winners included Co-chomunn na Pàirce (community development charity hosting a hostel and café), Fàs Mòr (Gaelic-medium childcare facility) and Acair Earranta (Gaelic, English and bilingual publishers) in first place; Lewis Crofters (agricultural co-operative supplying Lewis crofters, as well as offering a large retail outlet) and Comunn Eachdraidh Nis (Ness Historical Society museum) in second place; and Luathnet (internet access in the Hebrides) and Co-chomunn Eriosgeidh (community co-op) in third place.

3.23 Community award winners included Urras an Taobh Sear (Staffin community trust) and Barraigh is Bhatarsaigh (Barra and Vatersay) in first place; Sgìre Sholais (café and tea room) and Urras Oighreachd Ghabhsainn (Galston Estate Trust) in second place; and Comann Choimhearsnachd Bhreiscleit (Breasclete Community Association) and Ceann a Deas na Lochan, Leodhas (South Lochs, Lewis) in third place.

Community Regeneration Fund

3.24 Until the Community Regeneration Fund was discontinued in 2013, just under £88,800 had been awarded to projects through the Fund, bringing in additional funding of £227,284, with the total investment in projects being just under £316,100, a significant investment in community regeneration across the Highlands and Islands. A total of 38 projects were assisted across contracts A-D.

3.25 The majority of funded projects were located in the Comhairle nan Eilean Siar area, with just over a quarter in the Highland Council area, and just over 1 in ten in Argyll and Bute.

Table 3.8

Local Authority	Number of Projects	Percentage of Total
Argyll and Bute Council	4	11%
CnES	24	63%
Highland Council	10	26%
Moray	0	0%
Total	**38**	**100%**

Source: CnaG Monitoring Information provided to HIE. Please note, percentages do not sum due to rounding

3.26 The greatest numbers of projects were funded in Contracts A and C – both with just over a third of the total; just over 20% were funded during Contract B, with 11% being funded in Contract D, a sign that the demand was reducing for the scheme, prior to it being discontinued.

Table 3.9

Contract	Number of Projects	Percentage of Total
A	13	34%
B	8	21%
C	13	34%
D	4	11%
Total	**38**	**100%**

Source: CnaG Monitoring Information provided to HIE. Please note, percentages do not sum due to rounding

Gaelic Student Summer Placement (Students)

3.27 Data is not available concerning the overall profile of student placements in terms of the contract and location of the students who have applied or the exact details of the business location, although this data was collected from the questionnaires. As such, the majority of the profile is included in Chapter 4. Three quarters of the 17 student respondents (75%) were female. Monitoring data from CnaG indicate that a total of 77 students in total have been placed with host organisations.

Key Point Summary

- The greatest amount of funding has been awarded to the Marketing and Bilingual Signage Scheme since 2009, followed by the Community Regeneration Fund, Gaelic Business Innovation Fund and the Gaelic Business/ Community of the Year Award. It has been relatively more challenging to ensure strong demand for the GBIF, hence recent relaxation of the definition of innovation.
- A significant amount of additional funding has also been leveraged through the schemes; this is a positive sign, suggesting that the assistance through the GDS is helping to encourage further investment in these areas. However, data is not available concerning the source of this additional funding, and some will be funding from the applicant organisation itself. Leveraged funding was particularly high for the CRF projects.
- There are also a number of activities undertaken that did not involve funding, such as work with communities. These were outwith the scope of this evaluation and were therefore not included in the primary research, as agreed with the steering group.

4 Beneficiary Experiences

4.1 This chapter details the experiences of beneficiaries of CnaG's assistance; the analysis is split between business facing schemes (GBIF, MBSS, GSPS hosts and Award programmes), the community scheme (CRF), and students. The Gaelic Business and Community of the Year Awards (GBYA and CYA) are analysed together given their small number of responses.

4.2 For each of the three groups, the chapter covers the recipient profile, scheme awareness , the amount of funding received, activities undertaken, the use of Gaelic within the programmes, the success of the project, satisfaction with CnaG's support, most and least useful/ beneficial aspects of the support received, suggested improvements, whether the organisation would value further support in the future, and whether the organisation would recommend CnaG support to other organisations.

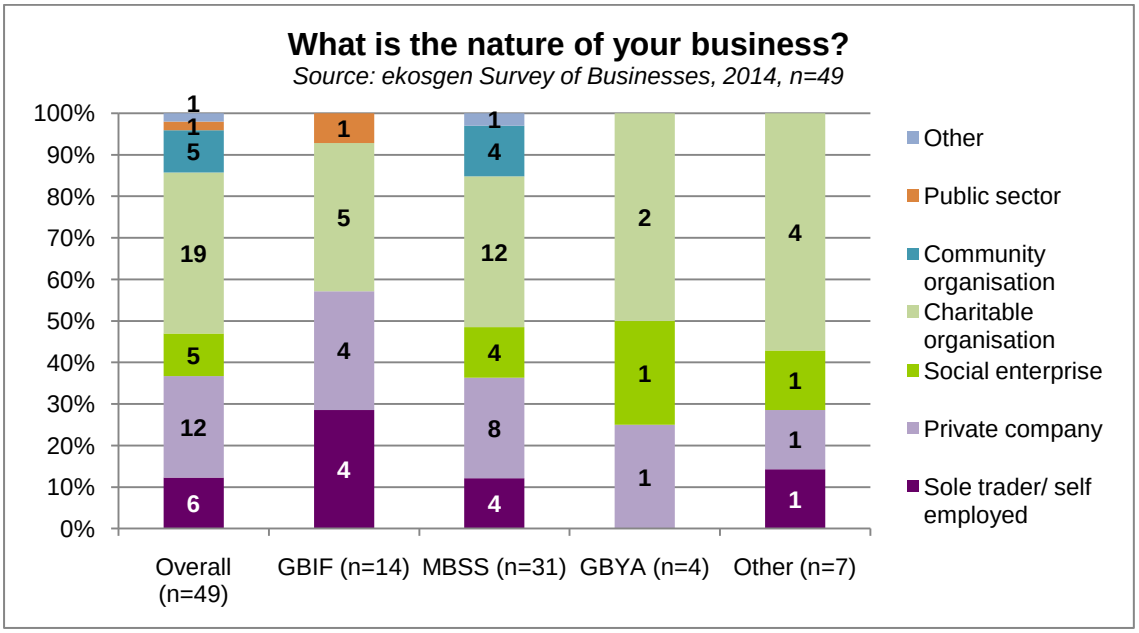
Business Facing Schemes

Profile of Surveyed Organisations

4.3 Although we have called GBIF, MBSS, GSPS hosts and GBYA schemes 'business-facing', nearly 39% of beneficiaries were charitable organisations, suggesting that while these interventions are aimed at supporting businesses to foster economic growth, this may not be the aim of these organisations not-for-profit enterprises. One in four recipients (24%) are private enterprises and 12% sole traders and self employed, so just over a third (36%) are private commercial enterprises.

4.4 A higher proportion of sole traders/ self employed were recipients of the GBIF (29%) than the average, and private sector recipients were also slightly above average (28% versus 25%). Perhaps surprisingly, community groups represented the largest proportion of GBIF recipients, 36%. For the GB/CYA, two were community groups, one a social enterprise and one a private company. The MBSS has a similar profile of recipient organisations to the average across the programmes. The majority of recipients who stated that they had received 'other' support were charitable organisations.

Figure 4.1



Please note the individual responses for each programme sum to more than 49 due to a number of businesses receiving support from more than one programme.

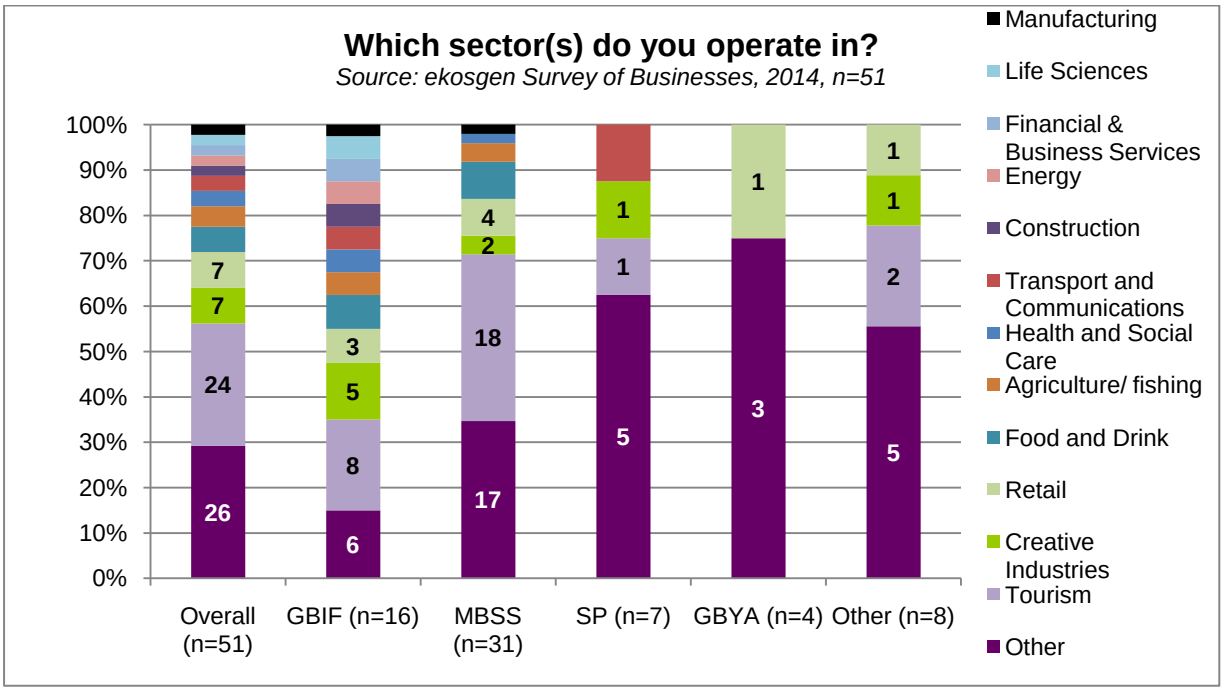
4.5 Overall, it should be noted that the current contracts focus on businesses rather than community groups, with community groups no longer eligible for the MBSS.

4.6 The most common sectors of beneficiary businesses/ organisations are tourism (47% of the total), creative industries and retail (both with 14% of the total). This is a positive sign, with tourism and the creative industries both being classified as Growth Sectors.

4.7 A large proportion of businesses/ organisations also classified themselves as operating in 'other' sectors (51%), and these include a further 11 organisations (21%) which can be considered as the creative industries, heritage and tourism (arts and heritage, arts/ film, campsite, holidays (long-term lets), publishing and linguistic, heritage, leisure, museum and visitor attractions, publishing, recreation, television broadcasting and winter sports. In all, as many as 80% may be operating in sectors identified as the key sectors in the Gaelic as an asset research.

4.8 Other sectors included community development (cited by two respondents); education and sport; Gaelic education, household; public services; retail and post office; and waste (re-use).

Figure 4.2

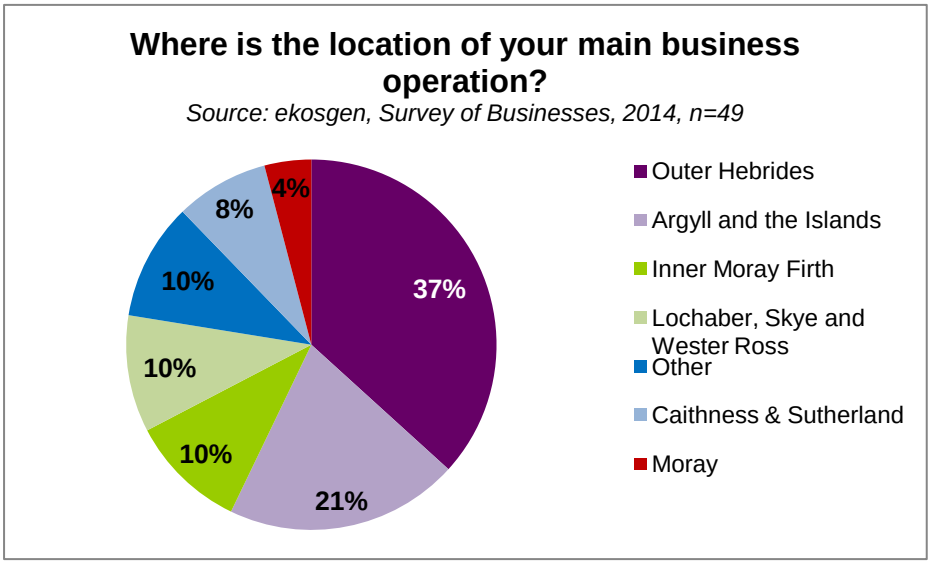


Please note the individual responses for each programme sum to more than 51 due to a number of businesses operating in more than one sector.

4.9 The geographic area that has received the greatest amount of support from CnaG is the Outer Hebrides, with 18 recipients having their main business location there. This is followed by Argyll and the Islands, with just over one in five projects having their main business operation located here (10 recipients). The Inner Moray Firth, Lochaber, Skye and Wester Ross and 'other' were the responses received by five recipients each; Caithness and Sutherland for four respondents; and Moray for two respondents. Highland, Western Isles and Argyll and Bute are the three local authority areas in the Highland and Islands where Gaelic is most prevalent.'

4.10 Other responses included the board of Moray and Aberdeenshire, the Cairngorm Mountains and National Park, Edinburgh and Ullapool.

Figure 4.3



4.11 Recipients are generally micro enterprises (employing less than 10 employees), with seven organisations having no full-time paid staff, 16 organisations having 1-4 paid staff, and four organisations having 5-9 paid staff. Eight organisations have 10-49 full time employees, classified as small businesses, while just one had 50 to 99 full time employees.

4.12 More than 60% rely on volunteers, perhaps not surprising given that 59% classify themselves as a community organisation, charitable organisation or social enterprise. One organisation has 1-4 full time volunteers, and another has 5-9 full time volunteers, while 14% of respondents have 1-4 part-time volunteers, 14% have 5-9 part time volunteers, 20% have 10-49 part time volunteers and one has 50-99 part time volunteers.

4.13 More than half of those surveyed (55%) had an annual turnover of less than £100,000. Six organisations (14%) had a turnover of between £50,000 and £99,999, two organisations stated that they had a turnover of up to £9,999, four organisations between £10,000 and £24,999 and two organisations had turnovers between £25,000 and £49,999. In all, 45% had an annual turnover of more than £100,000: twelve organisations (27%) had an approximate turnover of more than £250,000, while eight (18%) had a turnover between £100,000 and £249,999.

4.14 Respondents are generally well established, with 71% being established before 2005. A small number of businesses were established from 2005 to 2010 and in 2012, while none were established in 2011, or more recently in 2013 or 2014.

Interventions accessed

4.15 Of surveyed businesses/ organisations, the most common intervention was the MBSS, with 31 survey respondents having received assistance from this offer (61%). The second most common was the GBIF (16 respondents – 31%), followed by the GSPS, (14%) and the Gaelic Business/ Community of the Year Award, with four respondents (8%). 16% of respondents also said they had received 'other' support, detailed later in this chapter. It must be noted that more respondents stated that they had received support from the GBIF than were recorded on the database.

4.16 When comparing the responses received with the distribution of all recipients, the responses were broadly representative across programmes, although with lower representation for the MBSS

and GSPS, and higher representation amongst GBIF and GB/CYA recipients. Note, four more respondents stated that they had received support from the GBIF than had received support, according to the monitoring information provided by CnaG/ HIE.

Table 4.1

Support Offer	Number on contact database[45]	% of contact database	Number of respondents	% of respondents
Marketing and Bilingual Signage Scheme	144	73%	31	61%
Gaelic Business Innovation Fund	12	6%	16	31%
Gaelic Summer Placement Scheme	34	17%	7	14%
Gaelic Business of the Year Award	8	4%	4	8%
Other	N/A	N/A	8	16%
Total	**198**	**100%**	**66**[46]	**n/a**

Source: ekosgen Survey of Businesses, 2014, and CnaG and HIE monitoring data

4.17 Of those that stated that they had received 'other' support, responses included two grants, event support, and assistance with producing dual language maps.

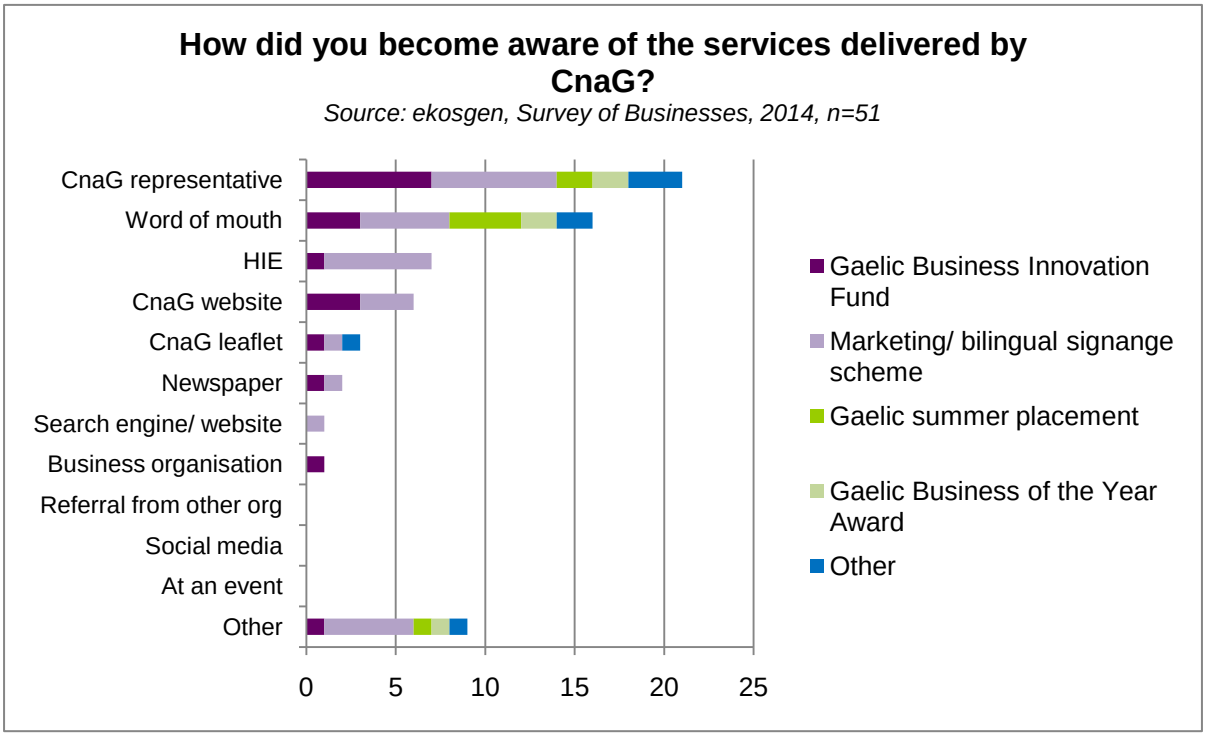
Awareness of the Support

4.18 Awareness of CnaG's interventions is generally through word of mouth, either generally, or through a CnaG representative, accounting for nearly 73% of respondents. A smaller number of MBSS and GBIF recipients had heard about the programme from HIE or the CnaG website, while a minority of recipients had heard about the assistance from a CnaG leaflet (6%), a newspaper (4%) or from a business organisation or search engine/ website (2% each).

4.19 No respondents had become aware of the services at an event, through social media or a referral from another organisation, and this was tended to be the case through earlier contracts A-C in particular. This suggested a need to widen the channels of communication/ publicity if the assistance was to be accessed by a wider range of businesses/ organisations, given the reliance on word of mouth, and CnaG are certainly looking at making greater use of social media, including facebook. The picture was echoed in the consultations; one stakeholder commented that there has been little promotion of the GSPS[47] and another that while they thought the former Gaelic Business/ Community of the Year Awards were a good idea, they lacked publicity.[48] A further stakeholder showed low awareness of the GBIF and the CRF.

[45] Please note, this figure only includes those projects for which contact details were available, and could therefore be surveyed. A number of other organisations have received support, but these are not included in these percentages here as it was not possible to contact them.
[46] Please note, the total is more than the number of respondents due to some respondents having received support from more than one support offer.
[47] Personal Communication, Representative from HIE
[48] Stakeholder Comments

Figure 4.4



Motivations for Participation

4.20 There were a range of motivations for participation across the schemes, and from a menu of options, the most common was to demonstrate support for the Gaelic language (cited by nearly 70% of all respondents). The next most commonly cited motivations were to increase the distinctiveness/ uniqueness of their products/ services through using Gaelic and increasing the appeal of products/ services to target markets. Whilst these are encouraging responses in that the motivation is clearly linked to making use of Gaelic as an asset, motivations are not related to increasing business performance, a key factor in the relatively low impacts identified in Chapter 5.

4.21 A smaller proportion sought to attract new customers, introduce new business or working practices or to increase their turnover/ income or increase, with around a third of beneficiaries of the more business-facing schemes nonetheless were seeking to achieve these outcomes. There is clearly scope to increase the proportion motivated by commercial reasons. *Achievements* against motivations are assessed in the following chapter on impacts.

Level of Funding Received

4.22 Funding accessed is relatively modest, with 50% of GBIF recipients and 46% of MBSS recipients receiving amounts of funding between nothing and £499. One MBSS recipient cited 'other,' with an amount of £14,780.

Table 4.2

GBIF			MBSS		
Amount (£)	**No.**	**%**	**Amount (£)**	**No.**	**%**
£0 - £499	8	50%	£0 - £499	12	46%
£500 - £999	3	19%	£500 - £999	6	23%
£1,000 - £2,499	1	6%	£1,000 - £1,499	3	12%
£2,500 - £4,999	3	19%	£1,500 - £2,000	4	15%
£5,000 - £9,999	0	0%	Other	1	4%
£10,000 - £15,000	1	6%			
Total	**16**	**100%**	**Total**	**26**	**10%**

Source: ekosgen, Survey of Businesses, 2014

Student Placements

4.23 Students are paid a minimum of £225 each week for a ten week placement (based on a 35 hour week), and CnaG will reimburse the business 50% of this for students who have not previously completed a summer placement, equalling a total of £1,125. For students previously completing a placement through the scheme, the recipient organisation is reimbursed 25% - £562.50.[49]

Gaelic Business/ Community of the Year Awards

4.24 While the award schemes were running, CnaG provided three awards per annum for both the Business of the Year and the Community of the Year. Those in first place were awarded £3,000, £1,500 was awarded for second place and £500 for third place. Of the survey sample, 75% had been placed first (three respondents) and 25% (one respondent) had been placed third.

Other support

4.25 Only one recipient of 'other' support (other than GDS) provided details on the amount they had received – a £5,000 grant towards delivering animation for television. The other recipients had generally had support in kind rather than monetary support, although another had had a grant for their museum.

Additional Support (outwith funding)

4.26 Nearly four in ten respondents (20 respondents – 39%) had received support from CnaG in addition to the grant funding received. Just under one in five (19%, 31 respondents) had not, with one commenting that they were sure CnaG would have provided assistance if they had asked but it was not required. This assistance or advice was perceived as very valuable by respondents; 62% stated it was 'very useful' and 38% that it was 'essential' to successfully undertaking the project.

4.27 For the GBIF, additional support included support with the application process and assistance with translation. CnaG also provided advice on other sources of funding and promotion, helped to promote the projects, and provided 'moral support' and a belief in the project.

4.28 Regarding the MBSS, the most common form of additional support was with translation (10 responses – 59%). Further support included guidance with the application and general support throughout (six responses – 35%) and making the organisation/ business aware of the scheme (one respondent – 6%). 17 responses were received from recipients of the MBSS.

[49] CnaG Criteria for HIE schemes 2014, p. 3

4.29 Just two respondents from the Gaelic Summer Placement Scheme had received additional support. CnaG provided information on suitable candidates, circulated a company's interest and provided a list of those interested to be shortlisted for interview. Overall, there was a consensus from organisations that CnaG were approachable and would offer additional assistance, over and above the monetary support, where needed and they were able.

Activities Undertaken

Gaelic Business Innovation Fund

4.30 Through the GBIF, a range of activities were undertaken, often focusing on marketing and signage activities, similar to the MBSS. One respondent had been approved for funding to create a database for positive marketing involving Gaelic and sending out a newsletter to 600 subscribers to promote their website (in addition to a previous grant that had been received to develop their website into a bilingual platform), while another funding to develop interpretative labels in Gaelic for the objects on display in the museum and another recipient ran a 10-day course, entitled 'Àrainneachd, Cànan is Dualchas' - 'Gaelic in the Environment'. Other projects are detailed in the boxes below.

Case Study 1

The Gaelic Business Innovation Funding allowed the respondent to take time off and do research so that they could develop a two week pilot course focusing on the Gaelic environment, language and heritage, recognising the importance of the large outdoor industry in the Highlands and Islands which can be used as a huge resource. The funding allowed the recipient to travel and do research. This therefore accelerated the process and this travel/ research was 'essential for creation' of the idea.

The course was developed to focus on the understanding of the environment through a Gaelic perspective, with an emphasis on practical experience to give people the knowledge and confidence to do this work themselves, e.g. in education, tourism. The teaching from the course aimed to be applicable to anywhere in Scotland, not just the Highlands and Islands. The funding was used for the pilot course, and the recipient will be repeating the workshop in 2014. The respondent has recently been working in Nova Scotia on the back of this work to further develop the idea.

Case Study 2

This respondent had received two tranches of funding through the GBIF. The **first** round of funding was used for a capacity building programme for Gaelic learning – they wanted to facilitate learning through tutors (previous tutors were not Gaelic speaking). The organisation identified people with Gaelic to train as tutors - nine people came forward and three identified as having the ability. One dropped out, with two tutors completing the programme who are now very skilled. They have facilitated two leadership programmes in South Uist and Skye and also been involved in work with schools. The ability to deliver in both English and Gaelic has brought added value. Within Gaelic delivery, they have found that there is a lot of cultural commonality, making it easier to skip the basics and means that learning has a greater impact. Feedback has been 'very good' – recognising the importance of the native language.

The **second tranche** of funding enabled the recipient organisation to work in primary schools in Uist (all schools are bilingual on the island) and offer learning in Gaelic, as well as CPD for teachers. They also work to inspire children to start social enterprises. They wanted to offer bilingual learning opportunities to change perceptions so that Gaelic could be seen as a language of innovation and business. The social enterprises in schools *"have been very successful"*.

4.31 Examples of the ways in which the projects' related to innovation are given below:

"New methods of promoting our products, e.g. social media"

"No one had ever created an accredited leadership learning programme in Gaelic – everything was in English. They have gone the extra mile"

"The course was created for students to provide the Gaelic view of the Gaelic environment…through the Gaelic medium.. many Gaelic teachers and countryside rangers are devoid of materials and resources for this topic"

4.32 Therefore, as detailed later, although the projects had good aims for innovative practises, less organisations achieved outcomes relating to innovation. However, it must be noted that such impacts and outcomes can typically take a longer time to be realised.

Marketing and Bilingual Signage Scheme

4.33 A range of signage projects have been developed through the MBSS. These have included 'welcome to Ullapool' signage,, bilingual brochures to promote a business, new bilingual signage throughout towns/ centres, new signage around a golf course, rebranding of ski hire, bilingual information throughout a museum, bilingual signs for a community forest, the translation of a booklet into Gaelic and individual signage around a museum and, bilingual signage at a campsite:

"Produced two signs. One placed over entry way ..with 'welcome to…' Other ..provided information ..for visitors/pontoon users.. e.g. on local businesses, attractions, restaurants etc. and directions to other routes e.g. distilleries and golf courses. Gaelic is very important… information on sights of local interest and links to Gaelic heritage"

"The project was to develop a new exhibition relating to the history of the Dounreay Nuclear Research Establishment. All of the objects on display in the exhibition had dual Gaelic and English labels"

"Used funding for signage at new facilities block on campsite for different rooms, e.g. toilets etc. Also installed bilingual road signs leading up to the campsite."

Gaelic Summer Placement Scheme

4.34 The organisations who had been recipients of the GSPS had generally hosted more than one student placement. For example, two recipients had hosted a student every summer since the scheme began; another had hosted four students, with two in one year; and another had hosted seven 10-week placements. One respondent commented that they liked to invite students with an interest in their business and the type of work, with applicable skills, who are keen to become part of a team. The student *"needed to be fluent in both written and spoken Gaelic and have good administration and communication skills, as well as being personable"*.

4.35 One respondent, although clearly keen on the scheme given the amount of placements they had hosted, stated that they found it frustrating that only 25% of the funding can be reimbursed if the student is participating in their second placement when, in their opinion, it may often be more useful for the company involved to re-employ someone they know has the right skills and is trustworthy and so on. In their opinion, funding the scheme in this way can devalue the skills of the students.

4.36 Students undertake a variety of tasks while on their placements, although business/organisation respondents suggest there seem to be a fair amount of administration which, while a valuable area to develop skills in, is perhaps not the most fruitful use of students' time. Answers included:

> ***"Offer a very varied range of work for students to undertake during the placements – a mixture of operational and administrative works. Also develop skills in customer relations (e.g. by selling tickets) and working under pressure"***

> ***"Students trained to provide material for broadcast; interview people face to face and on the phone; package the material for radio and TV. Gaelic was used for all this work"***

> ***"Typical activities include proof-reading, drafting questions for the quiz, software development, designing the layout for a book of short stories – and then explaining the rationale for layout. Students are also involved in logistics, distribution and recording… like to give priority to students who have not had the experience before..[and] opportunities for students to network – feedback has been very good."***

Gaelic Business/ Community of the Year Award

4.37 Of the four award recipients surveyed, two used the funding for a specific project and two for funding other activities. The other activities were for a new laptop and to meet their overheads.

4.38 Of the specific projects, details provided included:

> ***"After-school weekly instrumental tuition classes in chanter, pipes and accordion, for children aged 8-18… delivered locally*** **[Staffin]** ***and were through the medium of Gaelic"***

> ***"To replace their computer design suite… was very important and specific to their business."***

Significance of Gaelic within the Activities

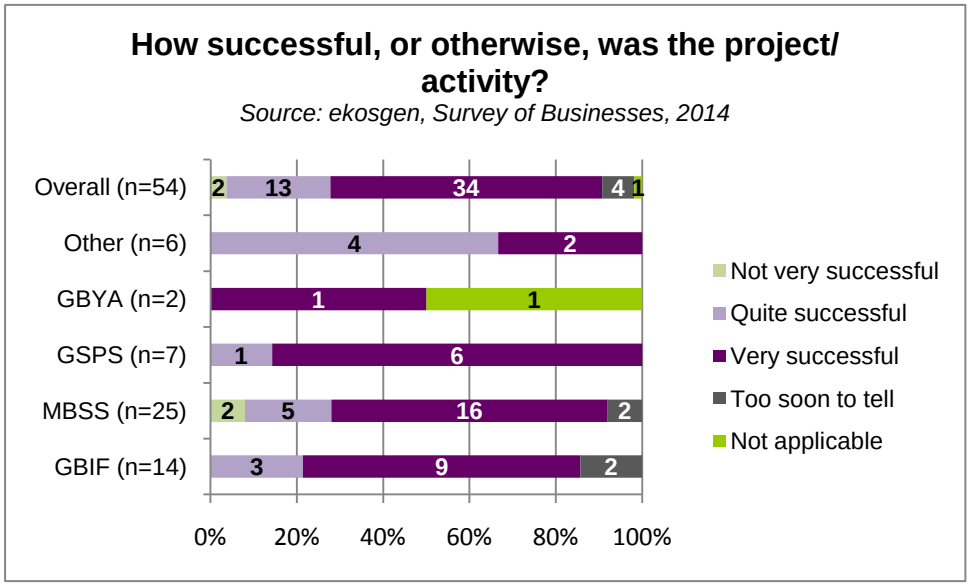
4.39 Just under 90% of respondents stated that the use of Gaelic was either significant or very significant within the project that they undertook, with 23 respondents stating that it was very significant. Just four respondents (8%) stated that it was slight, and two (4%) that it was very slight. Thus, overall, the funding has generally been targeted at activities with a strong emphasis on Gaelic.

Success of the project

4.40 Overall, the projects assisted were generally perceived as successful, with 63% stating that the project was very successful and 24% stating it was quite successful (with 87% overall stating it was either very or quite successful).

4.41 Overall, the projects funded through the GSPS and 'other support' were perceived most favourably, with no respondents stating the project as not very successful. For the MBSS and GBIF, two respondents stated that it was too soon to tell if the project had been successful; this is relatively common amongst such projects, especially those relating to innovation, with impacts often taking time to be realised.

Figure 4.5



Gaelic Business Innovation Fund

4.42 Examples of GBIF project positive feedback are given below:

> ***"The Museum is now able to interpret objects in its Collection in English and Gaelic which has helped to attract Gaelic speakers to visit the Museum. Although there is still some resistance to the use of Gaelic in the Museum by local people, visitors to the Museum from outwith the county are enjoying trying to match Gaelic words to English words which has enhanced interpretation of the Museum's Collection"***
>
> ***"This facility has become a community hub with Gaelic as a noticeable feature"***
>
> ***"We evaluated the project in 2013, using feedback forms…results were extremely positive…* [some] *students stating it was the best course ever undertaken. One said he started the course with almost no knowledge of topic and that after the ten days he had a good foundation for interpreting the Gaelic view of the Gaelic environment"***

Marketing and Bilingual Signage Scheme

4.43 Respondents were generally positive about the scheme, with 12 respondents (60%) providing positive comments, including: ***"Positive comments from users," "signage looks good and is more prominent"*** and ***"signs are very simple but effective."*** Other comments included:

> ***"…Visitors from outwith the county have found the Gaelic labels to be very interesting and this has enhanced interpretation of the Museum Collection as visitors try to match the Gaelic words to the English words"***
>
> ***"The sign is clearly visible to everyone who comes into Ullapool, whether they are residents or visitors. Our group seeks to promote Fairtrade and this sign is a constant reminder to people to think about Fairtrade"***
>
> ***"The signs look very professional and are high quality. The campsite has been very busy too, although this cannot all be attributed to the signage."***

4.44 A further seven respondents (35%) provided comments that were neither positive or negative:

"Very helpful in complete new signage but difficult to judge with no/ very few new customers wanting to speak in Gaelic"

"Most of my customers have ended up coming from abroad and have little knowledge of Gaelic... it is of little concern to them whether or not my business supports Gaelic"

Student Placement

4.45 Responses regarding the student placement programme were positive. All seven respondents provided further information and comments including that ***"the student were very engaged and energised"*** and that there was a ***"good calibre of placement students."*** Longer comments included:

"The student we had has returned this year to work for us and we see her as a potential employee for the future"

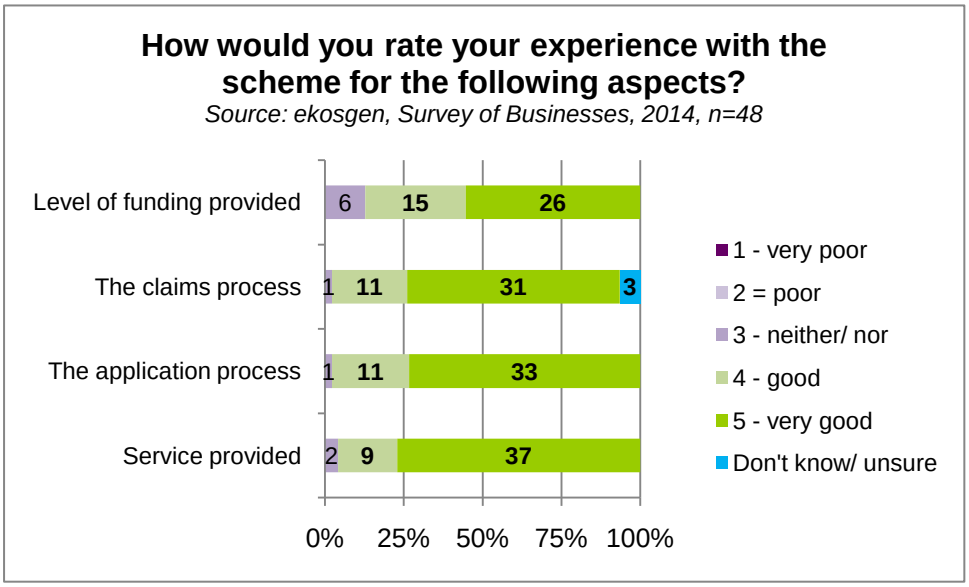
"We have been very lucky to have good students we can trust, fit into the team and complete tasks satisfactorily…has increased our knowledge of students' capabilities. Students have subsequently been brought in for shorter periods when needed"

"Has been beneficial for both the company and for students. We can meet potential future employees and feel we are investing some of our own skills in the company"

Satisfaction

4.46 Overall, beneficiaries were very satisfied with the funding and assistance available across the different aspects, with the majority rating the scheme 'very good' for all the aspects. The lowest score received was a 3 – neither nor, most common for the level of funding provided (13% of respondents). Each scored an average of 4.7 out of 5, the application process the exception at 4.4.

Figure 4.6



4.47 When breaking down the average ranking by each programme, the GBIF is generally rated most highly for each of these aspects, followed by the MBSS and the GSPS. The MBSS and GSPS were scored lowest for the level of funding provided, with 4.3 and 3.7 out of five respectively.

Table 4.3

Aspect	GBIF average	MBSS average	GSPS average
Service provided	4.9	4.7	4.6
Application process	4.9	4.7	4.6
Claims process	4.5	4.6	4.5
Level of funding provided	4.9	4.3	3.7

Source: ekosgen, Survey of Businesses, 2014, n=48

Gaelic Business Innovation Fund

4.48 Across the programmes, the low levels of administrative burden for the recipient and the support and helpfulness of the CnaG were highly praised.

> ***"The funding was very easy to source and the application/ claims processes were very straightforward"***
>
> ***"Application process was very simple. With regards to the claims process, if only every company was the same – it was great – were very pleased – no hassle. Very happy that grant was received within one week of sending invoice"***
>
> ***"All aspects managed in an efficient and thorough manner by approachable staff"***
>
> ***"CNAG is very easy to deal with and professional in its approach"***
>
> ***"Local CnaG officer was very helpful and hands on with the application"***
>
> ***"One of the EASIEST groups to deal with"***

4.49 However, despite respondents generally being very positive and grateful for the funding received, there was a comment by four respondents (25%) that they would have liked more funding.

Future Support

4.50 When asked if they would value further support in the future, the vast majority (33 respondents out of 40 who answered the question – 82%) stated that they would, while five (13%) said that they might do and two (5%) were unsure. No respondents stated that they would not value further support in the future.

4.51 Some respondents would welcome further similar support in the future ***"would be interested in further funding for signage, interpretive material and for training staff in the awareness of Gaelic"*** with others seeking support for a range of support activities:

> ***"Absolutely e.g. towards staffing of heritage development – a part-time post to develop Gaelic language - costs are difficult to cover"***
>
> ***"Small amounts of funding to raise the profile of Gaelic e.g. booklets"***

"Would like to see more funding being made available for interpretation projects that enhance the use of the Gaelic language"

4.52 In terms of comments regarding further other types of support, responses included:

"Business support is always welcome when operating costs for businesses continue to increase year on year"

"Further support in the TV broadcast sector is always welcome"

4.53 The vast majority would recommend CnaG support to other organisations (95%), highlighting that they would speak highly of CnaG's support to other organisations/ businesses. Three respondents (15%) said that they would or already had done. Reasons cited included:

"I think it's a good idea and it does help both the student and employer so it's a win-win"

"Very useful help for our business that could be available to help other businesses at the same time as helping the languages profile."

"CnaG have been very helpful and supportive in the Museum's aim of providing dual language interpretation of its Collection and provided crucial funding for the Museum to employ a native Gaelic speaker to help us achieve this goal. I would recommend this to other Museums and heritage organisations"

"Would encourage other groups to use more Gaidhlig."

Suggested Improvements

4.54 Three in four respondents could think of no improvements to the schemes. Some suggested improvements included:

[Regarding the Gaelic Summer Placement Service] ***"…applications could be a little more tailored so only relevant CVs are sent over for review... It might be helpful for CnaG to run some basic training for students before they begin their placements to development their skills… Wonder if there may be value in offering more placements in the private sector – this may also increase the economic impact of the service and students may get more varied skills"***

"Longer-term commitment would help our forward planning"

"it would be beneficial for the students to be asked post-placement by CnaG what the benefits have been for them and get some more feedback. Would be useful for students to have the opportunity to discuss the benefits at a group and develop a network for the future for long-term benefits. Networking would benefit both young people and the wider H&I area"

"Would like to see CnaG have increased capacity for development work against background for promoting Gaelic."

4.55 Final comments included:

"I was grateful for the support, without it the project could not have gone ahead and awareness of the television broadcast industry for young people could have been lost. It is important to make Gaelic speakers aware that opportunities exist in TV"

"You cannot under-estimate the importance of learning in your native tongue and the need for leadership in Gaelic is also profound – if this issue is not resolved, could restrict development in the sector"

Key Point Summary

- The most common sectors of organisations are tourism and the creative industries, two growth sectors. Businesses tend to be concentrated in the Outer Hebrides, followed by Argyll and the Islands.
- Across the business programmes, the most common intervention accessed is the MBSS, with 61%. Awareness is generally through word of mouth – with nearly 1 in 4 respondents hearing of the support through this means.
- The most common reason for undertaking the project was to demonstrate support for the Gaelic language, followed by a desire to increase the distinctiveness/ uniqueness of products/ services using Gaelic. The driver was therefore not to increase business performance. For the placement scheme, the most common motivation was having sufficient capacity in the summer months.
- The amount of funding provided for the schemes is relatively modest. Nearly 40% of respondents had received additional support, which is generally perceived as very useful.
- A wide range of activities have been undertaken, often focussing on bilingual signage.
- Nearly 90% of respondents stated that the use of Gaelic within the projects undertaken was either significant or very significant. 87% of respondents stated that projects undertaken using funding/ support from CnaG were either very or quite successful.
- Overall, beneficiaries were very satisfied with the support received, with the GBIF scoring highest, followed by the MBSS and GSPS.
- 82% would value further support in the future, of which approximately 38% would like a continuation of current support, 38% further funding and 31% additional forms of support. 95% of respondents would recommend CnaG support to other organisations.

Community Regeneration Fund Outcomes

Profile of CRF Beneficiaries

4.56 The CRF assisted charitable organisations, community organisations and social enterprises, and these were reflected in the nine organisations (from 40 beneficiaries) responding to the survey. Surveyed projects were from the Outer Hebrides, Caithness and Sutherland and Argyll and the Islands, broadly reflective of the overall profile of CRF project recipients, as detailed in Chapter 3.

4.57 Organisation activities included the running of a museum, shop and tea room; an international summer school; crofting, community events and monitoring of mineral extraction; the maintenance of the village hall; an outdoor recreational area with a focus on Gaelic and music; and the provision of education and training. Target groups included young people, local residents, tourists and those aged over 16 years. Other activities were aimed at the whole community.

4.58 Beneficiary organisations are typically small and heavily reliant on volunteers. Groups most commonly had five part-time employees and all used volunteers, full or part time. Two had no paid staff and just one had 5-9 full-time employees. A third of the assisted groups had a turnover of £25,000 or less, although two thirds had a turnover of more than £100,000 per annum.

The Role of Gaelic in Activities

4.59 For a quarter of the organisations, Gaelic was the primary language of the organisation. For half, Gaelic is important to their everyday working/operation and for one it was essential, yet for more than a third Gaelic is not important. For some, while Gaelic was important, there was a need to conduct some activities in English as not all participants were fluent in Gaelic. A number of respondents expressed a desire to increase their use of Gaelic:

> ***"Although not currently used in everyday operation (outwith our Gaelic & Culture project), we would like to increase the use of Gaelic with everyday operation."***

4.60 While a couple of organisations used Gaelic to a large extent due to its prominence locally:

> ***"[Here] is a predominantly a Gaelic speaking area and therefore it is necessary and desirable to ensure Gaelic is given prominence."***

> ***"Our location and working in the school environment bring opportunities where Gaelic is either used or has become normalised ….and [the Centre] has endeavoured to give a visible and audible presence to the Gaelic language."***

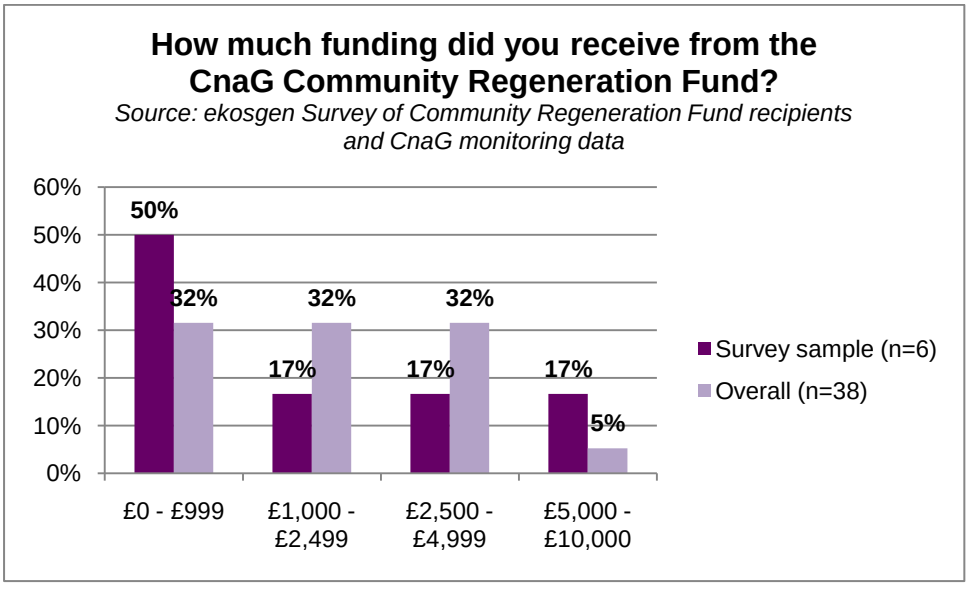
Awareness of Support and Motivations for Participation

4.61 More than half became aware of the CRF via CnaG directly or the CnaG website. Some became aware of it via local events, other organisation websites, referrals or word of mouth, yet there was little effect from direct marketing (leaflets, newspapers) or through social media. None became aware of CRF via HIE. Views of CnaG and HIE's objectives for the CRF were mixed, ranging from raising public awareness and visibility of Gaelic, to promoting Gaelic within specific communities, to developing the language. Some regarded the CRF as promoting economic and social assets.

Level of Funding Received and Activities Undertaken

4.62 Across all CRF recipients, CRF funding awards were up to £1,000; £1,000-£2,499 and £2,500-£4,999. A small number (5%) were awarded more than £5,000. The survey captured a higher proportion of small award beneficiaries under £1,000, and a higher proportion of £5,000+ awardees.

Figure 4.7



4.63 Examples of projects undertaken are given below:

> ***"Received funding for a half day course for Gaelic awareness-raising. Wanted to tease out how museum should deal with Gaelic…CnaG supported the process"***
>
> ***"To preserve and promote the Gaelic language and culture and fully integrate with our organisation's wider principles of sustainable destination concept that everything in a place is linked through bilingual and extended corporate branding exercise…. key messages, words and images used to provide a strong foundation for engagement"***
>
> ***"We offered additional Gaelic experiences for visitors through a series of additional ceilidh over the summer of 2012. We also received funds for an Apple computer to edit our video footage on… we also offered a Gaelic crèche facility at both Ceolas Summer School and our symposium."***

4.64 CRF activities often centred on courses to promote the use of Gaelic and teach the language to learners and as a way to enhance the Gaelic experience for visitors. Projects sought to ***"promote the use of Gaelic culture and heritage and create 'tourist value' - tourists find difference attractive"***, as well as continuing to raise it visibility and progress teaching of Gaelic.

4.65 Not all the aspirations for CRF projects were related to the community, with one project seeking to create ***"a better quality concert and to attract attendees"*** and another to support ***"additional events for visitors and locals alike."*** Others had a stronger community focus to ***"Make Gaelic natural again"*** and to provide ***"Local opportunities for Gaelic learning"***

4.66 CRF projects were, however, strongly geared towards increasing the use, promotion and awareness of Gaelic, for example ***"to promote Gaelic and make people proud"*** and to increase the use of Gaelic ***"to increase normalisation of using the Gaelic language at local events"*** and ***"Language of event*** (being Gaelic) ***demonstrating value it is held in."*** Three projects were 'entirely based on Gaelic', whilst the remaining two projects responding stated the use of Gaelic was 'very significant' or 'significant.'

Success of projects in meeting objectives

4.67 The CRF projects surveyed met their objectives. In all. 60% (3 respondents) stated that the project was 'quite successful' in meeting their objectives for it, while 40% (2 respondents) stated that it was 'very successful.' Positive responses included:

> ***"Did all it was supposed to and more"***
>
> ***"Met the short-term objectives and started a process of thinking that is still ongoing concerning how Gaelic should be used, what to deliver. Workshop had a Gaelic language specialist"***
>
> ***"One member of the group has gone on to study Gaelic at SMO and others have become involved in local Gaelic groups."***

4.68 While one respondent was less positive, suggesting that more resources were required: ***"Limited resources to really keep the project growing."***

Further support from CnaG

4.69 When asked, two respondents (one third) had had assistance or advice along with the funding that was provided for the project, with one finding this extremely useful. One also received ***"detailed verbal advice, support with forms"*** and the other had further ***"financial assistance."*** At least half CRF beneficiaries therefore received support from CnaG above and beyond the grant itself.

Satisfaction

4.70 Respondents were generally relatively satisfied with the assistance available from CnaG and felt that it was administered well, including the application process (4.5 out of 5) and the claims process (4.4). The CnaG service provided was good or very good (only one felt it average). A third felt the level of funding to be average (3.8 out of 5). The following quotes illustrate this:

> ***"Fairly standard process that seems adequate for the level of funding provided"***
>
> ***"The level of funding was what was required – a small % of total income. Thought treated 'properly' and 'sensibly' – funding was not bureaucratic. Claims process was very 'simple' and 'straightforward.' 'Very happy' with the support available from CnaG"***
>
> ***"Financial assistance was key in enabling a tutor to travel to deliver the learning"***

Suggested Improvements

4.71 Three in four (75%, three organisations) stated that they would 'value further support in the future to support/ increase the use of Gaelic within their organisation and/ or community.' Feedback included:

> ***"A ready supply of Gaelic tutors would be number one on the wish-list but financial assistance is integral to continued delivery of the Gaelic language opportunities in our community."***
>
> ***"Haven't really considered it but could well make use of other types of support, rather than just funding. Nevertheless, it is always good to have back up funding; without funding from CnaG, are just managing"***
>
> ***"Support in what might be new ways of encouraging and raising awareness of Gaelic and helping enterprises realise the benefit and asset."***

4.72 Respondents were also asked to consider 'what type(s) of project would you look to undertake and what role would Gaelic play?' Three responses were received:

> ***"Cookery classes using local ingredients and doing it through the medium of Gaelic would be an interesting project for the coming session"***
>
> ***"More signage, more Gaelic language holidays to the area, Gaelic learning courses"***
>
> ***"Possibly the same as previously. Would also be useful to have funding for publications/ marketing e.g. for publications and music/ song-related funding. Could market things e.g. CD's with sleeves etc. - would be a good idea!"***

4.73 Overall, all CRF beneficiaries responding (four organisations) said they would recommend CRF to others if it was still available.

Key Point Summary

- As would be expected, the CRF has supported charitable organisations, community organisations and social enterprises based in the Outer Hebrides, Caithness and Sutherland and Argyll and the Islands.
- Various community activities were funded, including courses in Gaelic and projects seeking to enhance the Gaelic experience for visitors. Activities were typically targeted at young people, local residents and tourists, as well as the whole community. Awareness of the Fund usually came about through CnaG themselves or the CnaG website.
- While all the recipient organisations generally used Gaelic to some extent, one third of organisations said that Gaelic was not important for their group. It was cited many organisations have to use English even though they would like to use Gaelic, due to a lack of fluency amongst those they interact with.
- Recipients hoped to achieve a range of aims through their involvement – many were keen to continue and/ or increase the promotion of Gaelic using the funding.
- Of the projects funded, three were entirely based on Gaelic; in others, Gaelic was either significant or very significant.
- Projects were generally successful at meeting objectives; 40% very successful, and 60% quite successful. At least half of respondents received support above and beyond the grant itself. Respondents were generally satisfied with the support/ service provided by CnaG.
- 75% said would value further support in the future and 100% would recommend CnaG support to other organisations (although CRF is no longer available).

Student Placement Outcomes

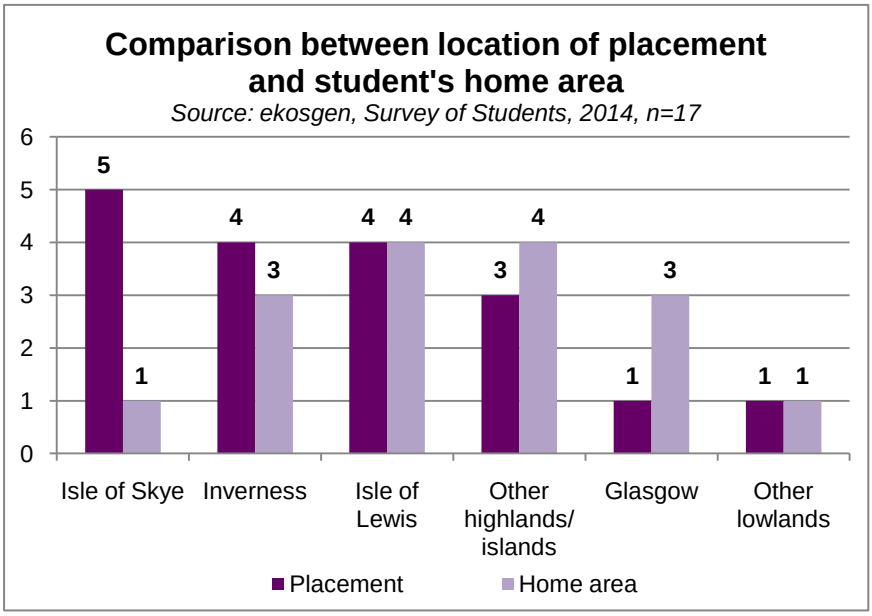
Profile of Surveyed Students

4.74 Of the 17 students who responded to the survey, the majority (10, 59%) were aged 16-24 years; this is to be expected given that the summer placement scheme is targeted at undergraduate, rather than graduate students. A further 24% (four respondents) were aged 25-34 years, 12% aged 35-44 years (two respondents), and one was aged 45-54 years (6%).

4.75 The majority of respondents (10, 59%) had completed just one student placement Nevertheless, a sizeable minority had completed two placements (5, 29%) and two respondents (12%) had completed three placements. The majority of survey respondents completed their placements in 2013, with eight respondents (38%), followed by 2012, with six respondents (29%). Two respondents completed in 2010 and 2011 respectively.

4.76 Despite the programme's aim to encourage students to undertake a placement in their home area over summer, several students have taken up placements elsewhere, perhaps staying with friends/ family, rather than at their family home. For example, of the survey respondents, five completed a placement on Skye, while only one respondent stated that Skye was their home area. Three respondents were from Glasgow and one from elsewhere in the Lowlands.

Figure 4.8



Awareness of Gaelic Summer Placement and Motivations for Applying

4.77 The most common way in which students became aware of the GSPS was through the college/ university where they were a student (10, 59%). Seven respondents had become aware through word of mouth (41%), six from either the CnaG website or through CnaG staff (35%), two via social media and two through other means (12%).

4.78 Eleven respondents were also keen to earn money during the summer and to get a better understanding of Gaelic related employment opportunities in their home area (65%). Ten respondents stated that they applied to get a job in their home area during the summer (59%).

4.79 A sizeable number of respondents also stated 'other' general reasons included:

> ***"In first year, wanted to do something different and be able to speak Gaelic in the workplace. Was keen to work with* [the organisation] *as find their education work interesting"***

> ***"Wanted to understand how Gaelic relates to employment opportunities/ prospects in future. Wanted to do work that was relevant – did not want to go back to previous job. Thought placement was great. Although I study History and had hoped for a placement that was more relevant to my degree, I was happy to be placed at the BBC and think I have developed skills."***

4.80 A wide range of reasons were given for applying for a placement. Respondents were keen to improve both their written and spoken Gaelic and also to improve their CV, as well as gain general work experience and obtain a better understanding of the work of the organisation that they were placed with (all with 12 responses – 71%). Five respondents (29%) stated that improving their spoken Gaelic was the main reason for applying. 'Other' main reasons:

> ***"To see what it was like to work in a Gaelic environment – I want to work in a Gaelic office in the future and wanted to make contacts in this environment"***

"Because working in the Heritage centre was the kind of work I was hoping to do".

"To get a job."

Experiences during the Placement

4.81 Students undertook a range of activities whilst at their placements. Activities were varied but often included a range of administrative, as well as research/ writing, tasks:

"Administered resources for pre-school education and distributed these to groups across Scotland. Also did a newsletter for early years and organised conferences for head teachers and NQT's"

"Administration for book festival and organisation. Also did customer satisfaction research for both tourists and locals"

"Phoning people, writing news articles using Gaelic, also doing some editing and camera work. Found phoning people quite challenging initially as it wasn't something I was used to"

"Organisation and administration for a number of large projects and grant applications. Maintaining and creating websites – social media"

"Researching, producing and preparing reports for BBC Gaelic news output on BBC Alba and BBC Radio nan Gàidheal"

"Gaelic Plan audit, marketing"

"Design, photography, admin assistance, shop front, store room organisation"

4.82 Work also often involved events organisation, such as community centre events or children's camps and tasks were often quite varied:

"Take admission fee at door. Answer any questions visitors had (on artefacts, pictures, notes on walls, surrounding areas etc.). I took it upon myself to do a project on Gaidhlig micro place-names and their meaning and any stories connected to them then I created a map with all the names on them (i.e. one stretch of 1/2 mile coast had 38 names in it). I invited the school to the Centre and held various culture/history workshops with pupils ranging from ages 4-16"

"In first year, I was asked to come up with children's play/ performance in Gaelic to encourage the use of Gaelic – using numbers, colours, and to think of a theme – this was a creative task. Also did translations, organised projects, general admin e.g. making phone calls and booking accommodation, and did some teaching at the Fèis"

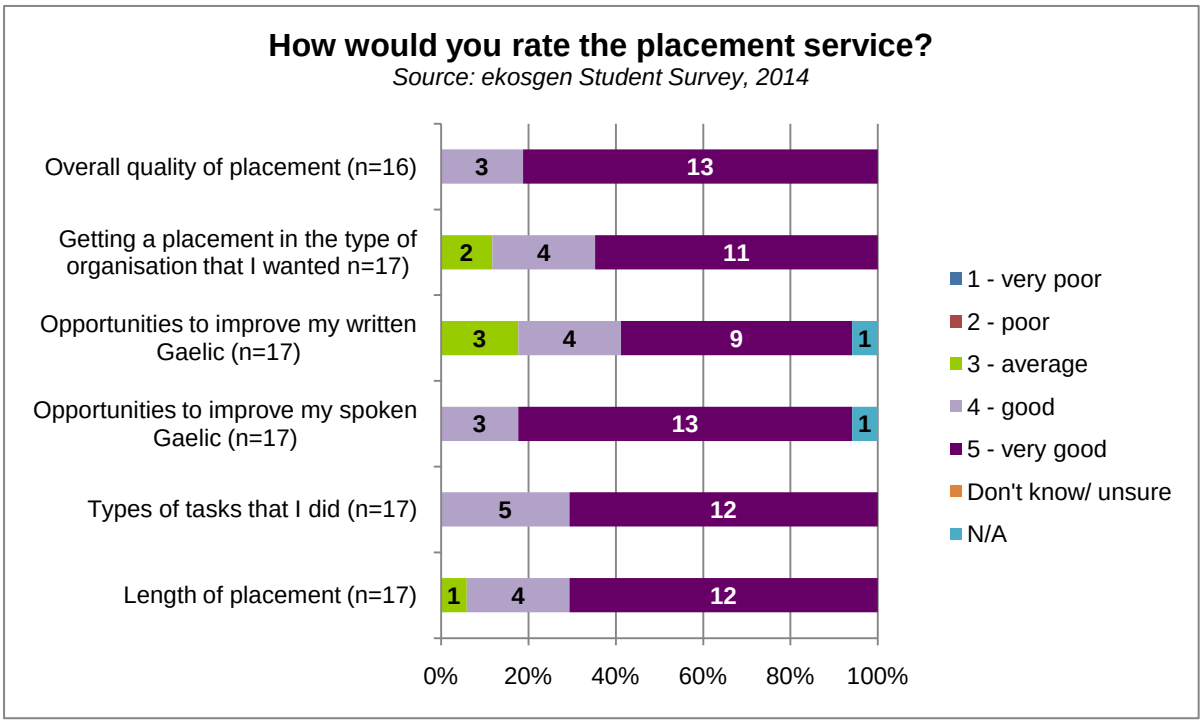
"Digitisation of Antiquarian Books in the library collection."

Satisfaction with the placement scheme

4.83 Students were generally very pleased with their placement, with all respondents rating the overall quality of the placement as either good or very good. The specific aspects to score highest

were opportunities to improve spoken Gaelic, with 94% rating this as good or very good; and the types of tasks undertaken, with all respondents rating these as either good or very good. The aspects receiving a score of less than four from any respondent were opportunities to improve written Gaelic (three respondents scoring this as 3 out of 5 – 18%), getting a placement in the type of organisation they wanted (two, 12%) and length of the placement (one, 6%).

Figure 4.9



4.84 First time students in particular felt that that the placement (at 10 weeks) was the right amount of time to have a good experience and many were able to use their skills in new ways (e.g. applying photographic and computing skills). Many valued the opportunity to speak Gàidhlig. Others thought it was great to be paid for projects they had always wished to do and a number reported welcoming staff and enjoyable tasks.

4.85 Some were not able to get their ideal choice of placement, although satisfaction levels with host organisation was generally very good. Some were not sufficiently challenged, and one was perhaps given too much responsibility, reflecting the challenges for hosts for pitching tasks at the right level. Another felt there was insufficient time set aside for developing reading/written Gaelic given the demands of the job. More mature students would have welcomed a longer placement with greater challenges, reflecting their prior work experience. Others clearly enhanced their future employment and/or further research prospects (see Chapter 5 impacts).

4.86 In terms of the application process for the placement, the interview with the employer was rated most favourably (with an average score of 4.6 out of 5), as well as the application form (with an average score of 4.4). Satisfaction was slightly lower for the length of time between applying and the placement being confirmed (with an average score of 4 out of 5) and answers to any questions that were asked about the placement (with an average score of 4.2). Nevertheless, all aspects were generally scored highly, with a majority of respondents rating all aspects either a 4 or 5 out of 5. 17 respondents answered this question.

4.87 Responses were generally positive although, some would have welcomed a more specific service from CnaG, for example with better matching between applicants and businesses, or a tailored application form depending on the host organisation. There was some times quite a delay before the host notified the student of acceptance as a placement or not.

Effect of Placement on Gaelic

Level of Gaelic during placement

4.88 The placements tended to involve a greater degree of *conversing* in Gaelic, when compared to writing and reading in Gaelic, with 15 respondents (83%) stating that the placement involved a lot of conversing in Gaelic, compared to 13 (72%) stating that it involved a lot of reading in Gaelic, and 12 (67%) stating that it involved a lot of writing in Gaelic. Two respondents stated that their placement involved 'a little' writing in Gaelic, while one stated that it involved 'a little' conversing in Gaelic. All respondents stated that their placement involved either some or a lot of reading in Gaelic.

Spoken Gaelic

4.89 Overall, respondents' ratings of their spoken Gaelic were generally relatively high both before and after the placement, with a slight improvement in their spoken Gaelic throughout the process. Twelve respondents (71%) rated themselves as fluent upon completion, compared to 59% beforehand.

Written Gaelic

4.90 Again, respondents' perceptions of their written Gaelic generally improved when comparing their perceptions before and after the placement. Eleven respondents (65%) rated themselves as fluent afterwards, compared to 10 respondents (59%) before, while five respondents (29%) rated themselves as having working proficiency afterwards, compared to four respondents before (24%).

4.91 The number of respondents rating their written Gaelic as 'elementary' before and after reduced from one to zero, and the number rating their written Gaelic as limited working proficiency reduced from two to one.

Most beneficial

4.92 Respondents generally found gaining the general work experience the most beneficial aspect of the placement, with nine respondents (53%) mentioning this aspect. Comments included:

> ***"Being able to do some different new work in summer, outside of unit"***
>
> ***"I received a full understanding, and full training, in the aspects of the role, allowing me to continue working there, ever since"***
>
> ***"I started the placement and within 2 weeks I was presenting live on the radio show. I found this challenge very helpful as I learned everything on the job and under pressure."***

4.93 Having the opportunity to use Gaelic in the workplace and being able to improve their language skills was also seen as beneficial by a number of respondents, with eight respondents (47%) mentioning this theme:

"…it was beneficial being in a Gaelic office and having the opportunity to use the language in her everyday job"

"Speaking in Gaelic – the best way to improve"

"The tasks were adequately chosen in order to give me the best chance of improving linguistic skills."

4.94 A smaller number of respondents found it most beneficial to gain an increased awareness of the opportunities available in the Gaelic workplace (three respondents – 18%), to develop contacts/ networks (two respondents – 12%) and to gain independence (one respondent – 6%):

"Using Gaelic in a working environment and making contacts – broadening knowledge"

"Making her aware of the use of Gaelic and the opportunities that are available – where it is situated in the world"

"Professional and social interaction in Gaelic, a greater understanding of context"

"The contacts I made have been beneficial to me over the years since doing the placement resulting in new experiences"

"Liked the independence but support was provided if needed."

Least beneficial aspects

4.95 Four respondents (25%) said that they did not always have enough to do or that the work was not challenging enough:

"At the end of the placement someone else took over the presenting and I took over the researching. However I had been researching beforehand anyway, therefore I didn't have as much work to do and it didn't challenge me in any way"

"Not always having enough to do. Time could have been more structured and she could have been of a greater benefit for the company."

4.96 While a further three respondents provided answers that were coded as 'other':

"I did not enjoy the job itself however very much enjoyed working at the college in the summer, as it was a lovely, lively environment. The fact I didn't enjoy the job is down to me and not the placement"

"Photocopying!"

"The up to 6 hours of return travel each day on top of the 8 hour shift. Travel grant should be provided on top of payment."

Final Comments

4.97 Final comments included:

"I am very thankful for the placement, it directly changed my plans for the better"

"I developed a strong fluency when it came to general and telephone enquiries with guests. I know I would appreciate living in a less remote setting but definitely through the medium of Gaelic, and with as much responsibility as I was given, perhaps with more training though. I was not trained sufficiently in a lot of aspects of the receptionist job by the employer"

"I found that my placements have been extremely beneficial to gaining an all rounded experience in working in a small business office as well as gaining experience in the world of Gaelic publishing. Would HIGHLY recommend it to other people! :)"

"In an ideal world I would be in full-time Gaidhlig employment on my island but unfortunately there is no work of that sort ….But if I wanted to work in Glasgow or even Dundee I would have a variety of job opportunities... Summer placements are good but they only last ten weeks…

"It was a valuable experience but it was very low paid and not something I could consider again especially due to rising home costs and travel"

"Really valuable scheme – absolutely worthwhile"

"The placement is a really good experience and opportunity – especially in the Highlands. Was great to find a placement in Gaelic that was also related to her interests – would have been hard to find without CnaG's scheme"

Key Point Summary

- Students were generally aged 16-24 years, although some aged between 25 and 54 years. Some had completed one placement, while others had completed one or two. Students did not necessarily complete the placements in their home areas, suggesting they had travelled and stayed elsewhere.
- Awareness of the placement scheme was generally through their college/ university. Generally respondents applied because they were keen to improve their written and spoken Gaelic, and also to improve their CV, gain work experience and gain an understanding of the organisation they were placed with.
- Activities undertaken varied but often included administrative, as well as research/ writing tasks. Other students helped with events organisation. Placement generally involved lots of conversing in Gaelic, but less reading and writing. Respondents were generally relatively fluent in both written and spoken Gaelic before and after the placement.
- Satisfaction was generally high, particularly for opportunities to improve spoken Gaelic and the types of tasks that were undertaken. Satisfaction slightly lower for opportunities to improve written Gaelic, getting a placement in the type of organisation desired and the length of placement. Satisfaction was also high regarding the application process.
- Regarding the most useful aspect of the placement, 53% of respondents found it very beneficial to gain work experience, 47% to use Gaelic in the workplace and to improve language skills.
- Regarding improvements, 25% would have liked more to do or more challenging work. Nevertheless, students were generally very satisfied and very grateful for the opportunity.

5 Impacts

5.1 The chapter reviews both the tangible and intangible impacts for businesses, social enterprises, community groups and charitable organisations achieved as a result of the CnaG assistance. Initially the impacts on businesses are discussed, followed by the CRF scheme impacts and, finally, the impacts on students who completed a summer placement. All impacts calculated in this chapter are for the HIE area.

Approach to the Assessment

5.2 The chapter reports on sales/turnover and cost saving impacts, as well as employment impacts. The survey responses are grossed up to the full population of grant funding awards for the GBIF, MBSS and GBYA/CYA. For beneficiaries of these business-facing schemes, 45 survey responses from businesses/organisations were obtained, relating to 51 awards. The impacts have been grossed up to the 297 awards to businesses/organisations assisted through the Gaelic Development Service schemes[50]. Grossing up in this way should be treated with a degree of caution; the sample size is not sufficient to generate robust results at the preferred 95% confidence level with 5% margin of error. Rather, the confidence level is 95% with a +/-12.5% margin of error, although it must be noted that as contact details were not available for a number of projects, it was not possible to attempt to survey all of these 297 award recipients. Nevertheless, this is sufficient to give a strong indication of the likely impacts.

5.3 Few businesses/organisations were able to quantify impacts even where these were reported to occur, a further reason to treat the impacts as estimates. Where these are unquantified, an estimate has been made as to the value, based on other responses (median or average), or based on other qualitative data. Once the grossed up sales/turnover, cost saving and employment effects are identified, net impact adjustments are applied, namely deadweight, displacement and induced and indirect (multipliers).

5.4 The nature of projects, which are typically small, and the type of business/organisation supported, again most typically micro-businesses and smaller groups, also means that impacts are modest. Further, the level of funding received is typically small, and business/organisation motivations have not, in most cases, been to improve business performance. Many of the projects will have contributed to impacts for the business or organisation (e.g. signage or an event as part of a wider programme of investment) but it will not have been the primary generator of impacts and the beneficiary will have found attributing benefits to the GDS projects challenging. This was expected, however it is another reason why reported impacts may appear light. Impacts are expressed at the Highlands and Islands level.

5.5 As the impact assessment makes clear, there are a range of softer and unquantified impacts arising from the schemes, such as the raised profile of a destination or area, which may well generate economic and social impacts but which are not possible to quantify and assess. Commentary is provided on these wider impacts; considering the quantified impacts alone does not reflect the range of impacts generated.

5.6 The quantified impacts are set in the context of the £369,534 in grant funding that has been invested in completed projects by HIE in the GDS schemes via CnaG, which excludes the costs of managing and administering the schemes (i.e. the costs of the grants alone). The impacts are also

[50] Note: There were an estimated 297 awards made to 188 businesses; a number of businesses/ organisations accessed more than one award

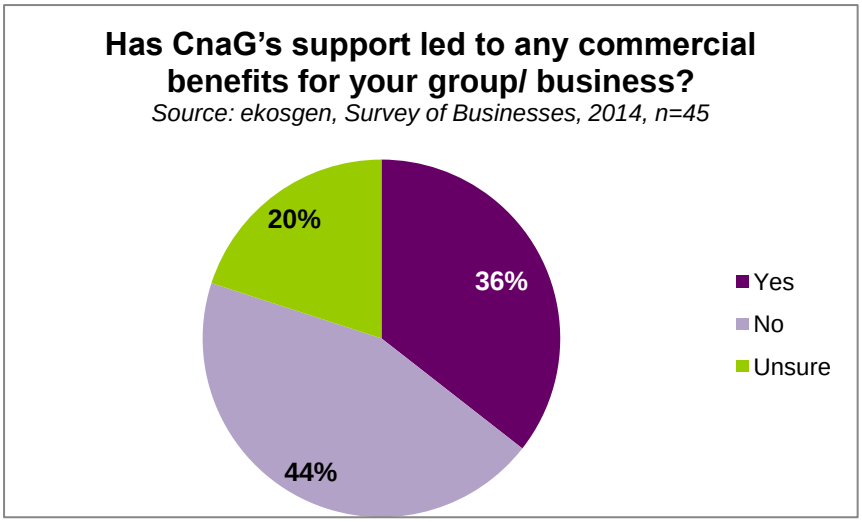
set in the context of the overall contract costs (A-D), which includes CnaG's management and administration of the schemes, although these also include a range of other costs too (e.g. early non-grant related activities). It is not possible to determine the actual management costs associated with delivering the schemes.

Gross Sales/Turnover and Cost Savings

Business-facing schemes: Sales/Turnover and Cost Savings

5.7 More than a third of the 45 businesses/social enterprises/ organisations providing data for the business-facing schemes have generated commercial benefits as a result of the support from CnaG (16 businesses), whether through the GBIF, MBSS, GB/CYA, GSPS or other support. This rises to 44% when those unsure are discounted. Applying this to the estimated 297 projects that have been completed (by an estimated 188 individual business beneficiaries) across these schemes, according to the monitoring records, this rises to an estimated 131 projects leading to commercial benefits.

Figure 5.1



5.8 In addition to the five businesses/organisations reporting sales/turnover increases to date, two expect to do so in the next 12 months. Five report cost savings. Four businesses/organisations state they have generated commercial benefits but are unsure if these are sales/turnover of cost savings.

5.9 Grossing the number of awards where commercial benefits (sales/turnover or cost savings) were identified and for which we have survey data (the 51) to the total number of awards (297) provides a grossing up factor of 5.82. This is applied in the table below.

Table 5.1

Commercial Benefit	Survey Responses (51)	Grossed up to the number of awards (297)
Increase in sales/turnover to date	5	29
Increase in sales/turnover in next 12 months	2	12
Cost Savings	5	29
Unsure/did not answer	4	23
Total identifying a commercial benefit	**16**	**93**

Grossing up factor is 5.82

5.10 The five reporting turnover increases are given below. Four of the five are unable to quantify the increases in turnover. We have therefore assumed a value for those unable to say, based on their qualitative feedback.

Table 5.2

Company	Increase in turnover	Amount/Comment	Assumed value of increase
Organisation A	Yes	Very little	£1,000 (est.)
Organisation B	Yes	Difficult to quantify how much in terms of sales/ turnover but has doubled since first year - signage is a contributing factor	£25,000 (based on current turnover)
Organisation C	Yes	Not sure in monetary terms but have definitely experienced an increase in footfall e.g. from the ferry that drops off visitors 4 times a day - signs have definitely made a difference	£5,000 (est.)
Organisation D	Yes	£14,000	£14,000
Organisation E	Yes	Cannot say	£5,000 (est.)
		Total	**£50,000**
		Average	**£10,000**

5.11 A further two businesses said they will increase sales/turnover in the next 12 months, although neither were able to quantify the amount. The average of the increases to date has been assumed for each of these businesses (i.e. £10,000). One of the two anticipates the increase is ***"not of a big enough scale to have huge impact."***

5.12 Those reporting cost savings also found quantifying the amount difficult, as per Table 5.3.

Table 5.3

Company	Cost Saving	Amount/Comment	Assumed cost saving
Organisation F	Yes	Very small	£1,000 (est.)
Organisation G	Yes	Difficult to quantify - but upgrade was crucial and boosted productivity. Allowed them to work directly with printers and partners which they could not do with outdated equipment	£10,000 (est.)
Organisation H	Yes	£4,000	£4,000
Organisation I	Yes	No comment	£2,000 (est.)
Organisation J	Yes	No comment	£2.000 (est.)
		Total	**£19,000**
		Average	**£3,800**

5.13 A further business stated that the support had led to commercial benefits, but that they were unable to quantify these benefits. Nonetheless, ***"the knowledge gained is being applied and strengthened – part of bigger work."***

5.14 A summary of the estimated benefits is set out below. This should be treated with quite a strong degree of caution, given the number of assumptions applied to the survey data, and the relatively high grossing up factor. Two estimates have been generated; one where those who are unsure as to the level of benefits are assigned the average of known values (£7,431) and one where these are assumed to be zero, since £7,431 per business/organisation may over-state benefits given the small nature of organisations and the low levels of funding received.

Table 5.4

Commercial Benefit	Survey Data Average (n=51)	Grossed up to the number of awards (n=297)
Increase in sales/turnover to date	£10,000	£290,000
Increase in sales/turnover in next 12 months	£10,000	£120,000
Cost Savings	£3,800	£110,200
Unsure/did not answer (average of known estimated values)	£7,431	£170,923
Unsure/did not answer (assumed to be zero)	£0	£0
Total (using the average for unknown values) **Total (using zero for unknown values)**	**N/A**	**£691,123** **£520,200**

Grossing up factor is 5.82

CRF Impacts – Sales, Turnover and Visitor Numbers

5.15 The majority of CRF beneficiaries were unable to say whether they had generated commercial benefits, which is unsurprising given this was not an objective for the CRF. However, one of the seven reported a benefit (14%), and two stated no commercial benefits (29%). The remaining four were unsure (57%).

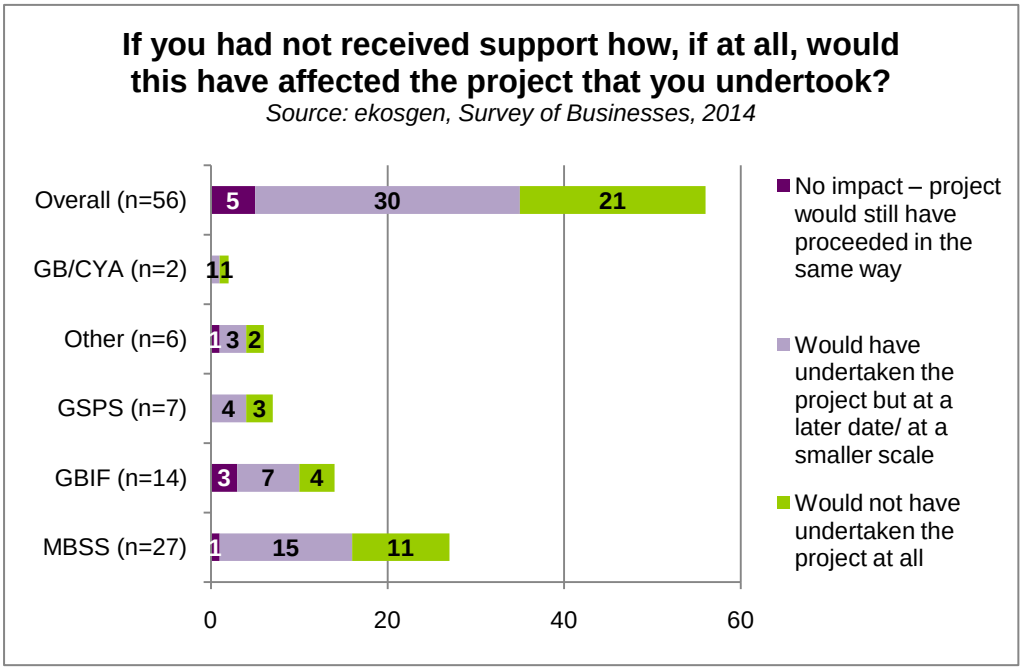
5.16 The one respondent stating that they had experienced commercial benefits as a result of the CnaG support thought this likely from an 'increased number of visitors,' but that this was difficult to attribute solely to project activity. They stated that they had experienced increased sales/ turnover – estimated to be somewhere in the region of £200 – as the funding enabled them to get their events 'up and running' properly. The organisation is now self-funding. In indirect terms, they will also likely have had economic benefits for tourism and for some of the performers. Given the uncertainty in the level of CRF benefits, however, no estimate of CRF impact has been made.

Net Sales/Turnover and Cost Savings

Deadweight

5.17 Activity deadweight (i.e. project activity that would have gone ahead anyway) is low, and just 9% of supported beneficiaries would have undertaken the project in the same way without the GDS scheme. In all, 38% would not have undertaken the project at all, and 54% would have done so but at a later date or on a reduced scale. The following chart shows how this varies by scheme, with activity deadweight highest for GBIF, where 10 of the 14 projects would have gone ahead in some form without support.

Figure 5.2



5.18 Activity deadweight was low for the businesses/organisations hosting a student under the GSPS scheme, with none stating they were able to have done the work without the student. In all, 43% stated that they would not have undertaken the work covered by the student at all and 57% stated that they would have undertaken the same work but at a later date/ at a smaller scale.

5.19 Impact deadweight (i.e. commercial gains that could have been achieved anyway without the project) was also low (and is based on the 45 responses where commercial benefits were identified). Deadweight was lowest for the GSPS where none of the business benefits would have occurred without the CnaG support. Good levels of additionality were also cited by GBIF beneficiaries (75% full additionality, 25% partial). One in five for the Marketing and Bilingual Signage Scheme reported full additionality, although for 80% the additional was partial (i.e. some benefits would have occurred anyway but to a smaller amount or at a later date). Applying the deadweight values by scheme indicates **total deadweight of 26%.**

Table 5.5

Scheme	Total number of responses	Would have been achieved anyway	Would've been achieved at a later date/ smaller amount	Would not have occurred	Total Deadweight
		100% deadweight	Partial deadweight (50%)	0% deadweight (100% additionality)	
MBSS	10	0	8	2	0.4 (40%)
GBIF	4	0	1	3	0.13 (13%)
GSPS	3	0	0	3	0 (0%)
GB/CYA	2	0	1	1	0.25 (25%)
Total	**19**	**0**	**10**	**9**	**0.26 (26%)**

5.20 For the CRF, deadweight was also low (and additionality good). Four out of the five (80%) would not have undertaken the project without the CRF, and the remaining organisation would have undertaken the project at a later date and/or at a lower scale.

Displacement

5.21 Businesses do not consider that their increases in their turnover have been at the expense of competitors. Of those able to state (five businesses), none of the benefits were considered to be at the expense of regional competitors, and three were unsure.

Competitors

5.22 Eight businesses were able to estimate the location of competitors. Assuming that the estimates apply to equal benefits across the seven, then 40% of competitors are local, 43% are in the rest of Scotland and 17% outside Scotland. Around a third of the 'rest of Scotland' competitors may be in the Highlands and Islands (beyond a 25 mile radius), 14%. Adding this to the local competitors, then 54% may be competitors in the Highlands and Islands.

5.23 At 54%, this may over-state displacement. Businesses were also asked to estimate the extent that their commercial benefits have been achieved at the expense of their competitors based in the region. Of the four respondents with locally based competitors, one business (Organisation 6) indicated none of their turnover growth occurred at the expense of regional competitors, while the other three were unsure. Making an allowance for this, then displacement may be in the region of 40%.

Table 5.6

Approximately, what proportion of your competitors are based:			
	Locally (25 mile radius)	In the rest of Scotland	Outside Scotland
Organisation 1	0%	0%	100%
Organisation 2	0%	90%	10%
Organisation 3	67%	33%	0%
Organisation 4	100%	0%	0%
Organisation 5	100%	0%	0%
Organisation 6	50%	25%	25%
Organisation 7	0%	100%	0%
Organisation 8	0%	100%	0%
Total	40%	43%	17%

Source: ekosgen, Survey of Businesses, 2014 n=11

Goods and Services

5.24 Four businesses were able to estimate the location of their suppliers. Assuming that the estimates apply to equal benefits for each businesses, then 50% of suppliers are local, 25% are based in the rest of Scotland and 25% are based outside Scotland.

Table 5.7

Based on the values of goods/ services you purchase (or are likely to purchase) from suppliers, approximately what proportion of your suppliers are based:			
	Locally (25 mile radius)	In the rest of Scotland	Outside Scotland
Organisation 9	50%	10%	40%
Organisation 10	10%	80%	10%
Organisation 11	50%	0%	50%
Organisation 12	90%	10%	0%

Source: ekosgen, Survey of Businesses, 2014 n=4

Induced and Indirect Effects

5.25 The increased sales/turnover will generate further benefits for the Highlands and Islands and economy, through induced and indirect effects. These are known as Type 2 multipliers, which include both direct and indirect effects, as well as induced effects.[51]

5.26 Multipliers are taken from the latest Scottish Input-Output Tables 2011[52] (based on latest data, 2011) and are at the Scotland level. The average Type 2 income multiplier effect for all industry groupings from the 2011 Tables at the Scotland level is 1.72, which is assumed to be 1.47 at the Highlands and Islands level (adopted 50% of the Type 1 multiplier for Scotland and 80% of the difference accounted for by the Scotland Type 2 multiplier).

Net Sales/Turnover and Cost Savings

5.27 The following applies the adjustments to the gross sales/turnover and cost savings achieved. The adjustments have been applied to the upper estimate for increases in sales/turnover; applying the adjustments to the lower estimates generates a net value of circa £420,000, rather than £560,000.

Table 5.8

	Increases in Sales/Turnover	Cost Savings	Combined Sales/Turnover and Cost Savings
Gross Impacts	£580,923	£110,200	£691,123
Including indirect and induced benefits @ 1.47	£853,957	£161,994	£1,015,951
Sub total Less deadweight @ 26%	£151,040	£28,652	£179,692
Sub-total Less displacement @ 40%	£232,369	£44,080	£276,449
Net Impacts	£470,548	£89,262	£559,810

[51] Please see http://www.scotland.gov.uk/Topics/Statistics/Browse/Economy/Input-Output/Mulitipliers
[52] http://scotland.gov.uk/Topics/Statistics/Browse/Economy/Input-Output/Downloads

Employment Effects

Business Projects

5.28 In line with the relatively modest sales and turnover impacts, employment impacts are also modest. Two businesses stated they have created jobs (4%); one did not specify how many and the other stated 0.5 FTE. One business (2%) had safeguarded employment, one part-time post. One business stated ***"Yes, jobs in next 12 months = not able to specify".*** This business thinks that ***Gaelic "has allowed them to differentiate themselves from competitors – created a USP – communicates a commitment to spread learning."***

5.29 Grossing these figures up to the estimated 297 projects that have been completed (across an estimated 188 businesses/ organisations/ groups) across the business schemes, means there have been an estimated 12 projects generating new jobs at a rate of 0.5 FTE, totalling an estimated six jobs. There may also be an estimated 6 projects safeguarding one part-time post. Assuming this post is 0.5 FTE, suggests there may have been three FTE jobs safeguarded.

Table 5.9

Employment Effect (FTE)	Survey Responses (51)	Total FTE	Grossed up to the number of businesses (297)	
			Projects	FTE
Jobs created to date	2	1*	12	6
Jobs created in next 12 months	1	0.5*	6	3
Jobs safeguarded	1	0.5	6	3
Total	4	2	23	12

5.30 The implied gross turnover/cost savings for FTE from the survey evidence is circa £48,000 per FTE. Given that businesses and organisations are very small, and that many are operating in the relatively low wage tourism and related sectors, this is what one expect, where one may anticipate a lower sales/turnover increase required to generate a new FTE post.

Student Summer Placement Scheme

5.31 In addition, two respondents who had completed a student placement are now working with the organisation since completing the placement. One of these is full time, the other did not specify. Assuming the second post is also full time, and grossing up our 17 responses to the full number of 77 students supported, this is an additional 9 FTE posts in the Highlands and Islands.

Table 5.10

Employment Effect (FTE)	
	Grossed-up to Number of Awards/ Placements
Jobs created to date (Business-facing schemes)	6
Jobs created (SSPS)	9
Jobs created in next 12 months	3
Jobs safeguarded	3
Total (Gross)	21
Total (Net)*	17

** Applies multipliers @ 1.47, deadweight @ 26% and displacement @ 40%*

Gross Value Added

5.32 Quantified GVA is clearly relatively modest. We can apply a ratio of sales/turnover to GVA to the net sale/turnover to generate an estimate for GVA. For Scotland, the latest ratio is 36% (Annual Business Survey, 2012). Applying this to the net sales/turnover, and treating all cost savings achieved as additional GVA, implies net GVA of £201,531.

5.33 Net sales/turnover increases and cost savings are estimated at £559,810 in return for grant funding (without the management/delivery fee) of £356,354, a return of 1.57 to 1. The return for the investment in Contracts A-D to HIE are 0.45 to 1, although this investment also includes non-grant funding elements such staff time to develop links to key account managers.

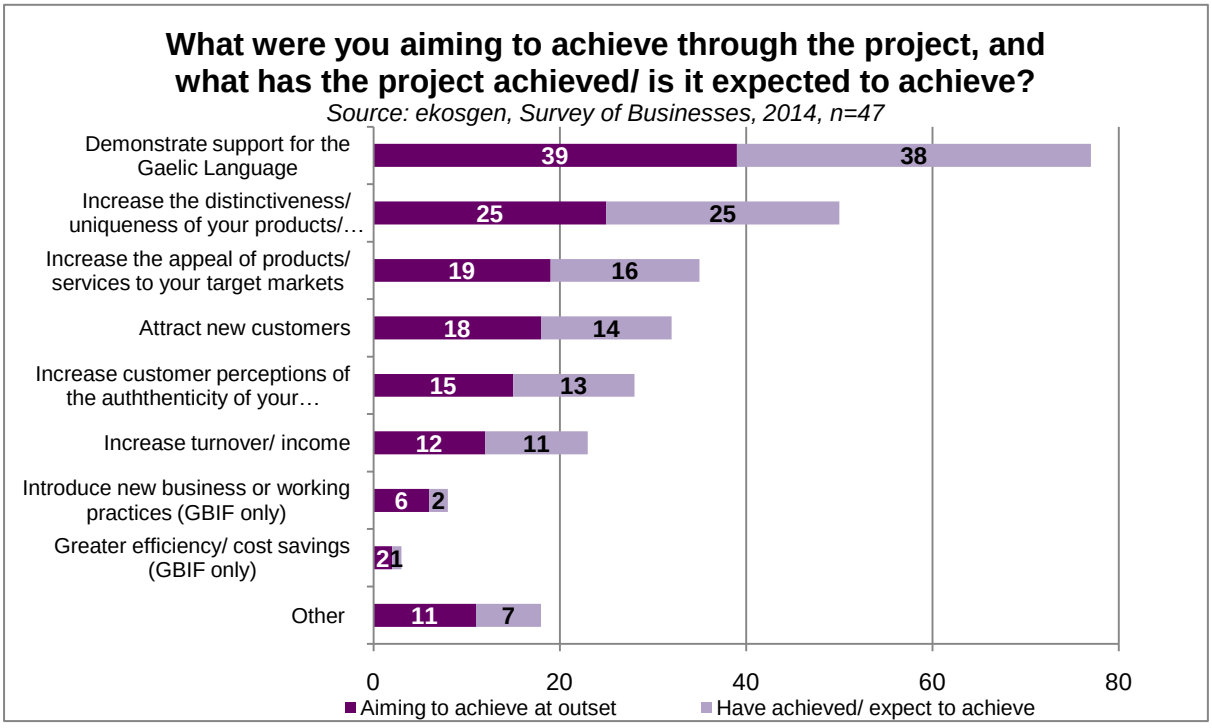
Wider Benefits

Business-facing schemes

5.34 One of the key achievements sought and reported is demonstrated support for the Gaelic language. Overall, across GBIF and MBSS, 83% were seeking to achieve this, and 81% had actually achieved this. Increasing the use of Gaelic as a benefit of the GDS is expanded upon at 5.45 below.

5.35 Increasing the distinctiveness/ uniqueness of the organisation's products/ services through using Gaelic (for 53) and increasing the appeal of products/ services to target markets (for 34%) have also been notable achievements (see Figure 5.11 below), though it is likely that some of these impacts will be captured through turnover/sales increases reported. Albeit, this is encouraging and suggests that Gaelic is being used as an asset in these projects. 30% have also attracted new customers, and 28% report increasing customer perceptions of the authenticity of their products and services through the use of Gaelic, further illustrating the strength of the Gaelic 'brand'.

Figure 5.11



Please note, responses from the Gaelic Summer Placement and Gaelic Business/ Community of the Year Award are not included in Figure 5.11 above.

Gaelic Business Innovation Fund

5.36 By specific Fund, the profile of outcomes achieved was broadly similar. For example, despite the GBIF having an objective to focus on innovative projects, the most common outcome both anticipated and achieved was demonstrating support for the Gaelic language (cited by 69%), followed by increasing the distinctiveness/ uniqueness of your products/ services by using Gaelic (50%). For GBIF, just over a third had aimed to introduce new business or working practices (38%), although only 13% had done so. Just two GBIF respondents were seeking efficiency/ cost savings..

5.37 Other GBIF achievements reflect the broad nature of support. For one this was to ***"promote and awaken an interest in Gaelic"*** and for another it was to ***"support individuals on a learning journey"*** in order to address the ***"recognised need for leadership learning amongst Gaelic leadership professionals – many of whom find it difficult to progress due to the narrow field and geography."*** One respondent was also aiming to develop ***"a body of fluent Gaelic speakers with knowledge and understanding of the environment that they can apply to education, tourism and the outdoors"***.

Marketing and Bilingual Signage Scheme

5.38 Those benefiting from the MBSS were all seeking to demonstrate support for the Gaelic language, an outcome achieved by the majority (22, 88%). This echoes the findings of our stakeholder consultations, with one consultee commenting that the MBSS has had very positive impact in terms of the real visibility of Gaelic, although, as detailed below, there was a feeling expressed by one recipient that the scheme simply provided *"a cheap way to get new signage"*.[53]

5.39 MBSS beneficiaries were also keen to increase the distinctiveness/ uniqueness of their products/ services by using Gaelic (an aim for 60% and an achievement for 52%). For a couple of beneficiaries, the signage itself was deemed the main outcome (and for one whether it was Gaelic or not). Other outcomes reported included:

> ***"Maintaining the link between local Gaelic culture and visitors from Northern Ireland – many similarities between the languages – transnational benefits. Were also able to link in to local events and festivals e.g. local maritime heritage – had a local expert attend who talked about boat building in Gaelic – between both Scotland and Ireland"***
>
> ***"Wanted nice, clear signage detailing who the organisation is and what they do – to raise the profile of Gaelic. This has been achieved – signs are absolutely lovely"***
>
> ***"Wanted to improve the perception of Gaelic in the area and make local people interested to know about Gaelic history"***

5.40 Further, one cited that that they considered there to be ***"opportunities for other businesses to promote interest."***

Gaelic Business/ Community of the Year Award

5.41 For the two respondents, one organisation stated that the award had led to an increased status for their business, increasing their confidence. The other replaced their outdated computer, freeing up time and helped the business with their accounting.

[53] Personal Communication, HIE Stakeholder Consultation

Gaelic Student Placement Scheme

5.42 The most common outcome for GSPS hosts was to have sufficient capacity to cope with demand in the summer months (6 respondents, 86%). Organisations also achieved a better understanding of the range of potential employees and skills available in the Gaelic labour market (5, 71%), and to have a specific project or task completed by the student (5, 71%).

5.43 Two GSPS recipients provided additional comments, one had ***"become involved in CnaG's graduate scheme"*** and the other mentioned that:

> ***"The CNAG placements are a good way of gauging potential staff, and it helps them become much more aware and prepared for the day they have to seek full time employment."***

Student Summer Placement Scheme – future employment

5.44 Students also report enhanced employment or career prospects perceptions as a result of the placement. In all, 71% (12 respondents) said yes, their prospects had been enhanced, 12% (2 respondents) said they might have been, and 18% (3 respondents) said they had not. More than 9 in 10 (92%) are more optimistic about their prospects.

5.45 Students were asked to provide additional comments to explain their answers. Nine comments were received, including:

> ***"Feels she is more aware/ has more experience of working in an office-based environment. In the future she would now consider working in a similar setting, possibly in events"***
>
> ***"I have kept in touch with the organisation and helped out with events when I could and we've worked together on projects"***
>
> ***"Made lots of contacts and met lots of new people"***
>
> ***"Not hugely but useful. Good experience for applicable and good to have increased knowledge of what's out there. Experience will be relevant for future work"***
>
> ***"Really enjoyed the job and would like to work there in future. The placement made her realise that there are jobs in Gaelic and so she feels more optimistic that working in a Gaelic office can be a reality."***

5.46 In all, 10 of 16 respondents who were able to say stated that the placement has increased their awareness of Gaelic-related employment opportunities in their home area to either a moderate or to a great extent.

Other Outcomes: Increased Awareness, Use and Profile of Gaelic

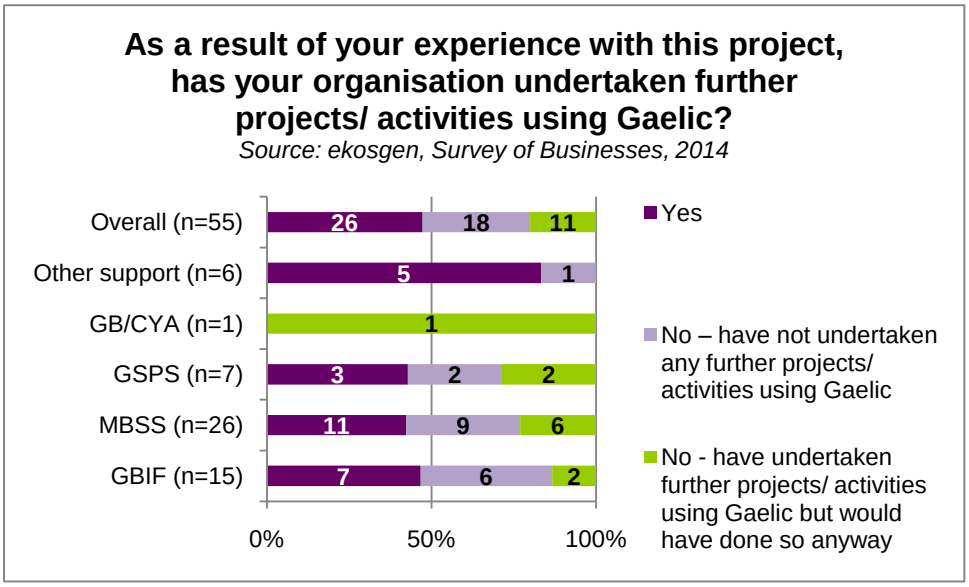
5.47 The investment in GDS has had a clear role in raising awareness of Gaelic and increasing its profile. More are using Gaelic as a result of the project. As detailed in 5.45 above, 81% reported that the project had demonstrated support for the Gaelic language, which was also the most frequently cited aspiration for the project.

5.48 The role of Gaelic was important in the project – only 5 of 21 business-facing scheme respondents would have used Gaelic to the same extent without the GDS support. Similarly, only one of the six CRF beneficiaries would have used Gaelic to the same extent without the GDS support.

Further Projects Undertaken Using Gaelic as a Result of Support Received

5.49 Overall, the support offers have had a positive impact on encouraging recipients to undertake further projects/ activities using Gaelic. Almost half (47%) had already done so. A further 20% have done so, but they would have done so anyway without the GDS support. A third had not undertaken any further projects/activities using Gaelic. This is shown in the Figure below, including the distribution across different types of support.

Figure 5.12



5.50 Further project activity planned or completed included:

- launch of a new project for teachers with leadership skills - GBIF
- new signage and company promotional material required, along with other new Gaelic focused projects - GBIF
- refurbishment of two more of the Museum's exhibitions and has continued to have its artefact labels translated into Gaelic – GBIF/MBSS
- Gaelic after school club run from the hall - MBSS
- dual wording on piste maps, *"which most customers pick up"* - MBSS
- events sponsored by CnaG with t-shirts, banners, flags etc. - MBSS
- Further support from CnaG for Gaelic packs e.g. signs for the toilet. *"These are helpful as, even if someone doesn't speak Gaelic, the words will stick in their mind,"*

5.51 Those receiving Gaelic Business/ Community of the Year Awards and/or other support from CnaG had gone on to undertake Gaelic-related activities, including:

- Commitment to the development of Gaelic – Community Trust
- Further walks, publications, and events using Gaelic - organisation
- Supply of Gaelic television programmes to BBC Alba "regularly" - business
- Word searches in Gaelic for children - Museum

Via the CRF

5.52 CRF beneficiaries also reported wider benefits related to the use of Gaelic. These included increasing the number of people speaking Gaelic (4 respondents, 66%) and increased awareness/ appreciation of Gaelic in the community (4, 66%). One third had also reported an increased number of people experiencing written or spoken Gaelic. CRF awards also acted as a catalyst for further Gaelic related activities, for 60% (3 organisations) including Fèis, adult classes, talks and a cultural symposium in which Gaelic was the main language. Even where CRF had not led directly to new Gaelic activity by the award recipient, the respondent felt the funding had encouraged the use of Gaelic within the community and the potential for others to host activities.

Via GSPS

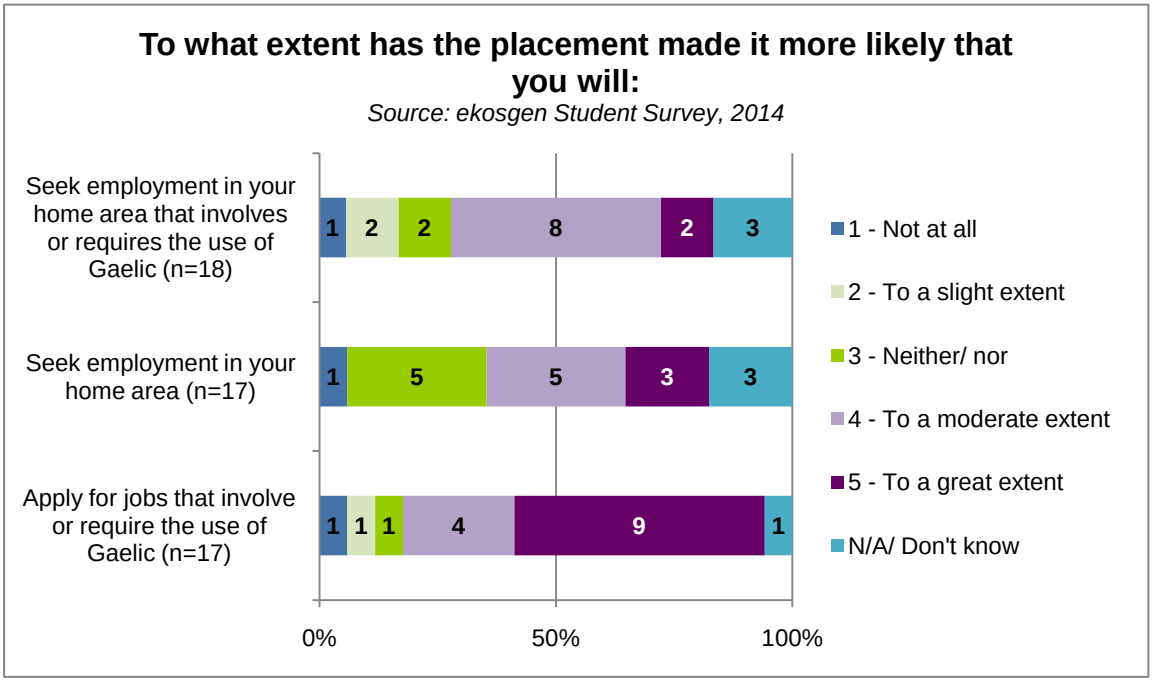
5.53 Businesses and organisations hosting students also reported wider benefits using Gaelic:

> ***"Building confidence, skills and Gaelic language capabilities for students by allowing them to use Gaelic every day in a business environment - want to develop a sense of worth/ status"***
>
> ***"Wanted to have young people working in the centre to make them realise it is possible to have a Gaelic career. Wanted young people who could develop Gaelic in their community".***

Student Outcomes

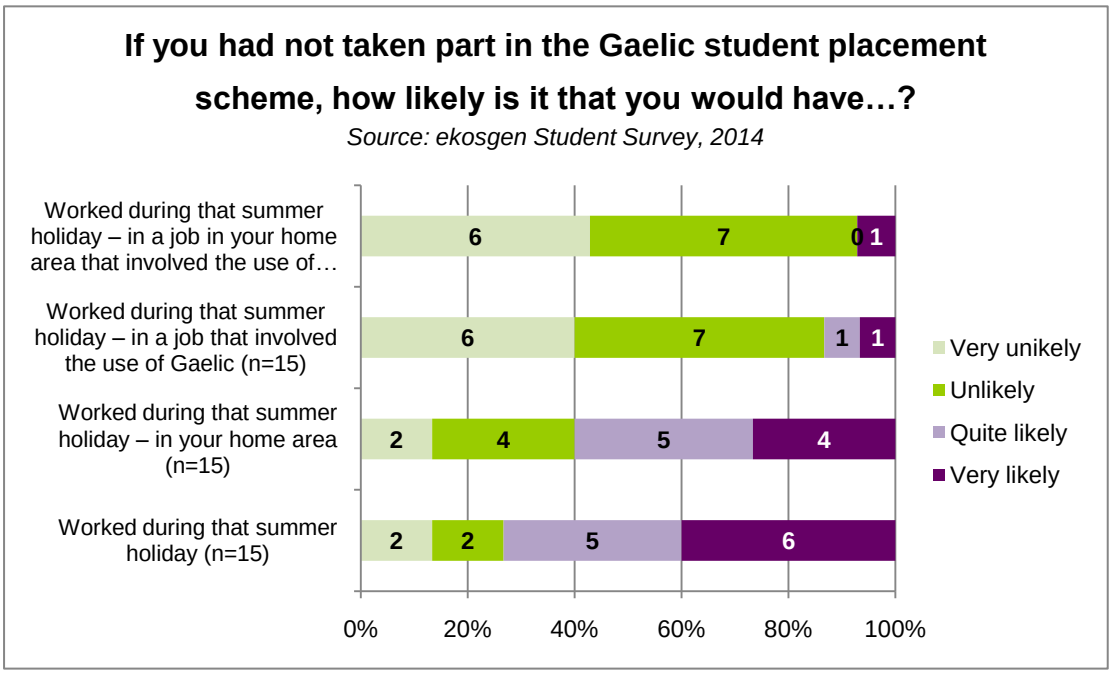
5.54 Students were more likely to apply for jobs using Gaelic as a result of their placement (13, 13/16%). They were also more likely to seek employment in their home area, although this was less marked than those seeking Gaelic related employment, regardless of location. In all, eight from 14 were more likely to see employment in their home area, and 10 from 15 were more likely to seek employment in their area which involved or required Gaelic.

Figure 5.13



5.55 Whilst the majority would have worked in their summer holidays without the CnaG placement (11 out of 15), and although nine out of 15 would have done so in their local area, very few (two from 15) would have otherwise have worked their summer holiday in a job which used Gaelic.

Figure 5.14



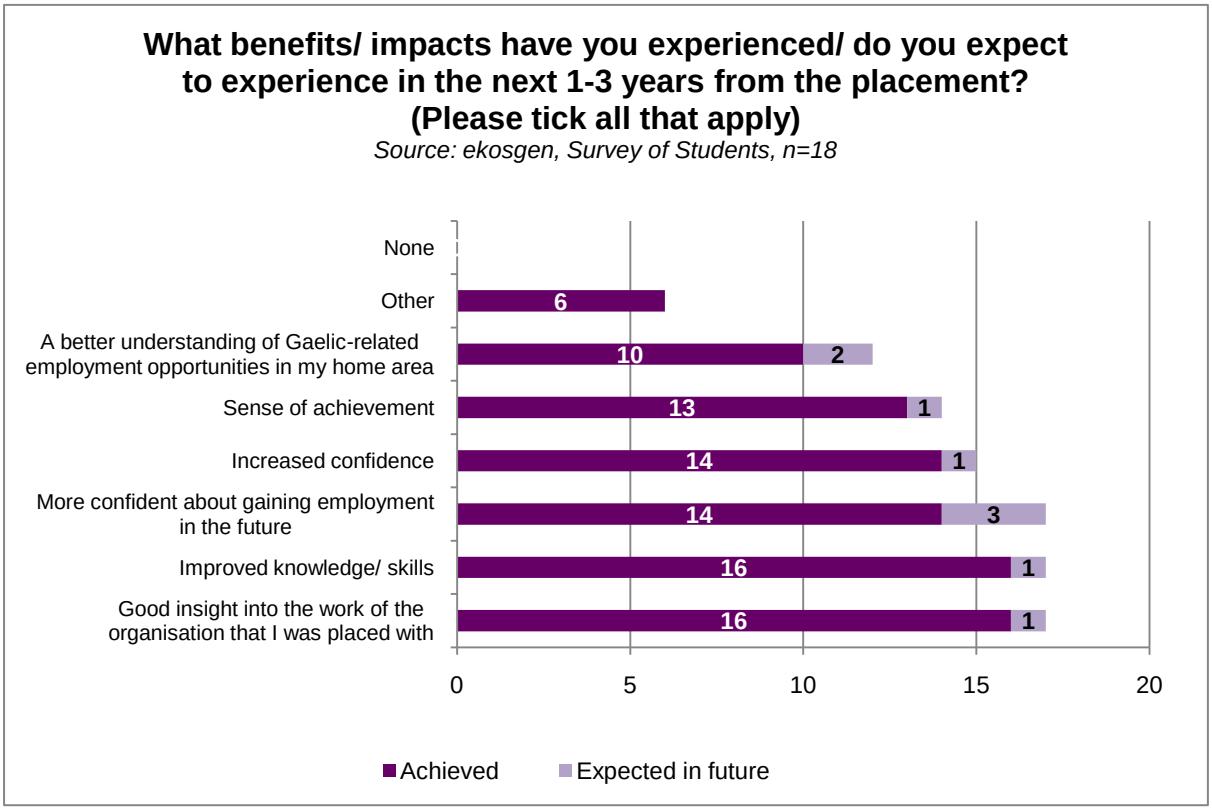
5.56 Overall, students were keen to seek Gaelic-related employment in the future. In all, 10 of 14 had applied for/ expected to apply for jobs that involve or require the use of Gaelic, while three had applied for/ expected to apply for jobs that were both in their home area and involved or required the use of Gaelic. The following quotes illustrate this:

> ***"I have since been offered and accepted full time employment with the organisation"***

> ***This placement made me realise that I could develop and explore future research positions, and encouraged me to think about progressing to a PhD. It made me more aware of my research and analytical skills"***

5.57 Wider benefits for students included those detailed in the Figure below. In all, 94% had either experienced or expected to experience in the next 1-3 years a good insight into the work of the organisation that they were placed with, improved knowledge/ skills, and increased confidence about gaining employment in the future. 83% had also experienced/ expected to experience increased confidence, 78% a sense of achievement, and 67% a better understanding of Gaelic-related employment opportunities in their home area.

Figure 5.15



Other Outcomes: Cultural and Community Benefits

5.58 Some of the wider and Gaelic-related benefits have also brought benefits to communities. Two thirds (66%) of CRF beneficiaries reported an increase in cultural activity and half (50%) had also achieved a greater identity of the local community and an increase in cultural events using Gaelic which attract visitors and other. For one, CRF funding helped:

> ***"Increase the number of events locally such as the Ceilidh Trailers and Blas festival attracting many local tourist and learners alike"***

5.59 CRF respondents, at the time of survey, were also expecting to achieve a greater identity for the local community (one third) or increased in cultural events or increase awareness/appreciation of Gaelic in the community.

> ***"Activities have led to a greater awareness - use Gaelic in headings and minutes etc. - although just small steps, important"***

> ***"Increased awareness of the historical link in all our local placenames adding value and interest to both, tourists and locals."***

5.60 At a community organisation level, CRF had helped achieve "a greater awareness of the benefits of using Gaelic", "developing a policy for Gaelic", "increased activity in the community", "keeping Gaelic going" and "making things work well using Gaelic". For the community itself, achievements were growth in community confidence (e.g. in the Iochdar area of Uist) and local opportunities for Gaelic learning "*therefore avoiding the need for travelling 100 miles."*

Value for Money Assessment

5.61 The assessment of value for money cannot be confined to the quantified benefits, given the range of wider benefits identified by beneficiaries. There are a wide range of other benefits and impacts identified for businesses, organisations and students. The following table assesses value for money against a range of indicators (in this case adapted from the approach to economic impact assessment in Northern Ireland).

Value for Money Indicator	Conclusion
Strategic fit	Medium – the GDS support the objectives of the HIE Gaelic Plan in providing support to Gaelic businesses and organisation. GDS also supports HIE priorities in supporting businesses and social enterprises to shape and realise their growth potential although this (for contracts A-D) has not been a strong focus of GDS (contract E in being more business-focused may help this). Also, some good fit with HIE priority to strengthen communities and fragile areas, although GDS mechanisms (via the CRF) may not be the most appropriate route going forward (see recommendations in Chapter 6).
Need and market failure	Good – there is certainly a need for support to businesses seeking to develop Gaelic as an asset; there is a limited market in the provision of Gaelic services/support available to organisations seeking to develop Gaelic as an asset
Complementarity and duplication	Reasonable/good – GDS could have been more strongly integrated into HIE's support for account managed businesses and other HIE work to develop key sectors (particularly given 80% of GDS support has been to Creative Industries and Tourism businesses/organisations). More limited evidence of GDS duplicating other provision.
Additionality/deadweight	Very good – low levels of deadweight identified by grant scheme beneficiaries who could not have undertaken the project or achieved project benefits without support
Displacement	Good – relatively low levels of displacement; relatively discrete markets for organisations using Gaelic as an asset and limited competition amongst beneficiary organisations
Qualitative wider and regional benefits	Good – evidence of benefits in terms of developing organisations' Gaelic markets and uniqueness of product and service offering; GDS important to businesses/organisations in the fragile areas; some employment impacts and wider benefits from GSPS (hosts and students).
Cost effectiveness	Low/Medium – appears relative low returns in relation to costs for a small grants scheme, notwithstanding the particular skills and challenges required to deliver Gaelic-related support
Risks	Medium – there have been some difficulties in terms of delivering the current Contract E in its early stages, leading to low levels of early contract E activity; likely to be corrected by the end of contract E.

Key Point Summary

Commercial Benefits

Business programmes

- More than a third of businesses have generated commercial impacts. Grossing this up across all projects completed, an estimated 131 projects may have experienced commercial benefits, typically in the form of sales/ turnover increases and/ or cost savings.
- Additionality is greatest for the GSPS, and also good for the GBIF. It was slightly lower for the MBSS, with partial additionality being most common. However, overall deadweight (non-additionality) is low at 26%.
- Displacement is relatively low at 40% as turnover increases tend not to be at the expense of competitors, although a number of beneficiaries do operate in local markets.

Community Regeneration Fund

- The majority of CRF recipients were unsure if the support had generated commercial benefits, with 14% reporting a benefit. This included increased visitor numbers (partially attributable), and sales and turnover increases.
- Additionality was good across the programme; 80% of projects would not have gone ahead without CRF funding.

Employment Impacts

- Employment impacts for the business programmes are modest; only two businesses created jobs. When these results are grossed up to the full number of projects, three full-time posts may have been created. For the CRF, no employment impacts were recorded. Nine jobs may have been created through GSPS. In total, 21 gross FTE have been created or safeguarded, or are expected over the next 12 months.

Student Beneficiaries

- 71% of students thought their career prospects had been enhanced as a result of the placement and 12% thought they might have been. 92% of respondents felt more optimistic about their career prospects.
- 63% of students thought that the placement had increased their awareness of Gaelic related employment opportunities to either a moderate or great extent. Further, 82% of students were more likely to apply for jobs that involve the use of Gaelic and to seek employment in their home area, as a result of completing the placement.
- While the majority of students would have worked during the summer in which they undertook their placement anyway, and whilst most would have done so in their home areas, very few would have worked in a job in their home area that *also* involved the use of Gaelic.
- 10 in 14 had applied for or expected to apply for jobs that involve or require the use of Gaelic. 82% of respondents are currently employed or self-employed, with 86% of these working in jobs where the use of Gaelic is seen as essential.

Outcomes Desired and Achieved

Business Programmes

- In terms of the business programmes, the most common responses concerning the desired outcomes of the project were to demonstrate support for the Gaelic language, and also to increase the distinctiveness or uniqueness of their products and/ or services by using Gaelic and to increase the appeal of their products and/ or services to their target markets. Recipients

generally achieved what they were aiming to at the outset, although aims relating to innovation for the GBIF were less successful.

- 47% of businesses have been encouraged to undertake further projects or activities using Gaelic as a result of the support.

Community Regeneration Fund

- Amongst CRF recipients, the most common outcomes achieved were an increased number of people speaking Gaelic and an increased awareness and/ or appreciation of Gaelic in the community, and an increase in cultural activity in the future. The most common anticipated outcome in the future was a greater identity in the local community.
- 60% of respondents stated that the organisation had undertaken further projects and/ or activities using Gaelic as a result of their experience with the project.

Students

- The most common benefits achieved were developing a good insight into the work of the organisation that they had been placed with, improved knowledge and skills and increased confidence about gaining employment in the future.
- In all, 37% of recipients would not have undertaken the project without CnaG support; a further 53% would have undertaken the project but at a later date/ smaller scale. Regarding the GSPS, 57% would have undertaken the work completed by the student at a later date/ smaller scale, whereas 43% would not have undertaken the project at all.
- Regarding the role of Gaelic, 57% of business programme recipients stated that the role of Gaelic would have been reduced or would not have existed at all had they not received support.

Community Regeneration Fund

- 50% of respondents stated that the role of Gaelic would have been reduced had they not received support, and 33% would not have undertaken the project at all, if it were not for the Assistance through the GDS.

6 Conclusions and Recommendations: GDS

Overall Conclusion

6.1 HIE's investment in Gaelic Development Services (GDS) delivered by CnaG since 2009 have generated a range of impacts and wider benefits. The commercial returns are relatively modest, reflecting the nature of the organisations supported, many of whom are charitable organisations and community groups, and the fact that the objectives for many was not to increase the size of their business or organisation.

6.2 There has been an increased focus from HIE on supporting Gaelic as an asset, and this is appropriate, since this is where the greatest returns on investment are evident. The focus on more business-focused projects in the most recent contracts has been beneficial, although more can be done to support the sector in a more strategic way.

6.3 There is a need to more directly engage with businesses using Gaelic as an asset through strategic and proactive business engagement. Too much of the GDS activity from 2009 through to the present contract has been reactive, grant funding administration and management, that, whilst having a role in the suite of GDS support and in line with contract requirements, does not appear to maximise the value of HIE's investment and fit well with HIE's overall priorities.

6.4 The evaluation has not covered contract E given that much activity was still to be completed at the time of reporting. This is the most business-focused of the contracts to date, and one where impacts may well be higher, which appears the right direction of travel. That said, to date, GDS has supported small and micro-businesses, with limited growth aspirations, to undertake Gaelic-related activities (mainly related to the Gaelic language). Project sizes have been small (or very small), and most have undertaken projects for non-commercial reasons, and these factors may continue to be the case.

Strategic Fit

Fit with GES, HIE Gaelic Plan, HIE Priorities

6.5 Supporting the growth of the Gaelic business sector, and the growth of businesses and organisations who use Gaelic, fits well within the wider policy environment for nurturing and developing the Gaelic language and the use of Gaelic as an asset. This is articulated in the GES and in HIE's Gaelic Plan which set the broad context in which Gaelic support interventions are delivered.

6.6 Over the successive contract periods since 2009, HIE have sought to ensure GDS support increases its focus on businesses and enterprise who use Gaelic as an asset. This increased focus on business outcomes has been appropriate. Nonetheless, the process needs to continue since it is clear many projects supported since 2009 have been more about developing Gaelic language. Greater clarity is required on what is meant by "Gaelic as an asset" going forward.

6.7 Nonetheless, HIE are right to draw a distinction between the development of the language per se, and supporting the use of Gaelic where this can bring an economic (and community) benefit. This distinction needs to be clearer in practice in terms of what is delivered. GDS to date, although becoming more focused, has supported a wide range of disparate Gaelic-related activities which has often strayed into developing the corpus of Gaelic, rather than where this generates an economic or social return. The move to a greater business focus in Contract E may help deliver these increased returns, although it is too early to say, and it may be that further focus and targeting are still required.

Fit with Gaelic as an Asset Research

6.8 The recent Gaelic as an asset research is an important study that has provided a high level overview of the key geographic areas where Gaelic is most prevalent (Highland, Western Isles and Argyll and Bute) and the sectors where it is most used as an asset (heritage, tourism, creative industries). To a large extent these findings are not surprising, yet the fact that a study around the use of Gaelic as an asset has been commissioned and completed is an important step in developing future support for those businesses and organisation who do use Gaelic asset. The GDS have (and are) supporting businesses in these geographic areas and in these sectors, although there could (and it is argued should) be a more specific and overt focus on these.

Effectiveness and Value for Money

6.9 The contracts have broadly been delivered successfully, although not without exception and not without some challenges. Delivery of the current contract (E) is behind profile with some consultees commenting that CnaG has been hampered by secondments of staff to BnG and internal issues to contend with, although most consultees also expect the contract to be delivered by the time of its completion.

6.10 The contracts have all involved third party grant funding and HIE support for their management and administration, plus core costs. The earlier contracts also made provision for CnaG staff time to deliver other activities, and each contract has involved CnaG delivery of summer student placements. The contracts have described all non-grant funding to third parties as a 'management fee' which is not helpful or accurate since it has not simply been a management fee, rather a range of other activities have been encouraged/required under this heading. However, greater clarity of what was expected (and achieved) in relation to the non-grant funding activity would have been helpful (from both HIE and CnaG), since it is not easy to track and identify the specific achievements of this non-scheme activity (e.g. success in working with account managers pre-2012).

6.11 In delivering the GDS, there has relatively limited working between CnaG and HIE and other partners. Links with some local authorities appears weak – partly a function of a contract delivery relationship with HIE. Few project beneficiaries had also received support from other organisations, suggesting many have been supported in isolation.

6.12 There is the view that CnaG's delivery of GDS for HIE needs to be more effective, and the GDS better communicated. CnaG appears more reactive than strategic and directive, although this is more a reflection of tightly defined contracts. CnaG has not sufficiently raised awareness of the schemes among Gaelic development officers in local authorities, Business Gateway staff and HIE account managers, and this may have reduced the overall impact of GDS.

Targeting

Nature of Organisation

6.13 Overall, in light of the policy direction, it appears correct that HIE have sought to increase the focus of GDS on business outcomes. That said, even under the 'business-facing' schemes GBIF and MBSS, there has been a range of project activity supported, and a wide range of organisations. Again, this may have changed in the most recent contract E, although these impacts remains to be evaluated.

6.14 The specified contracts have not encouraged/required direct working with businesses, as this does not typically occur, unless this is attached to the accessing or processing grant-funded schemes or the student placement scheme. Earlier contracts sought to encourage closer working with HIE account managers, yet there was little evidence of this occurring in practice.

6.15 Overall, GDS supports small businesses and organisations. This does not generally fit well with HIE and the account management approach which supports businesses/enterprises with strong growth potential and/or significance, and HIE's desire to focus investment to generate the greatest impacts. HIE does fund, and in some cases also manages, programmes and networks that support smaller businesses and organisations, including programmes such as Business Mentoring and the Creative Industries Trade Development Network. GDS could perhaps better be integrated into the Industries Trade Development Networks (see recommendations).

Sectors

6.16 Tourism and creative industries are key sectors supported under GDS (around 80% of award recipients), and this is important given their importance to Highlands and Islands economy, and to certain geographic areas in particular, such as Western Isles communities. Gaelic is an important 'sales pitch' for many businesses and organisations working in these sectors. These sectors could be more vigorously and strategically targeted in the future, rather than served reactively. Some duplication of support has been evident, although this primarily related to the now discontinued CRF.

Geographically

6.17 GDS has been made available across the Highlands and Islands, with the majority of activity concentrated in the Western Isles, Highland and Argyll and Bute council areas, reflecting the concentrations of Gaelic businesses and organisations.

6.18 That said, there has been little targeting of activity in certain geographic areas, with no apparent efforts for example to align activity with HIE's area policy (including the fragile areas). Given the Gaelic as an asset report, the focus is likely to continue to be in these three geographic areas, although more focused or targeted investment may be appropriate. It should however be recognised the Gaelic as an asset sector is relatively small, and there may be a limit to how focused and targeted support can and should become (geographically and sectorally).

Communities

6.19 The CRF was discontinued and this was appropriate given the piecemeal and more ad hoc nature of grants to community groups, although there is some evidence that beneficiary groups found the funding useful. There are reservations from some about HIE no longer supporting activities such as community youth work, yet others are likely to be better placed to fund and/or carry out this type of activity (e.g. BnG).

Impact and Additionality

6.20 The grant funding schemes have generated some commercial benefits for supported businesses and organisations. These are modest and, at £559,810 in net GVA terms, do not cover the costs of awarding the grant and the full costs of contract delivery. The return of contract (A-D) investment is 0.45 to 1, although these contracts included non-grant funding investment. The grants generally generate modest impacts, or impacts that are not readily attributable to the grant funding.

6.21 The reported impacts are, however, unlikely to fully reflect the level of impact, with many businesses and organisations supported unable to estimate what the commercial returns for them may have been (with more than a third reporting some form of commercial benefit from the support).

6.22 Additionality, or non-deadweight, from the support is good, and the majority of beneficiaries report that the project would not have happened without the support, and neither would the commercial benefits that *have* been reported. The issue is rather the scale of the impacts achieved, which are relatively low.

6.23 There have clearly been additional benefits from the support. Employment impacts are estimated at 17 (net) FTE, and the student placement scheme has led to a number of students taking up employment in Gaelic businesses and/or businesses/organisations using Gaelic. The GSPS has been successful in encouraging students to take up employment in a number of the fragile areas, although not necessarily at their home location.

6.24 GDS projects have also clearly led to benefits in terms of raising the profile of Gaelic, increasing the appeal of Gaelic products and services to Gaelic markets and increasing the uniqueness of products and services. The GDS support has also helped develop Gaelic in communities, with increased cultural activities and a greater identity for the local community reported as a result of the support (in these cases via the CRF).

6.25 The support has been valued by beneficiaries of the grant schemes. More than eight in 10 said they would value further support in the future. There is clearly an identified need from beneficiaries; the issue for HIE is how best to support those organisations who do not fit the account managed business/organisation profile.

6.26 Nonetheless, the HIE funded GDS support has typically been a reactive service and there could be much stronger strategic intervention in the sector. A reactive approach may have been more appropriate in the past, however HIE investment in the future should be more focused on impact, for example creating the conditions for collaboration and increasing awareness of (and between) those using Gaelic as an asset. These are explored further in the recommendations.

Recommendations

6.27 The recommendations in relation to GDS reflect the desire to see a more strategic use of HIE investment in the sector than is currently the case; and also to continue to provide a mechanism for supporting smaller Gaelic businesses and organisations for whom Gaelic is an asset. The following recommendations are made as a result (in no particular order of priority):

1. That HIE considers investing in Gaelic businesses linked to key infrastructure developments and HIE account managed centres (e.g. the new creative industries and media centre in Stornoway, developed by Comhairle nan Eilean Siar and supported by HIE). This would be with the objective of developing businesses using Gaelic as an asset linked to existing key (sector-based) developments i.e. maximising the benefits of the infrastructure development for those using Gaelic as an asset. This is currently evident in the broadcasting sector but can be usefully developed further and extended to other centres/sectors.

2. That as part of the above, greater emphasis is placed on Gaelic organisations working together (e.g., a Gaelic media cluster) to enable cross-sector working where businesses and organisations are using Gaelic as an asset.

3. As a consequence of the above, there is greater geographic concentration of resources related to strategic infrastructure investments. However, businesses/organisation seeking to make use of Gaelic as an asset should not be excluded from accessing support.

4. That the links with key account management are reinvigorated; maximum use of account managers to promote and support the use of Gaelic as an asset has not really happened even though it was part of the contract to 2012. Account managers have a strong suite of support mechanisms and these should be brought to bear more fully for target businesses (although it should be recognised account management will only reach a proportion of businesses using Gaelic as an asset).

5. That HIE supports more direct working with businesses – and with more businesses where Gaelic is an asset – rather than Gaelic organisations per se - and more proactively stimulates demand for the right type of project (i.e. higher impact project). This implies a consequent move away from reactive grant giving. This would need a delivery mechanism capable of undertaking project development with businesses and organisations, and of capacity building with applicants.

6. Whilst the review recommends a move to more strategic investment, the role of small grant programmes to beneficiary businesses and organisations should not be overlooked entirely. There remains a need to support some of the activity supported under GDS (signage etc.) but more as part of a broader package of support to those beneficiaries.

7. In seeking to deliver 6, HIE should consider integrating Gaelic support activities to small organisations within the Creative Industries Trade Network, since the Trade Network will have the greatest knowledge and understanding of small and micro-businesses within their sector. An organisation could deliver the Gaelic support on behalf of the Trade Networks.

8. In supporting businesses and organisations to make use of Gaelic as an asset, this should not be restricted to the areas where Gaelic is most established; Gaelic can be an asset in geographic areas where Gaelic has become less well used but where there is interest in its revival (e.g. parts of Argyll and Bute).

9. HIE has been right to discontinue the CRF. The approach to maximising the use of Gaelic as an asset in communities going forward should be based more on intensive support embedded in the community as per Communities Account Management (CAM); where opportunities to develop Gaelic as an asset are identified, and where there is associated capacity building of communities and the objective to increase confidence in the community.

10. There has been some good feedback from students regarding the GSPS. However, this may not require a dedicated service and the placement services could be mainstreamed within the existing Talent Scotland programme which has a stronger focus on business outcomes. If this is to be pursued, there would clearly need to be sufficient provision for placing students in Gaelic businesses/organisations within the mainstream programme.

11. In supporting businesses and organisations to make greater use of Gaelic as an asset, there is arguably a need for greater resources and/or increased emphasis given to supporting the sector within HIE. This may include training for account managers, the use of extra tools and potentially greater HIE intervention (directly or indirectly).

Part 2: Gaelic Cultural Development Programme (GCDP)

currently delivered by Fèisean nan Gàidheal (FnG)

7 The Investments and Reported Performance

7.1 This chapter provides an overview of the FnG contract and the activities that have been undertaken to date. Following this, it reviews the performance of the contract against its targets. This is based on a review of internal evaluation and monitoring documents, and stakeholder consultations.

7.2 Specifically, the chapter reviews: the context of the investment; the rationale for the investment and its contribution to HIE's strategic priorities; the targets and anticipated benefits, targets; the estimated budget and costs; actual expenditure; a summary of activities undertaken; and an analysis of progress to date. This chapter involves some discussion of the other activities undertaken by FnG that were not assessed through the primary research undertaken with Fèisean groups and stakeholder consultees.

7.3 Primary research has, as agreed with the steering group, comprised stakeholder consultations and a survey of Fèisean groups. Thus, there has been no real consideration of the impacts and additionality of the other activities that Fèisean nan Gàidheal undertakes, beyond analysing the monitoring data that are reported to HIE, plus some of the additional information that Fèisean nan Gàidheal provided in their consultation.

The Evolution of the FnG Investment

7.4 FnG is a company limited by guarantee and a registered charity, established in 1991 *"as the independent umbrella association of the Fèisean (traditional arts tuition and festivals) movement."* The organisation has also *"successfully developed into a social enterprise offering key services in the fields of traditional music and Gaelic language development on a contract delivery model."*[54]

7.5 The company was awarded HIE funding towards its Community Arts and Development Programme in 2012, following a contract which ran from 2009-2012. The 2012-15 activities aimed *"to continue to build on its work in supporting opportunities for community groups and individuals to access Gaelic language and cultural skills development in communities across Scotland."*[55]

7.6 A HIE stakeholder commented that they see their role as supporting the whole movement/ organisation, as an account managed company, with the aim of reducing HIE's investment over time. As an idea, the Fèisean has Intellectual Property, coming from the grass roots and engaging with young people. As such, and as an account managed company, HIE is keen to support the organisation to develop.[56]

Rationale and Contribution to Strategic Priorities

7.7 The contract was awarded to FnG following a number of identified successes in the 2009-2012 contract delivery. That 2009-2012 programme focussed on the following objectives:

- *"Increasing the impact of Fèisean activity on communities, particularly in fragile areas;*
- *Significantly enhanced impact on key economic sectors; and*

[54] HIE (2012) HIE Appraisal Paper – Cover Sheet, pp.1-2
[55] HIE (2012) HIE Appraisal Paper – Cover Sheet, pp.1-2
[56] Personal Communication, HIE Stakeholder Consultee

- *Further application of the social enterprise model to ensure the sustainable future of the Fèisean movement."*[57]

7.8 A number of key successes were identified, which included the creation and delivery of training and work placements for young people and adults, where almost 30,000 were engaged in Fèisean activities. The growth of FnG as a social enterprise with increased levels of earned income through service level agreements with Local Authorities and sales of merchandise was also hailed as an achievement, along with the retention of 74 FTE's based within the HIE area. New and expanded activities were also identified as key achievements, including the expansion of the Cèilidh Trails and the Blas Festival, and the annual Fèis Drama Summer School, securing an agreement with MG Alba for the further professional development of graduates. The provision of development support to 37 Highlands and Islands Fèisean each year, 21 of which are in the fragile area, was also identified, along with maintaining Creative Scotland Foundation Funding for a further three years (2012-15)."[58]

7.9 Through the 2009-2012 contract, FnG demonstrated the social and economic impact that its activities were having on the region. , becoming *"one of the most successful and significant cultural development initiatives to grow out of the Highlands and Islands."*[59] The Fèisean was also cited as contributing to *"retaining population, particularly in remote fragile areas where out-migration continues to threaten community viability".* By doing so, *"Fèisean enables young people to stay in their local communities and encourages them to return to the region after study or work absences."*[60]

7.10 As well as the social impacts above, FnG's *"economic impact assessment undertaken as part of the due diligence for the 2012-15 development programme…highlights that the employment opportunities equate to 85 FTEs in the HIE area as well as generating nearly £2 million in earnings for the local economy."*[61] The FnG contract was expected to have positive impacts on both HIE operating priorities and policies, as well as Scottish Government objectives. These are detailed below.

Alignment with HIE's Policies and Priorities

7.11 Given the social and economic benefits identified above, it was decided that HIE should continue to provide funding for Fèisean activities. At the time the contract was awarded, the approval paper stated that a number of FnG's development activities were well-aligned with HIE's Operating Plan, and it therefore had a *"strategic rationale to support"*.

7.12 FnG activities designed to increases its annual turnover 2012-2015 by expanding its portfolio of Gaelic arts services, offering its new Gaelic Arts in Education Service (GAiES) to more local authorities and public sector bodies, and developing the 45 separate Fèisean *"the majority of which have the potential to become future cultural/ creative social enterprise and business pipeline"* was, for example, well aligned to the HIE operating priority to supporting businesses and social enterprises to shape and realise their growth aspirations.

7.13 In relation to strengthening communities and fragile areas, the proposed FnG programme sought to create opportunities for widening community participation and engagement in the traditional arts through working with the 21 separate Fèisean organisations (out of the 45) located in the fragile areas. This was to be achieved through FnG capacity building support to community organisations in order

[57] HIE (2012) HIE Appraisal Paper – Cover Sheet, pp.1-2
[58] HIE (2012) HIE Appraisal Paper – Cover Sheet, pp.1-2
[59] HIE (2012) HIE Appraisal Paper – Cover Sheet, p.2
[60] HIE (2012) HIE Appraisal Paper – Cover Sheet, p.2
[61] HIE (2012) HIE Appraisal Paper – Cover Sheet, p.2

to grow Fèisean activities, building on the product offering to young people and through the Fèis Development Fund as *"a means to support FnG lever in substantial additional investment to local communities".*

7.14 FnG activities also strongly support the creative industries sector, and, to a lesser extent, the tourism sector, helping deliver the HIE priority to developing key sectors, particularly distinctive regional opportunities. Activities in the fields of showcasing the region's unique Gaelic language and cultural assets to wider audiences both nationally and internationally; developing public/ private Gaelic arts partnerships; and building on the FnG programme offering tuition, participation and entertainment in the Gaelic arts are all examples. In relation to tourism, the Fèisean Trails and the Blas Festival help to develop the Gaelic-related tourism offer.

HIE's Gaelic Plan

7.15 Regarding HIE's Gaelic Plan, FnG's programme was identified as capitalising on the increased awareness and attention being paid to Gaelic, with recognition that Gaelic *"plays an important role in adding to the region's cultural distinctiveness."* As such, FnG's proposed programme was expected to *"provide many critical products and services that are essential in terms of maintaining and developing the Gaelic language through the traditional arts."* The programme activities also allowed HIE to meet its targets identified in the Gaelic Plan, detailed below:

Table 7.1: Contribution to HIE's Gaelic Plan Targets

Gaelic and Sustainable Economic Growth in the Highlands and Islands
• *"HIE will support the sustainable growth of the creative industries and goods and services which are based on Gaelic*
• *HIE will work with the tourism sector to capitalise better on Gaelic as a vital asset in the area's attractiveness"*
Gaelic in Growing Sustainable, Cohesive communities
• *"Work with communities to identify economic opportunities generated through Gaelic and traditional culture and heritage projects within communities with a particular focus on cultural tourism initiatives"*
Gaelic in the Life of Scotland
• *"HIE will work to foster a spirit of innovation and enterprise amongst Gaelic development bodies, encouraging the growth of social and commercial enterprises operating nationally, regionally and on a local basis."*

HIE (2012) HIE Appraisal Paper – Cover Sheet, p.4

7.16 Thus, the FnG contract was to contribute towards both economic and social/ community objectives, as well as having a wider contribution to Scottish life.

7.17 It was identified that there had previously been a market failure in terms of *"investing in Scotland's traditional arts as a means to develop and promote tourism"* in a *"visitor market across Scotland* [that] *is very competitive."* The programme was therefore deemed to *"address this market failure by playing an important role in strategically positioning the region as an international destination for cultural tourism."*[62] The FnG programme was therefore considered as important in levering in investment for a wide range of cultural and recreational services in the fragile areas.

7.18 Furthermore, HIE's investment in FnG was stated to achieve very high additionality. The Appraisal Paper stated that:

[62] HIE (2012) HIE Appraisal Paper – Cover Sheet, p.4

"Additionality is close to absolute in terms of scale and timing. The absence of grant funding will result in both a reduction in the number of Fèisean/ cultural activities and less leverage in terms of their economic impact. HIE's current investment allows FnG to lever in significant funds from other funders into the region. FnG's analysis of HIE's investment concludes that for every £1 investment by HIE, at least another £8 is invested in FnG's work by other funders and through earned income."[63]

7.19 Overall, the contract was awarded on the basis that FnG's activities would make a strong contribution to HIE's Operating Priorities and the Gaelic Plan (in terms of economic, social and cultural objectives), as well as addressing a number of wider market failures concerning investment in cultural development activities. Overall, additionality was regarded as likely to be high, given the lack of organisations providing similar services in the Highlands and Islands, particularly in fragile areas.

Alignment with Scottish Government Policy

7.20 In addition, the Approval Paper stated that the FnG contract could also make a sizeable contribution to the Scottish Government's economic objectives and National Outcomes. Prior to awarding the contract, the following impacts were estimated as arising from the proposed development programme on various aspects of the Government's Economic Strategy, particularly relating to employability and sustainable growth by:

- *"Maintaining economic impact of nearly £2 million per year;*
- *Securing continuity of 85 FTE jobs, about one third of which are in fragile areas;*
- *Equipping young people with the skills and practical experience to take up careers in the creative industries sector;*
- *Increasing participation in the labour market by providing full and part time work opportunities, and creating jobs where there are limited employment opportunities such as in HIE's designated fragile areas;*
- *Improving equity across Scotland through the quality of work and tuition in remote and rural communities, with a relatively high proportion of activities taking place in the region's fragile areas;*
- *Encouraging population growth in small and remote communities by providing social activities (especially for young people), social and cultural interaction, and a greater understanding of the region's Gaelic and cultural heritage. In addition, return visits by tutors, performers and family members during Fèisean weeks and for related special events encourage the retention of links and future migration."*[64]

7.21 It was anticipated that the programme would contribute to the following National Outcomes:

- *"2. We realise our full economic potential with more and better employment opportunities for our people;*

[63] HIE (2012) HIE Appraisal Paper – Cover Sheet, p.4
[64] HIE (2012) HIE Appraisal Paper – Cover Sheet, p.2

- *4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens;*

- *11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others;*

- *Our public services are high quality, continually improving, efficient and responsive to local people's needs."*[65]

7.22 Again, all of FnG's four core areas of work contribute to HIE's Operational Plan and Ambitious for Culture outcomes identified. It is clear that FnG's work has the potential to have an important impact on meeting both HIE and Scottish Government objectives.

Targets and Anticipated Benefits

7.23 Building on the strategic case made above, it was anticipated that the FnG contract would also meet a number of measurements and targets set by HIE. These are detailed in the table below

Table 7.2: Activities and Targets Anticipated

HIE Priorities			
Primary	Supporting businesses and social enterprises		
Secondary	Strengthening communities and fragile areas		
GES Purpose Targets: Cohesion; Economic Growth; Population			
Activities			
Measure name	**Expected**	**Measure Description**	**Due Date**
Project specific	27	Cultural Tourism Initiatives (Cèilidh Trails and Blas Festival) activities staged across H&I region	31/03/2015
Project specific	53	Fèisean/ community groups supported by financial assistance through the Fèisean Grants Scheme	31/03/2015
Project specific	53	Fèisean groups participated in FnG's Skills Development Programme	31/03/2015
Project specific	1	Gaelic Arts in Education Service established	31/01/2014
Outputs			
Measure name	**Expected**	**Measure Description**	**Due Date**
(SocEnt) No of learners	8,206	Individual participants/ learners engaged in Fèisean skills programmes	31/03/2015
(SocEnt) No of new income generating assets	1	Successfully pilot Gaelic Arts in Education Service	31/01/2014
(SocEnt) No of new volunteers	87	New volunteers supported	31/03/2015
(SocEnt) No of new/ improved services/ amenities	5	Intergenerational projects established in the fragile areas	31/03/2015
(SocEnt) No of new/ improved services/ amenities	3	New Fèisean in the fragile areas established	31/03/2015
(SocEnt) No of trainees	23	Trainees/ tutors supported through FnG's training programme	31/03/2015
(SocEnt) Temporary jobs supported (FTEs)	17.5	FTE's supported through development programme	31/03/2015
Increase in turnover (£)	962,298	Increased turnover in social economy over 3 yrs	31/03/2015

Source: HIE (2012) HIE Appraisal Paper – Cover Sheet, 13 March 2012

[65] HIE (2012) HIE Appraisal Paper – Cover Sheet, p.3

7.24 The contract was therefore expected to achieve a number of activities, particularly focussing on cultural and community activities, such as the Fèisean Grants Scheme and cultural tourism initiatives, such as the Blas Festival and Cèilidh Trails. Furthermore, activities focussed on skills development and education, with the target to establish the Gaelic Arts in Education Service and for Fèisean groups to participate in FnG's Skills Development Programme.

7.25 The Fèisean Grant Fund is an important component of the FnG support. It pays for some of the costs of the annual Fèis itself; classes and workshops at other times of the year; and annualised hours arrangements which provide payment to those groups. undertaking administrative support work. The Fèisean Development Fund is also important to Fèisean groups. Although relatively small (£15,000 per annum of grants) the Fund can be used to lever in grants from other organisations. It pays for things outside the normal cope of activities, e.g. masterclasses by leading musicians, collaboration with Iomairt Gàidhlig (local area-based Gaelic initiatives to increase use of the language) and investment in equipment

7.26 In terms of outputs, HIE's targets focused on the number of participants/ learners engaged in the skills programmes; support for new volunteers; intergenerational projects established in the fragile areas; establishing new Fèisean; the support of FTE staff; and increased social economy turnover.

7.27 However, it must be noted that HIE's funding constitutes approximately 12% of FnG's total funding. Nevertheless, the economic impact assessment undertaken prior to the current contracting period estimated that while HIE funding only constitutes 11.8% of the total project costs, *"the impacts attributable to HIE's investment are much more. The leverage from HIE funding amounts to at least double HIE's overall contribution to the programme."* As such, it was estimated that *"the proportion of the impacts attributable to HIE's investment…is estimated at 23.6%."*[66] This is a valid rationale given the extent to which other funding is dependent on HIE's investment in FnG. The estimated social and economic benefits are detailed in the table below:

Table 7.3: Social and Economic Impact Measures

Social Impact Measures
• *"8 new cultural recreation services in the fragile areas;*
• *87 volunteers (370 volunteers in total – 23.6% attributable to HIE funding);*
• *8206 individual participants/ learners engaged in Fèisean skills programmes (32,772 participants in total – 23.6% attributable to HIE funding);*
• *23 trainees/ tutors supported through FnG's training programme (98 trainees in total – 23.6% attributable to HIE funding)."*
Economic Impact Measures
• *"17.5 FTEs retained (74 FTEs direct – 23.6% attributable to HIE funding)*
• *Increased turnover in the social economy of £962,298.73 (total turnover of £4,077,537 in the social economy over the three year period – 23.6% attributable to HIE funding"*

Source: HIE (2012) HIE Appraisal Paper – Cover Sheet, p. 5

7.28 Therefore both social and economic impacts were identified for the contracts, with cultural, employability and skills impacts being identified under the 'social', and employment and turnover increases forecast for the economy. Furthermore, a number of direct and indirect employment impacts were forecast. These are detailed in the table below, based on the findings of the economic impact assessment:

[66] HIE (2012) HIE Appraisal Paper – Cover Sheet, p.5

Table 7.4: Estimated Direct Employment Effects

		HIE Area FTEs	Scotland FTEs	HIE Area Earnings (£)	Scotland Earnings (£)
1	FnG Staff	11	11	305,000	305,000
2	Fèisean Staffing	18	18.5	280,000	295,000
3	Fèisean Tutors	13.5	17.5	285,000	370,000
4	Other Fèisean-related Projects, Training and Miscellaneous Staff	4.5	5.5	100,000	130,000
5	Youth Music Initiative	6	6.5	175,000	185,000
6	Blas	8	9	185,000	205,000
7	Drama Activities	2	2	50,000	50,000
8	Cèilidh Trails and Showcases	6	8	120,000	160,000
9	Songwriting and Collecting Projects	1	1	15,000	15,000
10	Other Fèisean Impacts	4	5	80,000	100,000
	TOTALS	**74**	**84**	**1,595,000**	**1,815,000**

Source: HIE (2012) HIE Project Appraisal Paper, p. 6

7.29 These estimations suggest that the majority of employment impacts would be attributed to the Highlands and Islands area, with minimal impacts outside the area and across Scotland. In total, there was an estimated direct employment impact of 74 FTE in the Highlands and Islands and 84 in the whole of Scotland (12% outside the H&I area).

7.30 The anticipated benefits were wide-ranging, from cultural, skills and employability impacts, to employment impacts and increases in turnover. In particular, FnG activities were predicted to have a positive impact on the fragile areas, and also to help reduce population decline in the Highlands and Islands by providing opportunities for young people to stay in the H&I in the longer term.

Anticipated Wider Benefits

7.31 Other anticipated wider project benefits included community participation, skills programmes, turnover in the social economy and cultural tourism products.

Table 7.5: Anticipated Wider Impacts

Community Participation
"Increased opportunities for participation in cultural and other activities is an important component in creating dynamic sustainable communities, contributing to population retention and attraction…through • *Supporting 53 Fèisean programmes through the Fèisean Development Programme and Grants scheme (45 existing, 3 new in the Fragile areas, and 5 community intergenerational heritage projects);* • *A new drama school for adult learners and other community related drama initiatives, in collaboration with strategic partners such as Sabhal Mòr Ostaig"*
Skills Programmes
• *"New skills in the fields of fund-raising, child protection, Gaelic language, first aid, governance, computer skills and teacher techniques for Fèisean tutors and organisers;* • *Volunteer and tutor skills using innovative training methods"*
Turnover in the Social Economy
• *"Creation of the GAiES through Service Level Agreements with local authorities and other public bodies* • *Increased trading income to 35% of total project income by developing new innovative business products"*
Cultural Tourism Products
• *"Cèilidh Trails and Blas festival promoted national and internationally as cultural tourism products;* • *Showcase unique Gaelic culture to wider audiences at home and abroad through participation in Scotland week and other international festivals, through at least 3 high-profile national showcase events."*

Source: HIE (2012) HIE Project Appraisal Paper, p. 5

Budgets and Costs

7.32 The 2012-15 anticipated annual project costs (in terms of running costs and expenditure) are detailed in the table below, as well as the HIE intervention rate. It is clear that the HIE intervention rate is set to decline over time, in line with the rationale detailed above.

Table 7.6: Running Costs and Expenditure

	2012-13	2013-14	2014-15
Total Running Costs	489,385	492,088	494,826
Total Expenditure	1,400,101	1,339,599	1,337,837
HIE Intervention Rate	12.14%	11.94%	11.21%

Source: HIE (2012) FnG HIE Project Appraisal Paper, p. 9

7.33 The full breakdown of anticipated project funding by each funder is provided in the table below. The Highland Council is the largest funder, accounting for nearly 30% over the three years, followed by Creative Scotland Foundation Funds, accounting for 25.4-26.5% over the three years. Other significant funders include HIE and BnG. Overall as an organisation falling funding by Comhairle nan Eilean Siar and Highland Council has been offset by increased funding from Argyll & Bute Council.

	2012-13		2013-14		2014-15	
	Funding	% of costs	Funding	% of costs	Funding	% of costs
HIE	**170,000**	**12.1%**	**160,000**	**11.9%**	**150,000**	**11.2%**
The Highland Council	401,404	28.7%	401,404	30.0%	401,404	30%
Creative Scotland Foundation Funds	355,508	25.4%	356,930	25.5%	355,002	26.5%
Bòrd na Gàidhlig	153,042	10.9%	136,445	10.2%	136,498	10.2%
Other Earned Income	92,550	6.6%	60,950	4.5%	60,950	4.6%
Creative Scotland – Themed Years	50,000	3.6%	50,000	3.7%	50,000	3.7%
Income still to be raised	12,952	0.9%	35,420	2.6%	45,533	3.4%
Ticket Sales	29,500	2.1%	29,500	2.2%	29,500	2.2%
LEADER/ Other	53,138	3.8%	25,000	1.9%	25,000	1.9%
Other Public Bodies	15,000	1.1%	20,000	1.5%	20,000	1.5%
Heritage Lottery Fund	9,500	0.7%	19,000	1.4%	19,000	1.4%
Comhairle nan Eilean Siar	13,950	1.0%	13,950	1.0%	13,950	1.0%
Argyll & Bute Council	11,000	0.8%	11,000	0.8%	11,000	0.8%
Sponsorship	10,000	0.7%	10,000	0.7%	10,000	0.7%
Creative Scotland – YMI	5,000	0.4%	5,000	0.4%	5,000	0.4%
Creative Scotland Drama Funds	5,000	0.4%	5,000	0.4%	5,000	0.4%
LEADER (Co-ordinator Post)	11,557	0.8%	0	0%	0	0%
Comunn na Gàidhlig	1,000	0.1%	0	0%	0	0%
Total	**1,400,101**	**100%**	**1,339,599**	**98.7%**	**1,337,837**	**100%**

Source: HIE (2012) FnG HIE Project Appraisal Paper, p. 10

Actual Costs

7.34 Details of FnG's actual costs are not available, due to the range of funders funding the activity. The only amounts that are available relate to the HIE contracts, which are as detailed above.

Activities Undertaken and Progress to Date

7.35 HIE's support to FnG is through a contribution to a range of FnG activities; a combination of specific deliverables and impacts more generally. FnG is perceived as very successful in generating

income for their organisation, enabling them to grow and extend their offer; they have exceeded expectations in generating additional income streams. [67]

7.36 The FnG investment is perceived as reflecting HIE's remit to support social enterprises, community development and creative and cultural organisations, with recognition that the creative industries is identified as a growth sector. The original aim for providing support to FnG was to have something akin to other festivals, based on language and traditional music, recognising that FnG are highly regarded and well respected in this field. They are perceived as offering a powerful way for communities to come together, based on cultural heritage, but also as a cultural future.[68]

7.37 The activities undertaken against HIE's deliverables are summarised in FnG's annual monitoring reports, available for 2012/13 and 2013/14. Activities are undertaken under a number of deliverables set by HIE; however, funding is not broken down in terms of allocating a certain percentage of the activities required for each deliverable.[69]

7.38 More details on the activity undertaken against these ten deliverables (to be achieved by 31 March 2015) are detailed in Appendix E:

HIE 1: Establish the Gaelic Arts in Education Service, which aims to promote and develop the Gaelic language through Service Level Agreements with local authorities and other public bodies.

7.39 Progress in year 1 (2012-2013) centred on developing the curriculum and providing training for tutors, as well as meeting local authorities. Work was undertaken by Fèisgoil to combine FnG's formal education work and also offered methods for introducing Gaelic teaching to schools where it was not currently available with Fèisgoil formally launched at the FnG. annual conference. In Year 2 (2013/2014) activities were delivered, including 10 weeks of Gaelic language tuition for Highland Council and 600+ pupils were engaged in 16 schools across Lochaber, Sutherland and Caithness. The promotion of Fèisgoil's services has continued.

HIE 2: Continue to explore commercial opportunities; and ensure that Fèisean nan Gàidheal's trading income constitutes 35% of its total income.

7.40 Year 1 monitoring reports indicated that 53% of 2012/13 turnover was trading/ earned income, which the report states *"included a number of major sums from the Highland Council, CnES, Argyll & Bute Council, BnG, Scotland's Islands, Perth and Kinross Council, the Scottish Government, LEADER, CnaG, Celtic Neighbours, Portree High School, Stòras Watercolour and Fèisean*". This increased to 66% in Year 2 (£864,100), with new funding sources including SNH and National Collections, if 'trading income' is defined as all revenues bar HIE and Creative Scotland then this has consistently been above target.

HIE 3: Retain 17.5 FTEs based within the Highlands and Islands area of operation of HIE.

7.41 In Years 1 and 2 there were 13-14 members of Full Time Equivalent (FTE) staff at FnG, which has since fallen to 11 FTE (with four directly employed at Fèis Rois). This rises to 90+ staff if local Fèisean are included, along with all the tutors employed. It is estimated that around 82% of these posts (75.5 FTEs) based within the HIE area. The target is not wholly within FnG control, given the

[67] Personal Communication, Stakeholder Consultation
[68] Personal Communication, HIE Stakeholder Consultation
[69] Personal Communication, Stakeholder Consultations

current funding climate making it challenging for arts organisations to sustain levels of direct employment.

HIE 4: Target activities in the fragile areas, and create 3 new Fèisean and 5 Intergenerational projects in the fragile areas.

7.42 In Years 1 and 2, 22 or 23 Fèisean in HIE area took place in fragile areas, as well as 9-12 Blas events, 47-49 Cèilidh trails. In addition, Fèisean touring drama worked with 26 schools in fragile areas, and 14 schools in fragile areas participated in the Blas Schools and Communities programme. A total of 72 schools in fragile areas participated from YMI delivery through Highland Council. In Year 2, FnG worked with Iomairtean Gàidhlig which covers fragile areas in Lewis, Uist, Skye, Lochaber and Islay.

7.43 In terms of new Fèisean, no new groups had been created in years 1 and 2, although, during the current contract, one new Fèisean has been established in a fragile area, in Scourie in Sutherland, while that in Eigg has restarted after lapsing for a number of years. Progress has almost been relatively slow in delivering intergenerational activities, although this takes time to establish. Current activity includes a Gaelic song-writing project and Fountain and an intergenerational project focussing on collecting, researching and recording traditional Gaelic songs (Heritage Lottery Fund supported).

HIE 5: Explore the feasibility of establishing Gaelic drama and other community-related Gaelic language initiatives for adults, in collaboration with strategic partners such as Sabhal Mòr Ostaig.

7.44 Gaelic Drama summer schools have occurred in both Years 1 and 2. The target was introduced since the number of Gaelic drama groups had fallen from 12 to just three. There were two drama festivals held in Year 1 by Sabhal Mòr Ostaig and Eden Court (which have been largely funded by BnG), and FnG have continued to work in partnership with Eden Court in Inverness and with Sabhal Mòr Ostaig in Skye. Other groups have been established in Dingwall and Tain Academies. The definition of adults has been stretched to include young adults. Attempts to engage Higher Education students have so far been in vain, given their other commitments.

HIE 6: To continue to support tutors and organisers gain new skills in the fields of fund-raising, child protection, Gaelic language, first aid, governance, computer skills and teacher techniques. Engage 87 volunteers and 23 trainees/ tutors, within the H&I area of operation of HIE, in Fèisean nan Gàidheal's skills development programmes.

7.45 There has been a lot of activity over Years 1 and 2 and currently, and the target will be greatly exceeded. These are set out in Appendix A. In general, there are three different levels of training that tutors go through. plus there has been additional training required due to a strengthening of FnG's Gaelic language policy on the amount of Gaelic that should be used in each individual Fèis

HIE 7: Ensure 8,206 individual participants/ learners engaged in Fèisean skills programmes, within the H&I area of operation of HIE.

7.46 Again, FnG report that this target will be greatly exceeded, notwithstanding their may be some duplication in the reported figures.

HIE 8: Cèilidh trails and Blas Festival promoted nationally and internationally as cultural tourism products.

7.47 Cèilidh trails have been very successful in terms of the number of events and participants and FnG support all aspects of the trails and Festival, not just their promotion. The number of events increased to 261 from 196 in Year 2, and has included a training fortnight at the The National Centre of Excellence in Traditional Music at Plockton High School, including craft knowledge such as staging performances and calling dances. The trails provide young people with 4-5 paid weeks of work during the summer. In addition Fèis Rois holds a national Cèilidh trail with around 100 events, but that is not funded by FnG.

7.48 FnG report that appeal of organising the Blas Festival is its involvement of young people. A range of venues are used, including those in local communities co-ordinated with local Fèisean and local bodies.

HIE 9: Stage 3 national showcase events; showcasing the region's Gaelic culture to wider audiences at home and abroad through participation in appropriate events and festivals

7.49 A range of activities have been identified as showcasing the region's Gaelic culture, although no dedicated national showcases have been hosted. Appendix A illustrates a number of these events.

HIE 10: Undertake a review on function, appositeness and efficacy of Fèisean nan Gàidheal board (by 31st March 2013).

7.50 An independent review was undertaken in Year 1 of skills and the way in which FnG selects, its Board of Directors. . It recommended a small number of changes to procedures for the election of FnG Board members. FnG can now co-opt Board members to ensure that it has the requisite range of skills if this is not provided by election of members from the individual Fèisean.

7.51 The annual monitoring reports also provide details on more quantitative measures. The progress to date is summarised in the table below. A number of these are highlighted or referenced in the narrative above (for example the Cèilidh Trails and associated events).

Indicator	Year 1 Performance	Year 2 Performance	Total 2012 – 2014
Jobs supported (created/ retained) FTE	104.3 (retained)	92.4 (retained)	
Grants to Fèisean	£214,270	£270,076	£484,346
Trading Income	£709,155	£847,536	£1,556,691
Total cost of Fèis activities	£862,360	£771,645	£1,634,005
Total income generated by Fèisean	£648,090	£501,569	£1,149,659
Cultural events	403	489	892
Networking activities	11	14	25
Cèilidh Trails	7	7	14
Cèilidh Trail Events	196	204	400
Cèilidh Trail Audience	12,365	15,726	28,091
Beneficiaries	79,308	42,640	121948
New/ improved services/ amenities	3	2	5
Community groups established	1	1	2
Participants	19,753	11,264	31,017
Workforce development sessions	30	34	64
Community groups with increased	9	11	20

Indicator	Year 1 Performance	Year 2 Performance	Total 2012 – 2014
capacity			
New income generating assets	1	1	2
Volunteers	778	714	1,492
Trainees	324	214	528
Projects that support the Gaelic economy	13,330	4,471	17,801

Source: Fèisean nan Gàidheal (2012, 2013) Annual Reports to HIE on implementation of Fèisean nan Gàidheal's programme of work

7.52 Despite FnG's progress to date, it must be noted that, in effect, some of the HIE funding supports the employment of core staff/ core funding, such as two posts for drama development work, although this is not stated in the contract. Other organisations, e.g. Creative Scotland and BnG, are also funding some of the activities that help to provide HIE's specified deliverables, thus making attributing impacts to HIE specifically challenging.[70]

7.53 Nevertheless, a HIE stakeholder commented that FnG have been successful in delivering the HIE contract,[71] while another commented that it is difficult for HIE to determine the extent to which you can assess value for money for funding in a movement, despite the findings of previous evaluations.[72]

7.54 Thus, this stakeholder commented that while FnG has generated economic impacts, the value of their activities is more about youth, a sense of connection to place and the concept of performance. Namely, successes are the huge number of young people entering/ participating in Fèisean (detailed above), developing their skills and increasing their confidence. There are also clear benefits for HIE in terms of the feedstock in creative industries. FnG are perceived by this HIE stakeholder as "great" at audience participation and developing talent, as well as having a strong job creation/ retention role, mainly in the H&I.

[70] Personal Communication, Stakeholder Consultations
[71] Personal Communication, HIE Stakeholder Consultation
[72] Personal Communication, HIE Stakeholder Consultation

Key Point Summary

FnG delivered social and cultural benefits throughout its 2009-2012 contract delivery and these seem to have been continued through into its 2012-2015 contract delivery thus far. Despite less quantifiable economic benefits being achieved, their activities do undoubtedly have economic impacts in terms of employment and increased turnover.

Many of the impacts may take a number of years to occur, e.g. helping young people in fragile areas to develop their skills and subsequently gain employment in music or the arts, in their home area, in years to come.

Nevertheless, in the first two-thirds of the contract, FnG appears to have performed well against the 10 deliverables set by HIE, in particular:

- hosting cultural events and providing training for staff and volunteers.
- Establishing the Gaelic Arts in Education Service;
- Exceeding the trading income target (although it was mis-specified);
- Developing a number of intergenerational projects have been developed, and activities have been focussed in the fragile areas;
- Good support for tutors/ volunteers;
- Lots of participants have been engaged, although again the target was somewhat mis-specified;
- the Cèilidh Trails and Blas Festivals have been promoted, although work is still ongoing;
- and the review of the Board is complete, with the outcomes of the paper currently being implemented.

Nevertheless, there is more progress to be made concerning reaching the target for 17.5 FTEs employed in the H&I; the development of three new Fèisean groups; and work is currently underway on the drama and other community-based Gaelic related language activities for adults.

8 FnG Beneficiary Experiences Fèisean groups

8.1 This chapter details the beneficiary experience. As mentioned previously, this is only responses gathered from surveys with Fèisean groups, as agreed with the steering group, and therefore a number of the wider activities of FnG are not covered in the primary research.

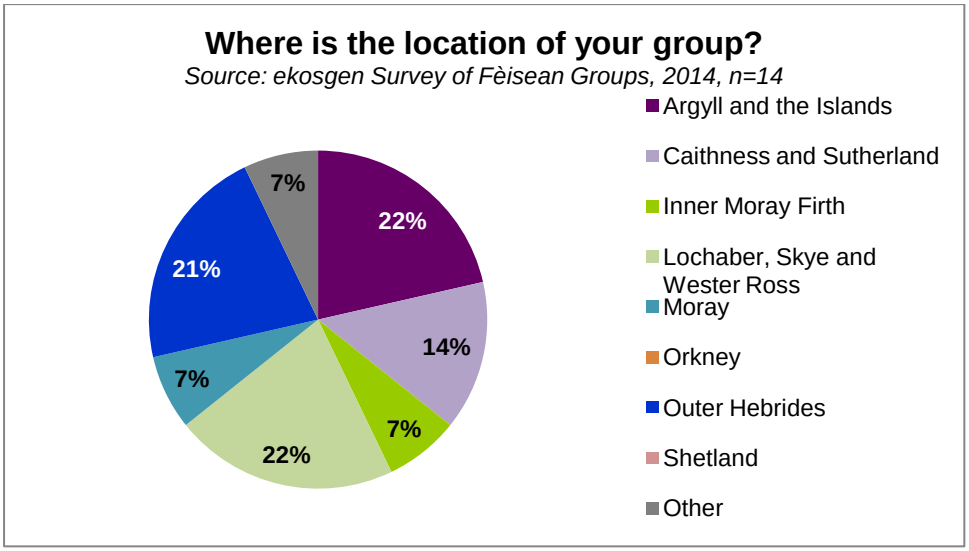
8.2 Initially, the profile of surveyed groups is detailed, followed by the role and importance of Gaelic in their everyday activities. The nature and experience of organisation's engagement with FnG is then discussed. Subsequently, the other support received from FnG is analysed, the most and least useful aspects of the support and, finally, any suggested improvements.

Profile of Surveyed Groups

8.3 In all, 14 Fèisean groups were surveyed during the evaluation. These range from one day to week-long Fèis's promoting traditional Gaelic music, drama, arts and sport. The activities on offer are available to children from as young as three years to 18 years old.

8.4 The surveyed groups are widely dispersed throughout the Highlands and the Islands, as shown by Figure 8.1 below, with three groups located in Argyll and the Islands, Lochaber, Skye and Wester Ross and the Outer Hebrides.

Figure 8.1

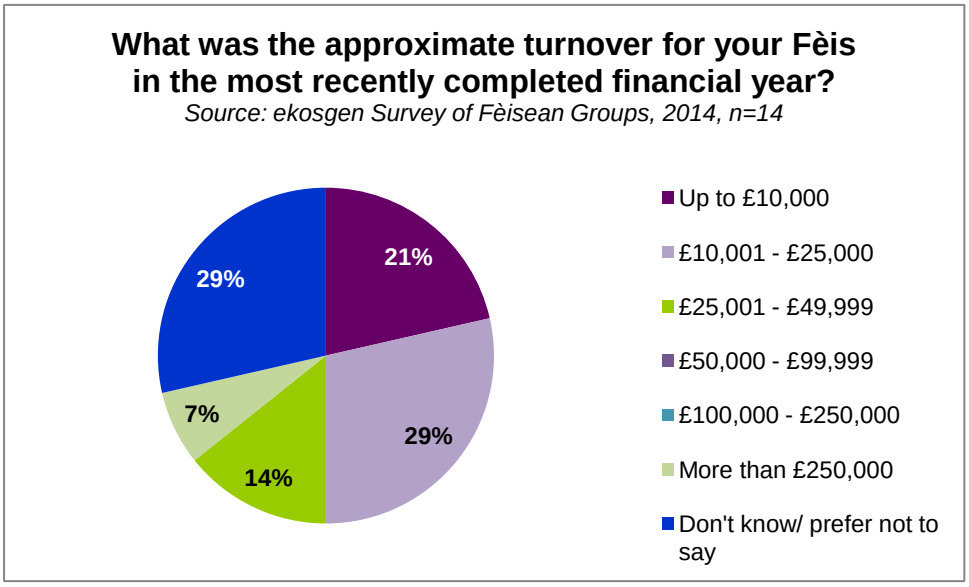


Areas based on HIE areas http://www.hie.co.uk/regional-information/area-information

8.5 There is a mix of well-established and recently set-up Fèisean groups, with seven of the 14 established after 2005 and the remaining seven groups established before 2000.

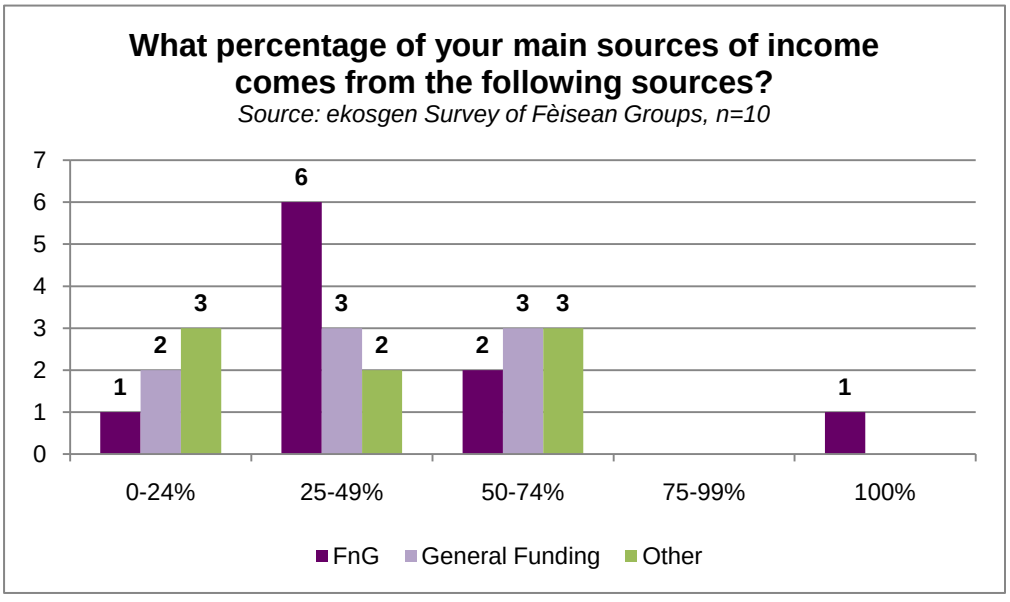
8.6 Fèisean groups tend to achieve moderate turnover, as shown in Figure 8.2 below, with seven groups turning over less than £25,000. Two groups achieved a turnover of between £25,000 and £50,000 in the last financial year, while one Fèis turned over more than £250,000. The remaining four groups were unsure of financial figures or preferred not to disclose them.

Figure 8.2



8.7 Groups are quite reliant on FnG funding, accounting for up to half of seven group's income, and over half of three groups income, one of which was wholly reliant on FnG monies. General funding and other funding, including other grants such as the Common Good Fund, delivered by local authorities, and the Robertson Trust, were also significant sources of income, accounting for 50%-74% of the income for three groups each, and up to 50% for five groups each. FnG themselves estimate that the FnG grants schemes probably provide an individual Fèis with around 35%-40% of their total annual income, the balance coming from a wide range of sources such as BnG community grants, Co-op Community Fund, Enterprise Music Scotland and general fundraising.

Figure 8.3



The Role of Gaelic in Activities

8.8 The role of Gaelic language is central to the Fèisean groups, as shown in Figure 8.4, with 12 of 14 groups rating Gaelic as either important (9) or essential (3) to their everyday functions. Reasons for these ratings were as follows:

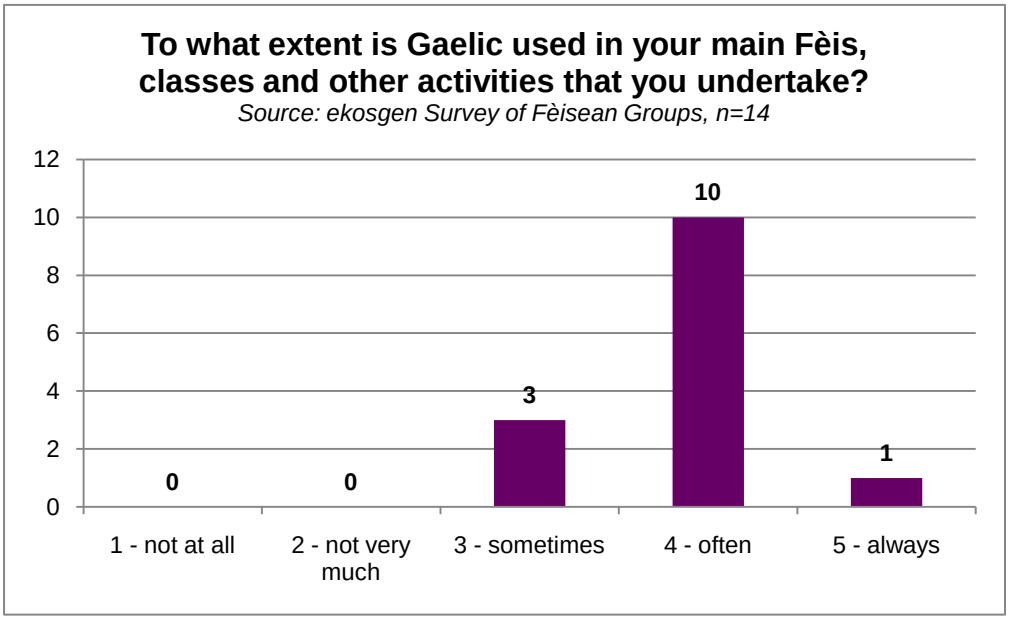
> ***"Gaelic is central to everything we do"***
>
> ***"Gaelic is central to our identity, history and understanding of activities and the local area... the beauty of the Fèis is that the Fèis puts Gaelic in perspective of its cultural background within arts, sports and music"***
>
> ***"As the Fèisean movement puts an emphasis on Gaelic usage, we ensure that Gaelic is used wherever possible"***
>
> ***"Gaelic is doing very well at the school – the young people are very good and there is a waiting list for the Gaelic medium nursery"***
>
> ***"There is no native Gaelic left in the area but lots of enthusiasm e.g. Gaelic medium primary and secondary schools."***

8.9 One group indicated that it was neither important nor unimportant, with the remaining group stating that Gaelic was not very important to them because ***"the area is non-Gaelic speaking so while we try our best to introduce Gaelic, it can be difficult to integrate."***

8.10 Similarly, groups use Gaelic to a large extent in their main Fèis activities. They were asked the extent to which Gaelic is used in their activities, with the results shown in Figure 8.5 below. Ten of 14 groups stated that they 'often' use Gaelic in their main Fèis, though there are always a number of non-Gaelic speakers whom they are keen to accommodate:

> ***"[We] use Gaelic as much as possible but has to be used in conjunction with English – as many participants cannot speak Gaelic, this is required"***
>
> ***"Meetings etc. Are all held in Gaelic but non-Gaelic speakers are not excluded"***
>
> ***"Some classes are 100% Gaelic but not all participants are fluent. Committee will help translate when needed"***
>
> ***"While it is central, [we] want to be inclusive to those who do not speak Gaelic."***

Figure 8.5



Nature and Experience of Engagement with the Service

8.11 All of the groups received funding of some sort from FnG. Six groups had received funds from the Fèisean Grant Scheme while four groups had been awarded funding from the Fèisean Development Fund. Other groups were unsure of the funding stream which they had accessed.

8.12 The funding awarded had been used for a variety of different purposes by the groups, such as covering tutor costs, the hiring and purchasing of instruments and covering general Fèis costs.

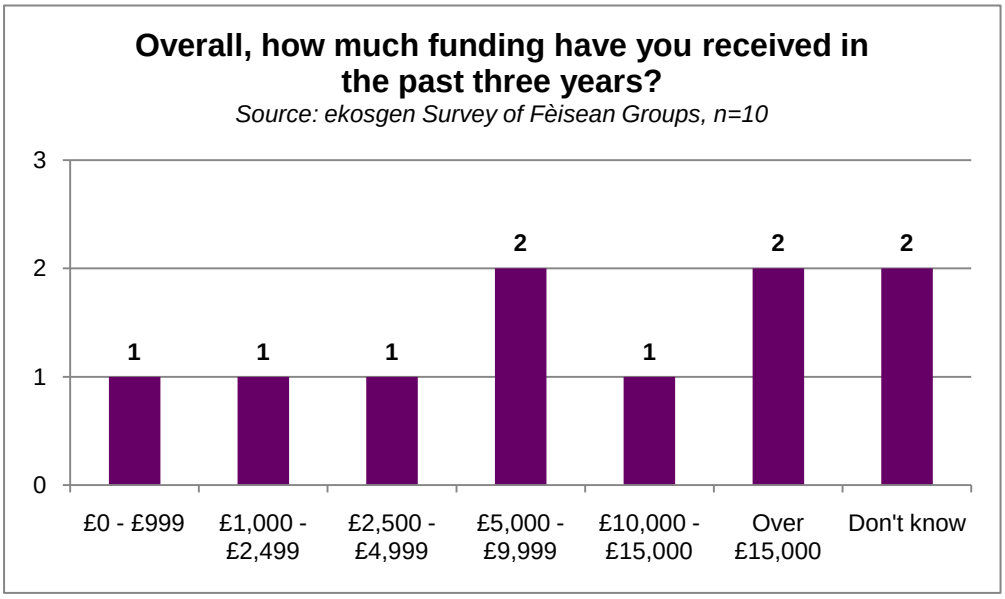
> ***"Support has funded the week-long Fèis for teenagers and also for music instruments"***
>
> ***"Funding supports ongoing core costs and also new projects, instruments for youngsters, the teenage Fèis and also the support for children with special needs"***
>
> ***"[Funding supports] payment of tutors, increasing instrument bank, input for 25 year celebration for group"***
>
> ***"Film activity – e.g. teaching young people how to make and edit films. Received funding to cover tutor fees of around £700"***
>
> ***"For organising the Fèis – materials, hiring instruments, tutor's wages over the 5 days"***
>
> ***"Pay the tutors with the funding."***

8.13 Activities included tuition in traditional music, dance, drama etc. using as much Gaelic language as possible, running a one week annual Fèis providing music and drama tuition for young people with Gaelic as the medium, and local concerts using Gaelic singing. Other support received through FnG included annual funding outwith the grant schemes for hosting the Fèis, child protection training, instruments loan, training for tutors and the wider group, and other expertise and advice.

8.14 In total, Fèisean groups have received funding ranging from a couple of hundred pounds to around £100,000 since 2012, the latter Fèis Rois which has a more strategic role often working in

partnership with FnG, . Usually funding levels amount to up to £15,000 though two groups indicated they had received significantly more (£51,000 and £100,000 approximately).

Figure 8.6



8.15 When asked what they understood FnG to be looking to achieve by providing funding and support, all groups responded similarly, stating the promotion and development of the Gaelic language and the provision of music/ the arts, as shown by the following. Groups understood the aim of FnG's support to be to:

> ***"Broaden the range of Fèisean and the provision of music and drama tuition. Promoting Gaelic in our district"***
>
> ***"Provide support for traditional music tuition and the development of Gaelic"***
>
> ***"Spread the Gaelic language and help Gaelic language learners"***
>
> ***"...promote the use of Gaelic language and music culture – also has the benefit of giving children confidence"***
>
> ***"The promotion of Gaelic through a central body that can co-ordinate groups and activities."***

8.16 The use of Gaelic has been significant within the activities undertaken by the groups.. Six groups rated the use of Gaelic as 'significant', with three groups rating it 'very significant', and the remaining two as 'slight'.

8.17 Ten of the 14 groups indicated that they received assistance or advice from FnG along with their funding award. This included training (e.g. the child protection training), the provision of musical instruments, support with funding applications, administrative support, and practical advice and assistance from FnG Fèis Development Officers.

8.18 This wider assistance/advice provided by FnG was deemed to be vital to the effective running of the Fèisean groups, with seven groups rating it as 'essential' and the remaining two groups as 'very useful'.

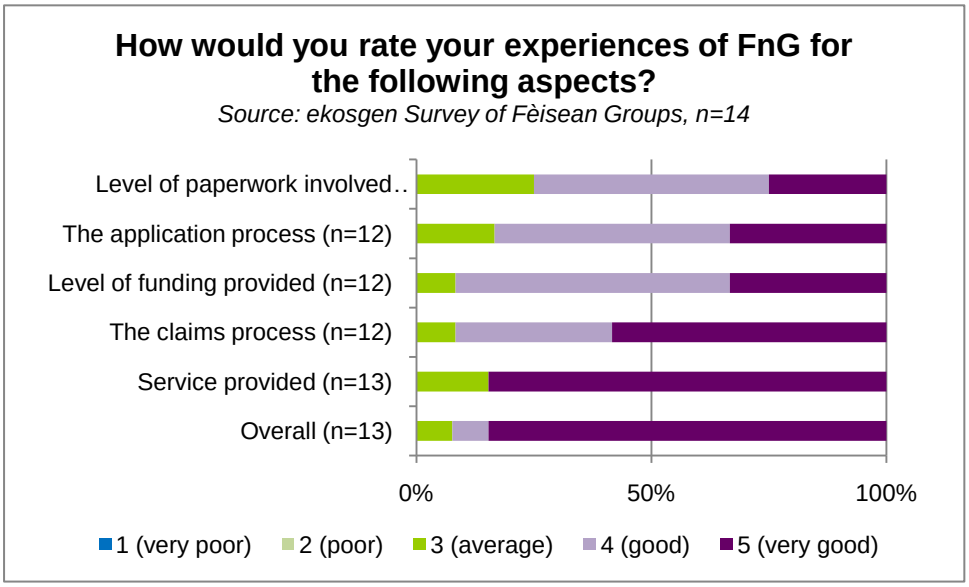
8.19 On the whole, the groups reported their Fèis activities and projects to have been very successful, largely due to the high number of participants and the positive experiences these participants have had. One group said they were ***"delighted with the Fèis – all worked out very well... pleased that whole community is involved... area is a 'fragile area' under HIE's guidelines, but Fèis helps to unite old, young and tourists."***

8.20 As shown by the following figure, all aspects of their experiences with FnG were rated very highly by the Fèisean groups, in particular the overall experience and the service provided, each of which were rated as five out of five (very good) by 11 of the 13 groups responding.

8.21 The claims process and the level of funding provided were rated as at least 4 out of 5 (good or very good) by 11 of the 12 groups responding, the application process by 10 of 12 and the level of paperwork involved by 9 of 12.

8.22 Respondents were asked to rate their experiences on a scale of one to five, were one was very poor, three was average and five was very good.

Figure 8.8



8.23 Reasons for the ratings given are included in the table below.

Overall	Service Provided
'overall very good'	*'FnG are very helpful'*
	'considering the current constraints FnG offer a very good level of support'
Claims Process	**Level of Funding**
'grant process is easy'	*'would like more funding'*
'claims process very straightforward'	*'funding is fairly distributed'*
	'the level of funding has decreased'
	'could always do with more funding'
	'would always like more funding'
	'always want more funding but is sufficient'
	'level of funding has reduced'
Application Process	**Level of Paperwork**
'process was simple compared to other funding applications'	*'paperwork not onerous'*
'application process was relatively straightforward and FnG provide support if needed'	*'level of paperwork is more manageable than elsewhere'*
'FnG provides a lot of assistance with the applications – are very patient'	*'level of paperwork involved is much better than for other organisations'*
'application is all very straightforward'	*'paperwork is all very straightforward'*
'for application process, would be helpful if we could apply for three years' funding at a time, rather than needing to apply each year'	*'paperwork is not too bad'*
	'help is always available with the paperwork when required'

Other Support Received from FnG

8.24 Those Fèisean groups receiving support other than funding from FnG (e.g. the training for tutors and group members, volunteer training, assistance with Gaelic tuition and other advice and expertise) was also .rated very highly by the recipient groups. The groups indicated that, again, the support was essential for their capacity to undertake the activities, which would not have occurred in the same way otherwise.

Most Useful Aspects

8.25 The surveyed Fèisean groups were asked what they believed to be the most useful aspect of the support they received. While, as expected, the financial support has been essential to the groups, this was not the only aspect of support mentioned, as shown below:

> ***"Although the funding is the most useful thing, the moral support is a close second"***
>
> ***"Not just the money - FnG are always there to help and provide backup/ help when needed"***
>
> ***"Practical advice and assistance as well as monetary contribution"***
>
> ***"Confidence and guidance – someone to speak to who is very helpful. Finance is also helpful and provides security. Help with organising, running events, insurance etc. all very helpful"***
>
> ***"FnG staff are all very good."***

8.26 In addition, three Fèisean groups stated that they would not be able to run without FnG's support.

Least Useful Aspects

8.27 When asked what they have found to be the least useful aspect about the support received, all of the Fèisean groups indicated that there was nothing they could think of, and that the support had been ***"very much a positive process."***

Suggested Improvements

8.28 Similarly, few groups could suggest any amendments or improvement that could be made to the interventions. Those that did centred this on levels of funding:

> ***"More funding to ensure stability – reliant on short-term contracts"***
>
> ***"Would like more funding."***

8.29 One group made a suggestion about the format of funding application forms:

> ***"Would be helpful if the application forms were available in different formats e.g. in Excel with formulas already inputted to make calculations easier."***

8.30 The Fèisean groups unanimously agreed that they would value further support from FnG in the future, particularly due to the financial and time resource needed to maintain a Fèis. One group stated that they would always value support because running a Fèis can be ***"very time consuming, especially in the months before a Fèis. Everyone is a volunteer with other full time employment."*** A number of groups stated that they would value the same support they are currently receiving in order to continue existing activities.

8.31 Those groups that provided final comments were full of gratitude and provided positive remarks about FnG's support.

> ***"[FnG are] an invaluable support to young people wanting to be involved in Gaelic and traditional music making"***
>
> ***"It is a lot of hard work to run the Fèis but FnG are always very supportive. Everything is OK and [we] get on with things. [We are] always pleased to receive good feedback from the children"***
>
> ***"The group wouldn't be here without FnG. [We are] indebted to the support – FnG are always there for anything"***
>
> ***"No final comments – it's [the support] all been very good."***

Key Point Summary

In summary, Fèisean groups tend to be small to medium sized groups promoting traditional Gaelic music, drama and arts, scattered throughout the Highlands and Islands region, earning an income of up to £25,000 annually, and run by several volunteers and few paid staff with a core participatory group of young people.

In general, the Gaelic language is very important to the everyday functions of these groups, with 86% of respondents stating that it is either important or essential, and two-thirds of respondents often using Gaelic in their main fèis, classes and other activities.

The groups are generally reliant on FnG funding, and groups receive a mixture of funding from the Fèisean Grants Scheme and the Fèisean Development Fund. Funding is used for a variety of activities, including core costs, tuition, running the fèis itself and hosting other events using Gaelic. The use of Gaelic within the activities funded is also generally significant or very significant, being cited as so by 82% of respondents.

In all, 71% of groups also receive other support from FnG outwith the funding, including training, lending of instruments, support with funding applications, administrative support and practical advice and assistance. This additional support is generally perceived as vital to the running of the group.

Activities funded are generally perceived as very successful due to the high number of participants engaged and the positive experiences generated. Satisfaction with the support received from FnG is, accordingly, generally high, particularly for the overall experience and the service provided.

While financial support is perceived as very useful, respondents are also very appreciative of the 'moral' support given, with practical advice and assistance being highly valuable. Three groups (22%) stated that they would not be able to run without FnG's support.

Few groups gave suggestions for improvements and no respondents stated that there was anything 'least useful' about the support. All respondents would value further support in the future, highlighting the highly valuable support provided by FnG.

9 Impacts for the Fèisean groups

9.1 The chapter reviews both the tangible and intangible impacts for the Fèisean groups who have received support from FnG. Again, as agreed with the steering group, this chapter does not cover the impacts achieved through the other activities that FnG undertakes. It should be noted that the funding HIE provides to FnG is not allocated to particular activities, therefore making it difficult to attribute HIE impacts to particular schemes. While this chapter focuses on the impacts accruing to Fèisean groups as a result of FnG's support, there will be other benefits experienced through the other activities that are, unfortunately, beyond the scope of this evaluation.

9.2 Where possible/ applicable, benefits identified in the survey data are grossed up to the total number of Fèisean groups identified by HIE (35 – excluding those located outwith the H&I).

Approach to the Assessment

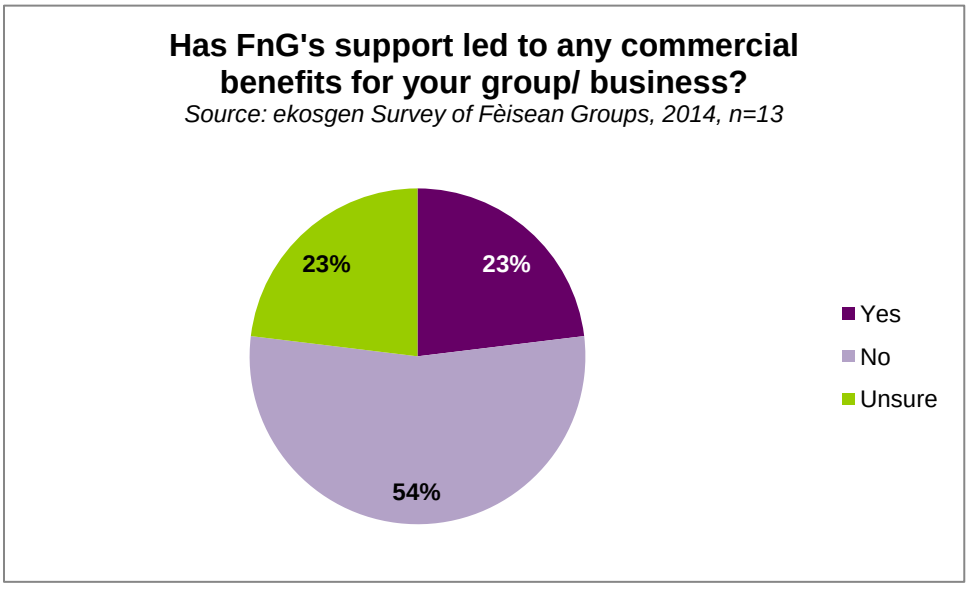
9.3 The approach to the impact assessment follows the approach in the Part 1 assessment of the GDS, set out at the start of Chapter 5.

Gross Income and Cost Savings

9.4 Three of the 14 groups indicated they had achieved commercial benefits, three were unsure about whether these had been achieved, and the remaining seven groups reported not to have achieved commercial benefits. One respondent did not answer this question.

9.5 Grossing this up to the total 35 groups that have been supported in the Highlands and Islands area, there may be an estimated eight groups who have experienced commercial benefits as a result of FnG's support. When discounting those who were unsure, this rises to 30%.

Figure 9.1



9.6 Of the three Fèisean groups reporting commercial benefits, all three had experienced an increase in income, though none could quantify this increase. Two had created jobs, detailed later in this chapter.

Grossed-up Income Increases

9.7 The table below summarises the potential commercial benefits, grossed-up to the total number of Fèisean groups. No respondents expected an increase in income in the next 12 months or had experienced cost savings.

Table 9.1

Commercial Benefit	Survey Responses (13)	Grossed up to the number of businesses (35)
Increase in income	3	8
Increase in income in next 12 months	0	0
Cost Savings	0	0
Unsure/did not answer	4	10
Total identifying a commercial benefit	**3**	**8**

9.8 None of the Fèisean groups were able to quantify their increase in income, therefore we have not sough to make an estimate of these values.

Net Sales/Turnover and Cost Savings

Deadweight

9.9 As previously mentioned, Fèisean groups are highly reliant upon FnG support to continue running. Activity deadweight (project activity that would have occurred anyway) is therefore low. When asked what would have happened had they not received FnG support, eight groups (57%) stated that their Fèis would not exist/ their activities would not happen. Grossing this up to the total 35 groups, this implies there would be just 15 Fèisean groups left operating in the Highlands and Islands without FnG support.

9.10 Three groups (21%) stated that the activities would have been on a smaller scale/ over a shorter time – partial deadweight. Only one group (7%) would have continued activities to the same extent without FnG support – full deadweight. Below are some quotes from the groups:

> ***'Would not be able to function'***
>
> ***'It is unlikely we would have started'***
>
> ***'Unlikely to have achieved any of these benefits'***
>
> ***'Would be lucky if we were able to run the week-long Fèis, let along the other activities. Would have been unlikely – maybe only a day event per annum'***
>
> ***'Would have been some activity but less tutors would have been employed and activities would have been reduced. This would have subsequently reduced the number of participants and the Fèis's income would have thus declined'***

9.11 All answering this question cited that the commercial benefits were apportioned to the funding received from either the Fèisean Grant Scheme or the Fèisean Development Fund.

Employment

Current Employment

9.12 Fèisean groups tend to employ very small numbers of paid staff, unsurprising due to the groups typically being small in size. Only one Fèis employed full time staff (4-5 staff), whereas part time staff numbers tended to be higher, with six groups employing one part time role and one group employing over ten part time staff. Across the 14 groups, there are an estimated 12.5 FTE staff. Grossing these up to the 35 groups, there may be an estimated 31 FTE staff employed.

9.13 It is evident that the groups are much more reliant on volunteers than paid staff. All 14 of the groups had volunteers working for them – six groups with over ten volunteers, four with 6 to 7 and three with 8 to 9.

9.14 Across the 14 groups, there are an estimated 113 volunteers participating. Grossing this up to the total 35 groups, there may be an estimated 281 volunteers participating.

Employment Effects Generated as a Result of FnG Support

9.15 Two survey respondents had created jobs, totalling 2.5 FTE roles. One group had safeguarded 1 FTE job as a result of FnG support.

Grossed-up Employment Effects

9.16 Grossing the jobs created total up to the total 35 groups, there may have been an additional **6.25** FTE jobs generated as a result of FnG support. Again, as HIE's investment represents 11.8% of the total investment, this may represent 0.74 FTE positions that can be attributed to HIE's investment. However, if approximately 23.6% of impacts can be attributed, as detailed previously, then 1.5 FTE jobs may be attributable to HIE's support.

9.17 In terms of jobs safeguarded, grossed up to the full 35 groups, this may represent 2.5 jobs safeguarded across all Fèis supported in the H&I. Assuming 11.8% of these are attributable to HIE's investment 0.3 FTE jobs may have been safeguarded; if 23.6% can be applied, 0.6 FTE jobs may have been safeguarded as a result of FnG's support.

9.18 These impacts are summarised in the table below.

Employment Effect (FTE)	Survey Responses (14)	Total FTE	Total FTE grossed-up to the number of groups (35)
Jobs created to date	2	2.5	6.2
Jobs created in next 12 months	0	0	0
Jobs safeguarded	1	1	2.5
Total	**3**	**2.5**	**8.7**

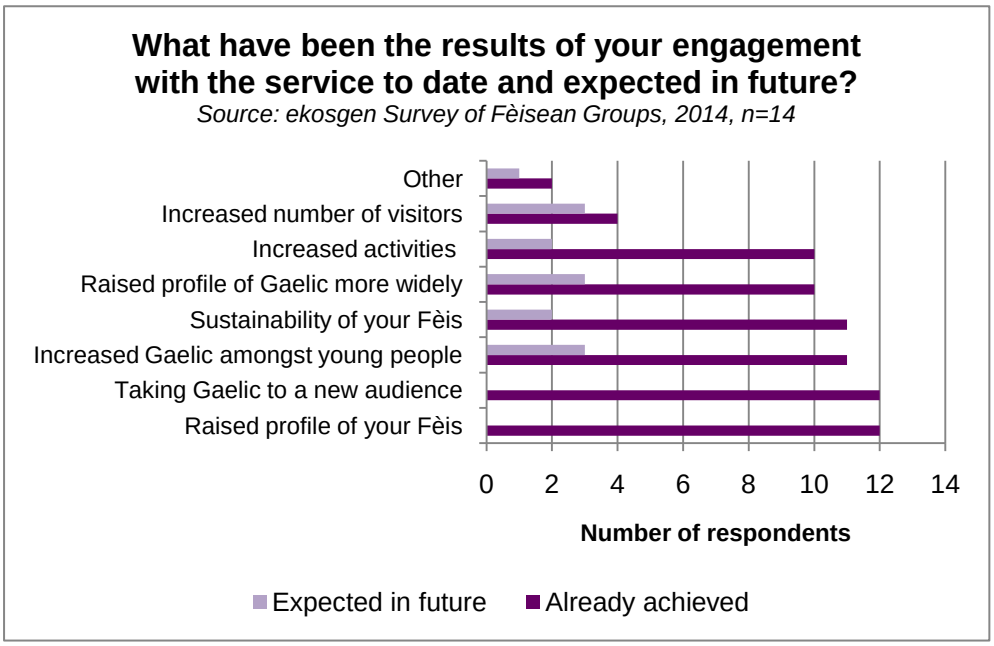
Other Outcomes Experienced as a Result of Support

Benefits to the Fèisean Groups

9.19 In terms of the results of support received, surveyed groups indicated a large amount of benefits/impacts had already been achieved through their engagement with FnG services. They also expect a small number of benefits of engagement to be achieved in the future. Figure 9.2 shows the results.

9.20 The most common benefits, indicated by 12 of the 14 respondent groups, were that their engagement with the service had raised the profile of their Fèis, and introduced Gaelic to a new audience. Similarly, 11 of the 14 groups had increased the use of Gaelic amongst young people and increased the sustainability of their Fèis as a result of the support received, with a small number expecting these benefits to occur in the future.

Figure 9.2



9.21 Other benefits through FnG's support services have been a more widely promoted profile of Gaelic and increased activities available through the Fèis. A small number of groups had achieved increased visitor numbers. 'Other' benefits cited included young people progressing from being participants to tutoring and that FnG provided moral support for the Fèis.

9.22 More widely, one of the stakeholders interviewed for the research commented that Gaelic arts activities provided by FnG also provide employment for the artists; promotes the Gaelic speaking areas of Scotland abroad; and generates tourism impacts by offering the visitor something that they cannot get elsewhere. This offer is perceived as 'powerful' when combined with other distinctive elements of the Scottish 'product,' such as the landscape, golf and whisky.[73]

[73] Personal Communication, Stakeholder Consultation

Benefits to Participants

9.23 Groups were asked to estimate the number of young people and adults who participate in their Fèis activities each year. All groups answered this question, with the number of young people stated ranging from 14 to 3,000 – and the average number of young people participating in Fèis activities being **330** (although this must be treated with caution as this average is skewed by the Fèis with 3,000 young people participating).

9.24 Far fewer adults participate in these activities, ranging from zero (for ten of the groups) to 500, with the average number being **41** (again this must be treated with caution as this average is skewed by the Fèis with 500 adults participating).

9.25 Finally, some Fèisean groups indicated that they had supported large numbers of young people into training and/or employment as a result of their Fèisean participation – two groups stating that over 100 had been helped into 'tertiary education' or more 'informal training'. Two groups indicated that 10-15 young individuals are supported per annum, and one Fèis had helped two young people. However, all other groups stated that it was difficult to quantify numbers or too early to accurately estimate.

9.26 Groups reported a number of benefits for Fèis participants as a result of FnG engagement – the most common being an increase in the confidence of the young person. Other benefits included:

- new skills being learnt or existing skills developed by the participant
- an increased competence and independence
- an increased interest in the Gaelic language and music playing
- the enjoyment of being part of the Fèis activities
- Three groups reported that the Fèis brought young participants together, allowing them to meet new people and make new friends, particularly important in some of the more dispersed, scattered communities in the Highlands and Islands.

Grossed-up Participant Benefits

9.27 Grossing up the number of young people participating in Fèis activities per annum to the 35 groups, an estimated 11,550 young people may have participated. Grossing up the number of adults participating in Fèis activities per annum to the 35 groups, an estimated 1,435 adults may have participated.

9.28 Unfortunately it is not possible to estimate how many young individuals have been supported into training and/ or employment as a result of participating in Fèis activities, due to the difficulty respondents had in quantifying this. Nevertheless, it is clear that Fèisean activities have had a very positive impact on young people's employability and skills across the Highlands and Islands.

Benefits to the wider community

9.29 In addition, benefits/impacts to the wider community have been achieved as a result of the Fèisean groups' engagement with support services:

- Three groups indicated that the Fèis brought economic benefits to the local community, with the provision of work/income to some local people (e.g. tutors), and local businesses benefitting from an increase in tourism/visitors to the area.

9.30 Other community benefits included:

- a rise in volunteering
- a sense of value for the local volunteers
- increased community involvement, and
- the enjoyment of watching the Fèis activities for locals.

9.31 Furthermore, a stakeholder consultee commented more widely that young people's participation reinforces their connection with their community, meaning that they are more likely to stay or to return in later life. In addition, individuals who have established Fèisean in some areas, such as South Uist, have gained the confidence and skills to become involved in increasingly larger community activities e.g. larger music festivals, community land buy outs and management.[74] Thus, many of the benefits are somewhat intangible, benefitting the local community over time.

Additionality

9.32 The support received by Fèisean groups from FnG has been instrumental in their ability to carry out the activities/ projects that each group outlined. Of the 13 groups responding, eight indicated that they *'would not have undertaken the activity at all'* had they not received support from FnG, while the remaining five groups stated they *'would have undertaken the activity but at a later date/ on a smaller scale'.* No groups would have proceeded with the activity in the same way without the support.

9.33 Furthermore, the support received from FnG has been vital for the use of Gaelic in Fèisean activities. Eight groups stated that this question was not relevant seeing as they wouldn't have undertaken the activity without support. Two groups indicated the use of Gaelic would have been reduced. Only three groups believed the use of Gaelic would have been unaffected if the support from FnG had not been received.

9.34 Aside from FnG's services, the Fèisean Groups had not accessed many other support services. Three groups have benefitted from the Musical Instrument Bank, and two groups from each of the Blas Festival, one-to-one support from the Lead Officer, and other training for tutors and organisers.

Other Impacts

9.35 It is also worth highlighting some of the additional benefits arising in the Highlands and Islands as a result of HIE's investment in FnG. It is reported by FnG that **the Gaelic Arts in Education Service** (HIE deliverable 1), established since the review period from 2012, has started to generate income for FnG. Increasing the levels of FnG income is an objective for HIE in supporting FnG, and it is estimated by FnG that an additional £80,000 of income has been generated compared to the pre-2012 situation. Although FnG was already generating £630,000 through such work for the

[74] Personal Communication, Stakeholder Consultation

local authorities, it is reported that these services were not coordinated under the Fèisgoil banner, and did not include services to other public bodies. FnG expect the additional revenue to total £140,000 by the end of the HIE contract to 2015 (a net profit to FnG in the region of £28,000).

9.36 HIE is keen to encourage activities in the fragile areas (HIE deliverable 4), including the creation of new groups. Whilst no new groups were created in Years 1 and 2, FnG report that this has started to change, with the new Fèisean established in Scourie in Sutherland fragile area, and the one in Eigg restarting.

9.37 In relation to HIE deliverable 6 (covering support to tutors and organisers), it is clear from the survey results in Chapter 8 that FnG support brings significant benefits. In addition, FnG report that they have built up a database of some 2,200 tutors and volunteers over the last five years with *"Training now delivered on demand to individual Fèis rather than at a single annual event that all Fèisean attend".* FnG report that a number of the Fèis are really healthy, and also that there has been a slight decline in the number of classes they provide that demand may also have fallen slightly due to increased charges to participants. It is also stated that some are struggling and are reliant on the effort of 2-3 individuals. FnG Development Officers are reportedly very helpful for the latter groups as they can provide hands-on assistance rather than simply the funding itself.

9.38 The Cèilidh trails and Blas Festival have also achieved economic impacts, unfortunately the quantification of which is beyond the scope of this study. These have the potential to generate tourism-related economic impacts. It is reported that more than 400 Cèilidh Trail Events have been supported in the first two years, attracting an audience of more than 28,000. This is a substantial audience; and some will have been attracted in to the Highlands and Islands for the Trail events.

9.39 In relation to the Blas Festival, the size of the festival depends on the budget available. FnG report that local groups retain 30% of the box office receipts and gain extra income from raffles, selling food and drink, which *"can be important in the fragile areas"*. The Festival is reportedly growing in Argyll and Bute as a result of the local authority providing funding (there were 5 events in Argyll and Bute in the 2014 Festival).

Key Point Summary

Support given to Fèisean groups by FnG, in particular financial support, has delivered considerable qualitative benefits to the recipient Fèisean groups. Funding through the Fèisean Grant Scheme and the Fèisean Development Fund, as well as other support such as staff training and advice and guidance, has raised the profile and increased the sustainability of the Fèis, and taken Gaelic to a new audience, whilst increasing its use amongst young people.

Benefits to the wider community are also reported; these included economic impacts in terms of employment and benefits to businesses as a result of increased visitors/ tourists (although these are unquantifiable); a rise in volunteering; the development of new skills amongst participants; increased confidence and independence amongst participants; heightened community involvement and an improve connection with one's local community; an increased interest in Gaelic and arts activities; and simply enjoyment from Fèis activities.

FnG's support to Fèisean groups undoubtedly has a positive impact on young people. Respondents reported the benefits of Fèis activities in supporting young people into education or training (although again these were largely unquantifiable). An estimated 11,550 young people may participate in Fèis activities across all Fèisean groups identified in the H&I. Participation by adults is more modest.

Quantifiable commercial benefits achieved as a result of the support received by FnG have been minimal, with three of the 14 surveyed groups achieving an increase in income which could not be quantified, two creating jobs equivalent to 2.5 FTE posts and one groups safeguarding a FTE post. The extent to which these can be attributed to HIE's investment (given that it provides approximately 11.8% of FnG's funding) is likely minimal. Nevertheless, these are all attributed to FnG's support; deadweight is non-existent.

However, all Fèisean groups surveyed indicated that FnG support had been instrumental to their ability to carry out their activities, with two thirds of groups suggesting that they could not function without FnG's support, and the remaining one third stating that activities would be undertaken but at a later date or on a smaller scale in the absence of FnG support. Similarly, the support received has been vital in terms of the use of Gaelic within the Fèisean activities.

10 Conclusions and Recommendations

Overall Conclusion

10.1 Feedback from both stakeholders and the Fèisean groups surveyed, are universally positive about FnG and its support and activities. FnG activity directly facilitates young people's participation which in turns reinforces their connection with their community, and so they are more likely to stay or return there in later life, Although HIE directly contributes 12% of the FnG funding, and FnG works across Scotland, the majority of activity (and impacts) are in the Highlands and Islands area. Even though HIE funding is formally 12%, previous evaluation work has indicated the effect HIE investment has in bringing in other funding means that HIE's contribution helps support 23.6% of the FnG activity.

10.2 Although FnG report against 10 HIE deliverables, this is not the way in which HIE consider their contribution. Rather, as FnG is account managed by HIE, HIE prefer to view their investment as 'across the company or movement', to allow it to continue to grow and develop. There is merit in considering HIE's relationship to FnG in this way, although if this is to be the case going forward, HIE could better provide a high level of service to FnG, in the way it would with other account managed businesses and organisations.

Strategic Fit

10.3 There is a clear strategic fit between the activities/programme of FnG and HIE's priorities under its Gaelic Plan and HIE's Ambitions for Culture Policy. The Fèisean are important to the fragile areas where their existence can help support communities, increase community capacity and lever in further project investment. From this perspective, HIE are keen to see further Fèisean established, since there is a view that where this has been done they have been extremely popular and well received.

10.4 HIE's funding is seen by FnG as very important, particularly for certain activities in the Highlands and Islands fragile areas such as the Blas Festival. FnG have developed a draft programme plan for next five years to inform their current funding bid to Creative Scotland, where new activities/services may include offering to run one of Creative Scotland's grants schemes for the traditional arts; digitising hard copy resources (e.g. music books); and more and better showcasing outside Scotland. FnG consider that they contribute to HIE's Strengthening Communities objective including job creation via Gaelic, and, as far the evaluation is able to gauge, this would appear to be supported by evidence.

10.5 The FnG investment was also expected to contribute to a range of Scotland-wide targets, particularly around employability, learning, sustainable communities and high quality public services. Appendix D shows how the delivery of FNG's 2015-2020 Programme Plan will contribute to the following Scottish Government National Outcomes, many of which are applicable to its current programme of activity. FnG's Programme of Work 2015-20 also aims to contribute to measures and outcomes for a number of other organisations, plans, strategies and policies, which include the local authorities, in addition to HIE and Creative Scotland policy objectives already cited.

Effectiveness and Value for Money

10.6 FnG has a reputation as an organisation that is innovative and looking to extend the range of activities that they undertake. The overall model of a professional organisation supporting community-

based activity could be applicable to other activities and has reportedly generated interest from other countries. Others see the Fèisean and FnG as clear evidence of the benefits of Gaelic/ bilingualism, and certainly the range of activities supported by FnG is extensive and wide-ranging.

10.7 FnG has successfully delivered a wide range of activity. This includes the establishment of the GAiES in the review period which is now generating additional income co-ordinated under the Fèisgoil banner. A new Fèisean has been established and one re-started in the fragile areas, which is difficult to achieve, and a database of more than 2,200 tutors and volunteers have been assembled to allow training delivered on demand to individual Fèis. It is reported that the Cèilidh trails and Blas Festivals have been very successful and well-attended, with FnG achieving many events in local communities, working alongside local groups.

10.8 Private sector funding into FnG and Fèisean groups is more limited, although this can mean having to collect small amounts of funding from a large number of organisations. One way of increasing the sustainability of FnG (and individual Fèis) may be to focus on improving the promotion of Fèisean concerts to tourists and better promotion of Blas festival events to the general public and tourists. This will help increases revenues, to reinvest in activities, rather than focusing on the private sector as project funder. In a similar vein, FnG could arguably be better at exploiting introductions facilitated by others (e.g. a higher profile at major events).

Impact and Additionality

10.9 Reported impacts from the Fèisean groups surveyed are modest, reflecting the scale and nature of most Fèis. There will be considerable additional benefits arising from FnG activities that it has not been possible to quantify through this review, including benefits arising from the Cèilidh trails and Blas Festivals which attract audiences from outside local communities and the Highlands and Islands. Increasing the focus on maximising the economic impacts of the events/festivals (as well as their social and cultural benefits) may also help to generate more revenues for FnG.

10.10 Generally, whilst the economic impacts generated by FnG are important, they are secondary to community/ cultural impacts. Individual Fèis report considerable benefits from FnG in terms of the sustainability and development of their organisation, and given the high proportion of Fèis located in the fragile areas, these community benefits should not be under-estimated.

Recommendations

10.11 The following recommendations are made with regard to HIE's investment in FnG, and HIE should continue to support and invest in FnG. The recommendations relate to how HIE best supports FnG to achieve its objectives (in no particular order):

1 That HIE supports FnG in the best ways possible through its account management function (we are aware that HIE has been reviewing the level of support FnG receives within account management). HIE should remain close to FnG and help it achieve its growth ambitions and to engage with HIE's growth agenda, whilst recognising that FnG are also contracted to deliver activity for HIE and are a small organisation with a small number of core staff which will naturally limit the likely scale of future growth.

2 In doing so, HIE should support FnG to undertake more strategic and/or good income generating activity e.g. Gaelic arts in school system (which has the potential to generate further revenues).

3 HIE should also consider how it can help FnG become further self-sustaining through an expansion of the model e.g. in primary and secondary education and delivering services for local authorities on a commercial basis. At the same time, HIE should support FnG to create further Fèis in the fragile areas, which is not easy to achieve (and which will not contribute readily to new income streams). There is a need to be realistic about what FnG can achieve.

4 That HIE supports FnG in its endeavors to attract more private sector funding. This does not mean just seeking private sector match funding for projects, rather this is about FnG acting more commercially, such as increasing the number of concerts for tourists and so on. As part of this, through the account management approach, HIE could help FnG stretch itself and increase its reach - e.g. international concert tours, whilst again recognising this may take some time to achieve.

5 In supporting FnG to achieve their (and HIE's) objectives under Recommendation 1, HIE should recognise the wider suite of organisational needs FnG may require to achieve growth, for example in relation to capacity. FnG has a small/modest level of management resource to plan for and deliver growth, and this is one of the areas HIE could look to help FnG develop in the future.

Appendix A: Initial CnaG Contract Targets

The targets for the initial CnaG contract A (October 2009 – September 2010) are detailed below.

Activities

Type	Expected	Description
Account managed businesses supported	5	Delivery of Gaelic in business advocacy to five account managed businesses
*Account managed communities with growth plans	2	Support to community groups through Fàs aig an Oir initiative
Capacity building projects supported	1	Administration of Gaelic Innovation scheme
Community groups supported	8	Community groups supported through Community Regeneration Fund
Non-account managed businesses supported	10	Administration of bilingual signage scheme supporting ten businesses
Organisations supported to engage in workforce development	1	Gaelic labour market development project
Project specific	1	Pilot project on national tourism initiative based on Scots Gaelic identity
Proof of concept projects supported	1	Development of Gaelic business cluster pilot
SME's supported to deliver community benefit	1	Support to CnaG as SME delivering community benefits
SME's supported to deliver community benefit	2	Awards programmes for Gaelic in the community and Gaelic business award
Social enterprises supported	1	Reducing grant dependency of CnaG, towards growth as social enterprise

Outputs

Type	Expected	Description
Businesses engaging in knowledge transfer	1	Pilot business cluster project towards knowledge transfer
Businesses implementing change	10	Businesses supported through bilingual signage scheme
Businesses implementing improved working practices	5	Businesses implementing change based on application of Gaelic in business
Communities supported to provide valued services	8	Supported to deliver Gaelic cultural activity promoting cohesion
Increase in turnover (£)	1	Increase in turnover and trading income
New/ enhanced revenue-generated community assets	2	Application of Gaelic culture/ learning as revenue-generating asset
Project specific	1	CnaG supported as business delivering HIE community impacts
Project specific	1	Gaelic labour market initiative piloted through SDS and Bòrd na Gàidhlig
Project specific	1	Project successfully piloted for 2010/11 in partnership with Visit Scotland for Scottish Year of Island Culture

Type	Expected	Description
Project specific	2	Gaelic awards programmes
Project specific	2	Gaelic projects relating to creativity and innovation

Performance

Type	Expected	Description
Project specific	1	Development of measurement framework for impact of Gaelic on community cohesion
Project specific	1	Gaelic labour market project pilot report produced
Project specific	15	Positive feedback on impact of Gaelic on businesses

Source: Highlands and Islands Enterprise (2009) Assistance Appraisal Paper/ Cover Sheet, 22 September, p.2

1.1 In terms of impacts, the following were anticipated:

- *"Reducing grant dependency of CnaG as it grows its income through social enterprise activity;*
- *8 community groups supported to deliver Gaelic cultural activity promoting cohesion;*
- *2 community groups realise through the Fàs aig an Oir initiative;*
- *Award programme for Gaelic in Business;*
- *Award programme for Gaelic community of the year;*
- *2 Gaelic projects demonstrating creativity and innovation;*
- *A Gaelic labour market initiative piloted in conjunction with SDS and BnG;*
- *A project successfully piloted for 2010/11 in partnership with Visit Scotland and for Scottish Year of Island Culture;*
- *Development of a Gaelic business cluster fostering knowledge transfer;*
- *5 businesses implementing change based on use of Gaelic in business;*
- *10 businesses benefitting from adoption of bi-lingual signage."*[75]

1.2 Prior to the most recent contract extension, it was estimated that the contract could meet the following HIE Measurement framework measures:

- *"25 clients engaged in entrepreneurial activities*
- *2-5% increase in turnover **
- *2-5% increase in turnover of the social economy **

[75] *Highlands and Islands Enterprise (2009) Assistance Appraisal Paper/ Cover Sheet, 22 September, p.6*

- *25 grad/ undergrads placements supported*
- *10 commercialisation of ideas/ products*
- *30 projects supporting the Gaelic economy*
- *40 projects in CAM areas*
- *30 SMEs supported to reduce fragility*
- *10 cultural events*
- *5 communities securing new revenue streams."*[76]

[76] HIE (2013) *HIE Assistance Project Appraisal*, pp. 3-4

Summary of GDS Activities and Intended Impacts

Marketing and new markets using Gaelic

Devise and deliver a small grants scheme that supports marketing using Gaelic, with equal respect to English, for businesses and social enterprises seeking to capitalise on the distinctiveness of Gaelic as an asset."

A recent press release stated that *"the simple use of Scottish Gaelic in marketing, on branding, on signs can help define and distinguish organisations in the Highlands and Islands, helping them stand out from local, regional or international competitors. Incorporating Gaelic into an organisation's image or product branding can help convey a sense of identity and provenance and quality."*

Activities	Intended Impacts
• *Articulate and promote the Gaelic marketing opportunity for Gaelic to be use in branding and marketing* • *Provide advice to applicants on use of Gaelic as an asset for branding and marketing* • *Have a strong (although not exclusive) emphasis on digital technology* • *Take cognisance of HIE's account managed clients and Growth Sector activities, seeking optimum synergy of efforts* • *Facilitate use of Gaelic in product branding and provenance* • *Have transparent application and assessment processes* • *Develop scheme criteria (to be subsequently agreed by HIE)* • *Competently convey grant offers and subsequent grant payments against evidenced expenditure (£70k of HIE grant funding passed through to successful applicants)* • *Develop a model for evaluation of the scheme and deliver that evaluation at the end of the scheme* • *Ensure equity in all aspects of delivery."*	• *"Attraction of new customers* • *Increase in turnover/ turnover in the social economy* • *Enhanced social outcomes* • *Contribution to delivery of HIE's, Our Gaelic Plan – Ambitious for Gaelic"*

Business Innovation using Gaelic as an asset

"Devise and deliver a small grants scheme that supports innovative use of Gaelic as an asset for businesses and social enterprises seeking to capitalise on the potential of the language to add economic or social value. [It] *is intended to be complementary to, but not duplicate provision in a separate Marketing and new markets using Gaelic scheme"*

Activities	Intended Impacts
• *Articulate and promote business innovation using Gaelic as an asset* • *Provide advice to applicants* • *Ensure it capitalises on relevant emerging digital technology* • *Facilitate use of Gaelic as a driver for innovative product and service development* • *Have transparent application and assessment processes* • *Develop scheme criteria (to be subsequently agreed by HIE)* • *Competently convey grant offers and subsequent grant payments against evidenced expenditure (£50k of HIE grant funding passed through to successful applicants)* • *Develop a model for evaluation of the scheme and deliver that evaluation at the end of the scheme;* • *Ensure quality in all aspects of delivery"*	• *"Development of new services and products using Gaelic as an asset* • *Attraction of new customers* • *Increase in turnover/ turnover in the social economy"*

Gaelic Student Placements

<table>
<tr><td colspan="2">"Devise and deliver a scheme which facilitates Gaelic student summer placements with employers using Gaelic as an asset, in a Gaelic speaking environment." A recent press release stated that "the scheme aims to place students with businesses and companies where Gaelic is in regular use, and where the student can develop language skills in a working environment while also acquiring practical business experience; and where the business or organisation can benefit from the students' new outlook and enthusiasm…enabl[ing] students who are undertaking studies away from their homes to return to their own community… helping to retain and indeed strengthen their ties with their own community, whilst….earning them money to assist with their studies."</td></tr>
<tr><td>Articulate and promote the opportunities to both employers and Gaelic speaking students
Identify suitable, willing and enthusiastic employers
Identify candidates for selection
Develop scheme criteria (to be subsequently agreed by HIE)
Offer and convey a financial contribution to the salary costs for the placement (total £25k)
Optimise and secure other sources of funding
Develop a model for evaluation of the scheme and deliver that evaluation at the end of the scheme
Ensure a quality experience for the students
Ensure value of experience for the employers"</td><td>"Short term:
Summer employment of students in traditional communities (min. 25)
Retention of student connection with community
Employer opportunity to evaluate potential future staff
Support for seasonal peak in employers' business activity
Delivery of commitments associated with Gaelic Plans
Long term:
Future graduate employment
Growth in the Gaelic labour market
Retention of population"</td></tr>
</table>

Funding available	Geographic criteria	Eligible Projects
Marketing and New Markets		
60% of project costs, up to a maximum of £3,500 (if it includes a digital element, such as web or other online activity) Up to 60% of project costs, up to a maximum of £2,000 for exterior signage or vehicle livery	Available to all businesses and third sector organisations in Islay, Mull, Tiree, West Lochaber, Skye and the Western Isles. In other areas, within the HIE area, the Scheme is open to Account Managed organisations or those involved in HIE growth sectors (Energy, Life Sciences, Food and Drink, Creative Industries, Tourism, Business Services and Universities)	• Digital/ online marketing, vehicle livery and exterior signage • Digital projects will include websites and web-based activity, Smartphone applications and other digital platforms, with focus on enhanced broadband activity
Gaelic Business Innovation Scheme		
90% of project costs, up to a maximum award of £15,000	Available across the Highlands and Islands Enterprise area	Available for *"both private businesses or third sector organisations with a project vision that seeks to capitalise on the potential of the language to add economic or social value"* for: • *"new projects demonstrating new and innovative through and of which Gaelic is an intrinsic element* • *Projects in sectors where Gaelic has not previously been used* • *Different applications of existing technol's in new ways using Gaelic* • *New business or working practices* • *Projects capitalising on emerging digital technology* • *Innovate your business and dispel the myth o innovation."* Particularly keen on applications across HIE's growth sectors
Gaelic student placements		
Businesses and third sector organisations will pay a minimum weekly sum of £225 for a 35 hour week to students for a 10 week placement. They will then be reimbursed 50% of this for first-time student placements (£1,125 over 10 weeks) or 25% for students who have previously undertaken a placement (£562.50).	All businesses and third sector organisations within the Highlands and Islands Enterprise network	Gaelic must be the predominant language in the workplace Placements are available to *"Gaelic-speaking undergraduates who are currently in college/ university and who will be returning to continue their studies in the autumn"*

Source: HIE (2013) HIE Assistance Project Appraisal, June, pp. 1-2, CnaG Draft Press Releases

Appendix B: CnaG Outputs Achieved 2009-2012 by local authority

Argyll targets

	Account Managed Community	Fàs aig an Oir	Advice to HIE Officers for Account Managed Organisations	MBSS	CRF	Innovation	Research / promotional activity in key sectors	Research / promotional activity relating to contribution of Gaelic in econ & soc. Dev.	Positive high-profile national coverage on contrib. Of Gaelic to development
Targets	**2**	**5**	**8**	**4**	**2**	**1**	**1**	**1**	**1**
Achieved	0	1	1	3	1	1	0	0	0
% Achieved	**0**	**20**	**12.5**	**75**	**50**	**100**	**0**	**0**	**0**

Source: 2009-2012 CnaG Monitoring Information provided to HIE

Progress was slightly higher in Highland, as detailed in the table overleaf. The target for account managed communities was met, while the target for innovation was exceeded by 100%. All other targets were not met, although progress was made on the bilingual signs and marketing and CRF funding streams.

Highland Targets

	Account Managed Community	Fàs aig an Oir	Advice to HIE Officers for Account Managed Organisations	Bilingual Signs & Marketing	Community Regeneration Fund	Innovation	Research / promotional activity in key sectors	Research / promotional activity relating to contribution of Gaelic in econ & soc. Dev.	Positive high-profile national coverage on contribution of Gaelic to development
Target	**2**	**8**	**12**	**9**	**4**	**1**	**1**	**1**	**1**
Achieved	2	0	0	4	2	2	0	0	0
% achieved	**100.00**	**0.00**	**0.00**	**44.44**	**50.00**	**200.00**	**0.00**	**0.00**	**0.00**

Source: 2009-2012 CnaG Monitoring Information provided to HIE

In the Western Isles, none of the targets were met, although the most progress was made towards Account Managed Communities (50%), Fàs aig an oir (14.29%) and Bilingual Signs and marketing (14.29%).

Western Isles Targets

	Account Managed Community	Fàs aig an Oir	Advice to HIE officers for Account Managed organisations	MBSS	CRF	Innovation	Research / promotional activity in key sectors	Research / promotional activity relating to contribution of Gaelic in econ & soc. Dev.	Positive high-profile national coverage on contribution of Gaelic to development	Gaelic Business of the Year
Target	**2**	**7**	**10**	**7**	**4**	**1**	**1**	**1**	**1**	
Achieved	1	1	0	1	0	0	0	0	0	
% achieved	**50**	**14.29**	**0**	**14.29**	**0**	**0**	**0**	**0**	**0**	

Source: 2009-2012 CnaG Monitoring Information provided to HIE

Appendix C: GDS Review – Survey Sample Representation

1.1 The distribution of the projects and sample by Contract is detailed in the table below, although please note that data is not available for the Gaelic Student Placement Programme for all the projects, only those which are surveyed, and thus the profile of these projects is not included in the overall calculations.

1.2 Overall, the sample is broadly representative in terms of the percentage of projects surveyed by contract. As would be expected, Contract A (running from 2009 – 2010) is slightly under-represented, as these projects were a number of years ago and are therefore less likely to gain a high response rate. This may be for various reasons, e.g. staff turnover, or simply because the organisation can no longer fully remember the activity and is therefore less likely to respond. Similarly, the sample is slightly over-representative of Contact D support participants; again likely because these projects were more recent and are therefore more likely to be responsive.

1.3 As mentioned previously, projects from Contract E were not included in the survey due to the fact that many projects were not yet completed, and also little time had lapsed since the award, meaning many outcomes/ impacts may not have been realised yet.

Table C.1

Contract A		Contract B		Contract C		Contract D	
Sample	**Overall**	**Sample**	**Overall**	**Sample**	**Overall**	**Sample**	**Overall**
19%	32%	34%	26%	19%	23%	27%	20%

Source: ekosgen Survey of Businesses, 2014, and HIE/ CnaG monitoring information, n=51

1.4 When comparing the percentage of survey respondents by local authority to the full suite of projects, the sample is again broadly similar. This data again excludes recipients of the Gaelic Summer Placement Scheme. It also excludes those projects for which there was no contact details, who were excluded from our survey sample due to it not being possible to contact them.

1.5 Despite being broadly representative, it must be noted that the Comhairle nan Eilean Siar (CnES) is under-represented by approximately 17%; this may be due to missing contact details. Just two projects were located in Moray, both of which responded to our survey, meaning Moray is over-represented. Argyll and Bute is slightly over-represented by 3% and Highland Council by approximately 7%.

Table C.2

Argyll & Bute		Highland Council		CnES		Moray	
Sample	**Overall**	**Sample**	**Overall**	**Sample**	**Overall**	**Sample**	**Overall**
20%	17%	39%	32%	37%	50%	4%	2%

Source: ekosgen Survey of Businesses, 2014, and HIE/ CnaG monitoring information, n=51

1.6 A consultee noted that demand is highest across the interventions in the Outer Hebrides, particularly with quite a lot of signage assistance in Uist and Fort William. Demand in Stornoway has been lower, but this is, in part, attributed to a wider issue about the perceived usefulness of Gaelic in business promotion; people who have moved in to the area are more likely to have a positive attitude than indigenous business people. Demand in the Inner Moray Firth is good in absolute terms, but small as a percentage of the total business base.[77]

[77] Personal Communication, CnaG representative

It is difficult to compare the Gaelic Business/ Community of the Year Award recipients who completed the survey to the overall base due to the small number of responses received (just four recipients).

1.7 However, the survey sample was slightly over-representative of Contract C award recipients, and under-representative of Contract A and B recipients.

Table C.3

Contract A		Contract B		Contract C	
Sample	Overall	Sample	Overall	Sample	Overall
25%	33%	25%	33%	50%	33%

Source: ekosgen Survey of Businesses, 2014, and HIE/ CnaG monitoring information, n=4

1.8 Again, the survey sample was slightly under-representative of the CnES award recipients and slightly over-representative of Highland Council recipients.

Table C.4

Highland Council		CnES	
Sample	Overall	Sample	Overall
25%	11%	75%	89%

Source: ekosgen Survey of Businesses, 2014, and HIE/ CnaG monitoring information, n=4

CRF

1.9 Out of a total of 40 recipients across contracts A-D, 10 responses were received to the survey. These were generally representative of the wider 40 recipients, in terms of the contracts covered, although there was slightly greater representation from Contracts A and B, and under representation of Contract C. These are detailed in the table below.

Table C.5

Contract A		Contract B		Contract C		Contract D	
Sample	Overall	Sample	Overall	Sample	Overall	Sample	Overall
45%	33%	27%	20%	9%	33%	18%	20%

Source: ekosgen Survey of Businesses, 2014, and HIE/ CnaG monitoring information, n=10. Please note, percentages may not sum due to rounding

1.10 Further, these recipients were broadly representative of the local authorities covered, although with a slightly lower proportion of beneficiaries responding from Highland Council, and a higher proportion representatively from CnES.

Table C.6

Argyll and Bute Council		Highland Council		CnES	
Sample	Overall	Sample	Overall	Sample	Overall
27%	28%	45%	57%	27%	15%

Source: ekosgen Survey of Businesses, 2014, and HIE/ CnaG monitoring information, n=10. Please note, percentages may not sum due to rounding

Beneficiaries of the Gaelic Student Summer Placement

1.11 Data is not available concerning the overall profile of student placements in terms of the contract and location, although this data was collected from the questionnaires. As such, the majority of the profile is included in Chapter 4.

1.12 Our survey sample is broadly similar to the overall profile of students that have completed placements, as detailed in Table 3.7 below.

Table C.7

	Survey sample	Overall
Female	76%	75%
Male	24%	25%

1.13 Overall, the responses received are generally representative of the profiles for the different programmes, in terms of the contracts covered and the location of recipients. Due to the smaller number of grants awarded for the Awards programmes, and the consequently smaller number of responses received for these programmes, it is difficult to comment on whether the sample is representative.

Appendix D: FnG 2015-2020 Programme Plan contribution to National Outcomes

1.1 FnG's 2015-2020 Programme Plan: how the delivery of its outcomes will contribute to the following Scottish Government National Outcomes, many of which are applicable to its current programme of activity:

National Outcome		Fèisean nan Gàidheal Areas of Work			
		Support and Development of Fèisean	Enhancement of Skills and Creative Talent	Enhancement of Gaelic Arts and Culture in Education	Audience Engagement
1	We live in a Scotland that is the most attractive place for doing business in Europe	X	X		X
2	We realise our full economic potential with more and better employment opportunities for our people	X	X	X	X
3	We are better educated, more skilled and more successful, renowned for our research and innovation	X	X	X	
4	Our young people are successful learners, confidence individuals, effective contributors and responsible citizens	X	X	X	X
5	Out children have the best chance in life and are ready to succeed	X	X	X	
6	We live longer, healthier lives	X	X	X	X
7	We have tackled the significant inequalities in Scottish society	X	X	X	X
8	We have improved the life chances for children, young people and families at risk	X	X	X	X
9	We live our lives safe from crime, disorder and danger	X	X	X	X
10	We live in well-designed, sustainable places where we are able to access the amenities and services we need	X			X
11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	X			X
12	We value and enjoy our built and natural environment and protect it and enhance it for future generations				X
13	We take a pride in a strong, fair and inclusive national identity	X	X	X	X
14	We reduce the local and global environmental impact of our consumption and production	X			X
15	Our people are able to maintain their				X

National Outcome		Fèisean nan Gàidheal Areas of Work			
		Support and Development of Fèisean	Enhancement of Skills and Creative Talent	Enhancement of Gaelic Arts and Culture in Education	Audience Engagement
	independence as they get older and are able to access appropriate support when they need it				
16	Our public services are high quality, continually improving, efficient and responsive to local people's needs	X		X	X

Source: Fèisean nan Gàidheal (2014) A'toirt ar dualchais do ar n'òigridh: Programme Plan 2015-20. Chapter 3: Mission, Ambition and Outcomes

1.14 As is evident, FnG's activities have an excellent potential to contribute to Scottish Government objectives, particularly objectives 2, 4, 6, 7, 8, 9 and 13, with all our FnG's four areas of work contributing to these objectives.

1.15 In addition, FnG's Programme of Work 2015-20 aims to contribute to measures and outcomes for a number of other organisations, plans, strategies and policies, namely Creative Scotland; HIE's Operational Plan and Ambitious for Culture Policy; the National Gaelic Language Plan; The Highland Council's Single Outcome Agreement (SOA) and Gaelic Language Plan; CnES's SOA and Gaelic Language Plan; and Argyll & Bute Council's SOA and Gaelic Language Plan. Although this Plan is forward-looking, much of the information is also applicable to FnG's current work.

1.16 The table below details how FnG's work will contribute to HIE's Operational Plan and Ambitious for Culture Policy:

HIE Operational Plan and Ambitious for Culture Policy	Fèisean nan Gàidheal Areas of Work			
	Support and Development of Fèisean	Enhancement of Skills and Creative Talent	Enhancement of Gaelic Arts and Culture in Education	Audience Engagement
OP: By 2012, we aim to see a Highlands and Islands that is characterized by dynamic, sustainable communities and an attractive region for young people	X	X	X	X
OP: In partnership with Creative Scotland, we will expand the reach of our Collaborative Creative Communities programme which will ensure the benefits reach every area of our region	X	X	X	X
OP: We will work with organizations to enhance the resilience of our cultural social enterprises through facilitating support networks for developing cultural enterprises, actively strengthening the sector OP: Use the findings of Gaelic research to maximize the economic and social benefits of this distinctive regional asset	X	X	X	X
AfC: Influence and lead multi-agency partnerships to proactively take forward	X	X	X	X

HIE Operational Plan and Ambitious for Culture Policy	Fèisean nan Gàidheal Areas of Work			
	Support and Development of Fèisean	Enhancement of Skills and Creative Talent	Enhancement of Gaelic Arts and Culture in Education	Audience Engagement
prioritized				
AfC: Support businesses and social enterprises committed to sustainable growth within related sectors through access to support, products and account management	X	X	X	X
AfC: Strengthen communities, enabling cultural activities and sustainable projects which bring about community capacity building, as part of medium and long-term plans to accelerate community cultural development	X	X	X	X

Source: Fèisean nan Gàidheal (2014) A'toirt ar dualchais do ar n'òigridh: Programme Plan 2015-20. Chapter 3: Mission, Ambition and Outcomes

1.17 Again, all of FnG's four core areas of work contribute to HIE's Operational Plan and Ambitious for Culture outcomes identified.

1.18 Thus, it is clear that FnG's work has the potential to have an important impact on meeting both HIE and Scottish Government objectives. As such, this report evaluates the contract arrangements that deliver HIE's Gaelic Cultural Development Programme. The interventions and services provided by CnaG are evaluated in a separate report.

1.19 The table below details how FnG's work will contribute to HIE's Operational Plan and Ambitious for Culture Policy:

HIE Operational Plan and Ambitious for Culture Policy	Fèisean nan Gàidheal Areas of Work			
	Support and Development of Fèisean	Enhancement of Skills and Creative Talent	Enhancement of Gaelic Arts and Culture in Education	Audience Engagement
OP: By 2012, we aim to see a Highlands and Islands that is characterized by dynamic, sustainable communities and an attractive region for young people	X	X	X	X
OP: In partnership with Creative Scotland, we will expand the reach of our Collaborative Creative Communities programme which will ensure the benefits reach every area of our region	X	X	X	X
OP: We will work with organizations to enhance the resilience of our cultural social enterprises through facilitating support networks for developing cultural enterprises, actively strengthening the sector OP: Use the findings of Gaelic research to maximize the economic and social benefits	X	X	X	X

HIE Operational Plan and Ambitious for Culture Policy	Fèisean nan Gàidheal Areas of Work			
	Support and Development of Fèisean	Enhancement of Skills and Creative Talent	Enhancement of Gaelic Arts and Culture in Education	Audience Engagement
of this distinctive regional asset				
AfC: Influence and lead multi-agency partnerships to proactively take forward prioritized	X	X	X	X
AfC: Support businesses and social enterprises committed to sustainable growth within related sectors through access to support, products and account management	X	X	X	X
AfC: Strengthen communities, enabling cultural activities and sustainable projects which bring about community capacity building, as part of medium and long-term plans to accelerate community cultural development	X	X	X	X

Source: Fèisean nan Gàidheal (2014) A'toirt ar dualchais do ar n'òigridh: Programme Plan 2015-20. Chapter 3: Mission, Ambition and Outcomes

Appendix E: FnG Progress against HIE Deliverables (Year 1 and Year 2)

Year 1 Progress	Year 2 Progress
HIE 1: Establish the Gaelic Arts in Education Service, which aims to promote and develop the Gaelic language through Service Level Agreements with local authorities and other public bodies, by 31st March 2015	
• Work undertaken by Fèisgoil to combine FnG's formal education work and also offered methods for introducing Gaelic teaching to schools where it is not currently available. Much progress made during 2012-13 to develop a curriculum. Additionally, training was held for suitable tutors, as well as meetings with local authorities – at this point in time with 8 out of 32 (25%). • Fèisgoil formally launched at FnG's annual conference, and progress made in working with local authorities, despite funding issues. Much development/ promotional work done.	• Fèisgoil aims to integrate FnG's education work and offer new ways to introduce Gaelic teaching in schools where it is not currently available. • 10 weeks of Gaelic language tuition delivered during 2013-14 through contract with Highland Council. Over 600 pupils engaged across 16 schools in Lochaber, Sutherland and Caithness. • Also won a contract to deliver Gaelic language awareness sessions for the National Collections – delivered 15 one-day workshops and provided detailed resources for staff • Promotion of Fèisgoil's services has continued, with meetings with a number of local authorities • An additional £20k awarded to FnG in October 2013 for Gaelic language theatre-in-education in high schools and to further develop Fèisgoil services • Meanbh-Chuileag toured schools and communities with a pantomime in 2013 and delivered a play with the John Muir Trust • FnG has been delivering a YMI contract for four schools in Paisley.
HIE 2: Continue to explore commercial opportunities; and ensure that Fèisean nan Gàidheal's trading income constitutes 35% of its total income, by 31 March 2015	
53% of 2012/13 turnover was trading/ earned income, including a number of major sums from the Highland Council, CnES, Argyll & Bute Council, BnG, Scotland's Islands, Perth and Kinross Council, the Scottish Government, LEADER, CnaG, Celtic Neighbours, Portree High School, Stòras Watercolour and Fèisean.	• 66% of 2013/14 turnover was trading/ earned income, totalling £864.1k for contract delivery. Funding was received from the Highland Council, CnES, Argyll and Bute Council, SNH, National Collections, BnG, the Scottish Government, CnaG, Celtic Neighbours, Portree High School, Fèisean, the Heritage Lottery Fund, Renfrewshire Council, as well as other earned income.
HIE 3: Retain 17.5 FTEs based within the Highlands and Islands area of operation of HIE, by 31st March 2015	
Had 14.2 FTE members of staff at FnG. If staff within local Fèisean were included, along with tutors employed, 2012/13 FTE was 104.3 – an estimated 82% of these posts (85.5 FTEs) based within the HIE area.	• Had 14.2 FTE members of staff at FnG in 2013/14. This rises to an estimated 92.4 for 2013/14 when staff within local Fèisean are included, along with all the tutors employed. It is estimated that around 82% of these posts (75.5 FTEs) based within the HIE area.
HIE 4: Target activities in the fragile areas, and create 3 new Fèisean and 5 Intergenerational projects in the fragile areas, by 31st March 2015	
• 23/ 37 Fèisean in HIE area took place in fragile areas • 9 Blas events were held in fragile areas • 49 Cèilidh trails were held in fragile areas • Fèisean touring drama work benefitted 26 schools in fragile areas	• 22/ 37 Fèisean in the HIE area took place in fragile areas • 12 main Blas events took place in fragile areas • 47 Cèilidh Trail events took place in fragile areas • 26 schools in fragile areas benefitted from touring drama • 14 schools in fragile areas benefitted from the Blas Schools and Communities Programme

Year 1 Progress	Year 2 Progress
• 14 schools in fragile areas benefitted from the Blas Schools and Communities Programme • 72 schools in fragile areas benefitted from YMI delivery through Highland Council • No new Fèisean were established in fragile areas • A new intergenerational project was created in April 2012 in Lewis with 16 participants participating in musical and community activities in Gaelic medium • A new intergenerational song-writing project was carried out, with young songwriters benefitting from more experienced writers • Preparatory work was undertaken to develop intergenerational projects involving the collecting, researching and recording of traditional Gaelic songs. FnG was awarded £32k from the Heritage Lottery Fund, with the project planned to proceed in early 2013-14 and run for two years.	• 72 schools in fragile areas benefitted from Highland Council YMI contract delivery • 14 schools in fragile areas benefitted from Gaelic language classes through a Fèisgoil contract with the Highland Council • In addition, worked with Iomairtean Gàidhlig which cover fragile areas in Lewis, Uist, Skye, Lochaber and Islay • No new Fèisean established - aim to achieve 3 by 2015 • Second Còig Latha event held at Carloway, Isle of Lewis. 17 participants attracted from across the country and engaged in various musical and community activities through Gaelic medium. Other projects also undertaken include a new Gaelic song-writing project and Fountain, and an intergenerational project focussing on collecting, researching and recording traditional Gaelic songs.
HIE 5: Explore the feasibility of establishing Gaelic drama and other community-related Gaelic language initiatives for adults, in collaboration with strategic partners such as Sabhal Mòr Ostaig, by 31st March 2015	
• Gaelic Drama Summer School occurred in July 2012. Although attendance numbers reduced, the event was successful, with a joint drama and music evening at the end, collaborating with Cèilidh Trail groups • Regular discussions have taken place with CnaG about implementing the Gaelic Arts Strategy in the 2012-17 National Gaelic Language Plan • There have been two drama festivals held by Sabhal Mòr Ostaig and Eden Court. FnG also worked with Eden Court to increase opportunities for Highland high school pupils to learn drama skills and perform through the medium of Gaelic. For example, FnG's Drama Officer began work with Gaelic drama groups for teenagers from Tain Royal Academy and Dingwall Academy that were created as part of the project • FnG were also introducing a mid-school weekend events	• Gaelic Drama Summer School took place in July 2013 for young adults • In partnership with Eden Court, FnG successfully applied to FnG's Drama Network Fund for youth theatre projects, and have worked with Sabhal Mòr Ostaig in Skye and Eden Court in Inverness on a series of workshops that received money from this fund • Other groups have been established in Dingwall and Tain Academies, with weekly meetings since 2014 and a performance planned for September 2014 Also informal meetings with members of Inverness community who are interested in participating in an adult drama group; throughout 2014/15, group aims to establish regular meetings and organise performances.

Year 1 Progress	Year 2 Progress
where adults will perform Gaelic drama pieces, as part of the 2013 Sgoil Shamhraidh Dràma. • A range of other Gaelic language work has been undertaken.	
HIE 6: To continue to support tutors and organisers gain new skills in the fields of fund-raising, child protection, Gaelic language, first aid, governance, computer skills and teacher techniques. Engage 87 volunteers and 23 trainees/ tutors, within the H&I area of operation of HIE, in Fèisean nan Gàidheal's skills development programmes, by 31st March 2015	
• In 2012/13, 112 participants took part in six Gaelic training days • 45 Fèis organisers took part in training sessions at the Annual Conference, September 2012 • 43 Fèis organisers participation in various training Feb-March 2013 • 24 participants took part in Level 1, 2 and 3 Tutor training offered at Sabhal Mòr Ostaig in Feb 2013 • 67 Cèilidh Trail participants took part in training • 27 tutors participated in two training days for the YMI classes in Highland Council schools	• In 2013/14, 12 tutors participated in Gaelic training sessions • 51 Fèis organisers took part in training sessions at the Annual Conference, September 2013 • 135 Fèis organisers participated in a range of training • 26 participants participated in Level 1, 2 and 3 Tutor Training offered at Sabhal Mòr Ostaig, February 2014 • 51 Cèilidh Trail participants, many of whom will become tutors at Fèisean, participated in a range of training opportunities, including Gaelic skills training • 31 tutors participated in two training days organised to assist with the delivery of YMI classes in Highland Council schools
HIE 7: Ensure 8,206 individual participants/ learners engaged in Fèisean skills programmes, within the H&I area of operation of HIE, by 31st March 2015	
• 19,753 participants and learners in 2012/13, although there may be some duplication in the recording	• 11,264 participants and learners in 2013/14, although again there may be some duplication. • Numbers fluctuate depending on the additional work in schools and communities.
HIE 8: Cèilidh trails and Blas Festival promoted nationally and internationally as cultural tourism products, by 31st March 2015	
• The 2012/13 Cèilidh Trails were very successful; eight Trails attracted a total of 12,365 people over 196 events • Cèilidh Trails and the Blas Festival are already promoted nationally and internationally through a mix of traditional promotional material. FnG also promotes activities through social media and has engaged with VisitScotland and tour operators to expand reach. • Funding will be received in 2014 from EventScotland for funding Blas and Cèilidh trails in 2013/14. Amount to be confirmed. • HIE also organises marketing assistance through Account Management. Will also work with SDI to discuss	• Nine trails took place (7 Fèis Cèilidh Trails and 2 Trad Trails through an initiative promoted jointly by Fèis Rois and Fèisean nan Gàidheal), attracting a combined audience of 15,726 over a total of 261 events. • Events are promoted as in 2012/13 • Also participated in a marketing strategy workshop with a company appointed through HIE called Denvir Marketing through HIE account management. Account Manager has also been discussing opportunities with SDI to promote Scotland abroad through FnG's 'products'

Year 1 Progress	Year 2 Progress
further opportunities	
HIE 9: Stage 3 national showcase events; showcasing the region's Gaelic culture to wider audiences at home and abroad through participation in appropriate events and festivals	
No dedicated showcase events hosted in 2012/13, but a number of Fèis Cèilidh Trails took part in local or national showcase events and Blas events	• No dedicated showcase events hosting in 2013/14 but several of the Fèis Cèilidh Trails and Fèisean groups participated in local/ national showcase events and Blas Events • Group from Fèis Ròis played at the National Celtic Festival in Australia, June 2013 • Group from Fèis Eilean an Fhraoich played at HebCelt in Lewis, July 2013 • 5 Cèilidh Trail groups played 8 concerts as part of Blas in September 2013 • A group of Cèilidh Trail musicians played at the Shinty/ Hurling International in Scotland, October 2013 • Group from Fèis Rois played at the Gaelic Arts Showcase at Celtic Connections in January 2013 as part of Showcase Scotland and also as part of the Big Burns Concert at Glasgow's Hydro, broadcast live on BBC2 • Blas 2013 new commission, Boraraig, was reprised at Celtic Connections in January 2014
HIE 10: Undertake a review on function, appositeness and efficacy of Fèisean nan Gàidheal board, by 31st March 2013	
• Review has been undertaken of skills within, and the way in which FnG selects, its Board of Directors. They also made changes to the method of appointment to ensure appropriate skills are available for the Board.	• Review has been taken of the skills within, and the way in which FnG selects, its Board of Directors. The report is being implemented

Source: Fèisean nan Gàidheal (2012, 2013) Annual Reports to HIE on implementation of Fèisean nan Gàidheal's programme of work