

Operational Plan Gaelic

October 2023

Overview and purpose

UHI NWH, as one of the largest tertiary education providers in the region and is uniquely situated to help drive forward a revitalisation of Gaelic language and culture across that region. The College recognises the importance of bringing College and community together and recognises the value of our Gaelic heritage. Therefore, UHI NWH has prepared a Gaelic Strategy 2023 –28 and a Gaelic Language Plan 2023-28 (in fulfilment of statutory requirement under the Gaelic Language (Scotland) Act 2005), to ensure the College can play a key role in developing Gaelic language and culture as an economic driver and in strengthening links between Gaelic and employability.

Gaelic has been identified in the merger business case as a key area of curriculum growth, this strategy outlines the shape of UHI NWH's approach to the development and delivery of Gaelic language, heritage and culture over the next five years. This Operational Plan sets out how identified strategic priorities within UHI NWH Gaelic Language Plan and Gaelic Strategy will be achieved.

Strategic Priorities

The Gaelic Operation Plan supports the Gaelic Strategy and the Gaelic Language Plan and strategic priorities of both, namely:

- + To expand Gaelic language learning and usage across the region and digitally
- + To support the development of culture and heritage as a community asset
- + To develop and strengthen links between Gaelic and employability
- + To support and encourage latent speakers/adult returners to fluency
- + To support the development of Gaelic language and culture as an economic asset

Key objectives

This document outlines how the key objectives identified within the Gaelic Strategy and Gaelic Language Plan will be facilitated to support the strategic priorities detailed above.

* = new activity

Start	End	Link to Key objective (what will we do)	Action (how will we do it)	Link to Strategic Priority Area	Responsible	Progress reporting process	Resources
Project 1 *Oct 23	Oct24	Utilise the expertise of traditional Gaelic communities in our activities and programmes, including community-based immersive experiences.	Seasonal School (5-day lang & culture experience)	Support the development of culture and heritage as a community asset.	Short Course Coordinator (BnG funded)	via Gaelic Operational Group External funder(s)	<p>Expenditure</p> <p>Staff time – 20 hrs x 2 Gaelic Team Staff; £1,720</p> <p>Community language tutors – 20 hours x 2 tutors = £800</p> <p>Community culture tutors x 4 = £300</p> <p>Performer fee (ceilidh night) = £600</p> <p>Premises – Hire of halls/classrooms = £800</p> <p>Transport = £600 (bus hire)</p> <p>Teaching materials =£300</p> <p>Advertising = £500</p> <p>Income</p> <p>Course fee = £75 (min 16 students) = £1200</p> <p>Ceilidh ticket = £5 (min 100) = £500</p> <p>Credit value @£227 per student (min 16 students) = £3,632</p>
Project 2 Jan 24	June 24		Online lecture series	Support the development of	CM	via Gaelic Operational Group	

				culture and heritage as a community asset.		via Gaelic Operational Group External funder(s)	Speaker fee – 5 x £50 = £250 (funded)
Project 3 Oct 23	Oct 24		Develop a range of language, culture & heritage experiences for the tour market.	Support the development of Gaelic language and culture as an economic asset.	Gaelic team Director of External Growth	via Gaelic Operational Group UHI GLP Implementation Group External funder	Culture Tutor fees = £150 UHI NWH teaching staff time = £170 Consumables = min 10 customers @£15 per head = £150 Income Fee = £85 @ min 10 customers = £850
Project 4 Aug 23	Aug 24	Coordinate the delivery of a programme of language short courses	Deliver community-based language classes.	Expand Gaelic language learning and usage across the region and digitally.	Short course coordinator & Gaelic team		BnG funded: Community Tutor fees @ 4 communities = £4160 Premises = £1000 Teaching materials = £200 per teaching block x4 = £800 Advertising = £500

			<p>Deliver a suite of Gaelic language courses for parents of children in GME, from beginner to fluent speakers.</p> <p>Deliver a coordinated programme of CPD language courses to UHI NWH staff Board members and other stakeholders and partners.</p> <p>Laise with SD & Comms</p>				<p>Short course coordinator salary = £14k (funded BnG)</p> <p>Gaelic teaching staff = £4000</p> <p>Income Credit @ min 80 students £1,000</p> <p>Course fees £3,000</p>
Project 5 Oct 23	June 24	Cater for the needs of the Gaelic diaspora, by expanding our online programmes of language, culture and heritage.	Deliver Home to the Hebrides	Expand Gaelic language learning and usage across the region and digitally.	CM	via Operational Group	<p>Gaelic staff teaching time = £860</p> <p>Marketing - £300</p> <p>Income Fee = £60</p>

							Credit value = £227 per student @ min 10 students = £2,270
Project 6 *Aug 23	Aug 24	Develop training courses for GME ancillary staff.	Develop a Gaelic for Early Years & a Gaelic for Speech Therapy short courses.	Develop and strengthen links between Gaelic and employability.	AW/Steering Group (UHI NWH & CnES)	via Gaelic Operational Group External funder	Content developer – fully BnG funded =£3000 per course (£6,000 in total)
Project 7 *Oct 23	Apr 24	Create a coordinated programme of short courses and one-day/half-day training opportunities for industry.	Liaise with HIE, Visit Hebrides, OHT to deliver a Gaelic Awareness Training event.	Support the development of Gaelic language and culture as an economic asset	Director of External Growth, Gaelic teaching team, Short course coordinator, Marketing & Comms	via Gaelic Operational Group	Gaelic staff time @20 hrs = £860 Marketing = £200 Teaching materials = £200 Income Course fee Min 10 customers @£150 per head = £1,500
2024/25 onwards							
Project 8 April 24	June 25	Further develop our Gaelic mentoring scheme	Funding application	Support and encourage latent speakers/adult returners to fluency	AF	Gaelic Operational Group UHI GLP Implementation Group	Cost of PVG registration (£59 per mentor) Minimum 5 mentors = £295 1 member Gaelic staff time 5hrs@ £43 = £215

Project 9 Jan 24 & Aug 24	Aug 26	Offer Gaelic medium degrees more flexibly, including part-time & twilight delivery	Deliver courses via more accessible mode of delivery	Expand Gaelic language learning and usage across the region and digitally Support and encourage latent speakers/adult returners to fluency	Gaelic teaching team, Marketing & Comms	Gaelic Operational Group	Gaelic staff teaching time 1296hrs = £55,728 Marketing – 10hrs @ £30 Income – 18 SCQF 7, 8 & 9 modules @ £305 per student (target 9 students = £16,470) Credit value @ 20 credit per module = £25,083
Project 10 Aug 24	Sep 26	Develop capacity-building courses to enable existing teaching practitioners to deliver GME.	Develop and deliver SCQF 7 learner strand language modules for online delivery	Support and encourage latent speakers/adult returners to fluency	Gaelic teaching team, Marketing & Comms	Gaelic Operational Group	Staff development time @ 80hrs per module = 240hrs @ £43 = £10,320 develop 3 modules for online delivery Staff teaching time 198hrs @£43 = £8,514 Income x3 SCQF 7 20 credit modules @ £305 = (target x6 students) £5,490 Credit value = £2,786.70

Project 11 Sep 24	Aug 26	Offer teacher training courses more flexibly.	Deliver non-teaching specific modules Year 1 & 2 of BA Gaelic & Education as flexible CPD.	Develop and strengthen links between Gaelic and employability.	Gaelic teaching team	Gaelic Operational Group ELT	<p>Staff teaching time @ 864hrs = £37,152</p> <p>Income – 12 SCQF 7&8 modules @ £305 (target 6 students) = £21,960</p> <p>Credit value = £11, 148</p>
Project 12 Sep 24	Aug 26		For Year 3 & 4 of BA Gaelic and Education and PGDE provision see Resources column	Support and encourage latent speakers/adult returners to fluency	ELT UHI partners		<p>Employ 2 teaching staff re. Year 3 & 4 of BA Gaelic & Education, and PGDE delivery = £117,898</p> <p>BA Gaelic and Education: Income: course fees = 12 SCQF 7&8 modules @ £305 (target 6 students) = £21,960</p> <p>Credit value = £11,148</p> <p>PGDE: Income: course fees = 6 modules @SCQF 10 @ £305 (target 6 students) = £10,980</p> <p>Credit value = £3,299</p> <p>Total income Course fees = £32,940 Credit value = £14, 447</p>

Project 13 *Aug 24	Aug 27	Cater for the emerging tour market	Develop 2 language, culture & heritage experiences.	Support the development of Gaelic language and culture as an economic asset.	Gaelic team incl. Short course co- ordinator	Gaelic Operational Group	Staff development time @ 20hrs = £860 Staff delivery time @ 6hrs = £258 Marketing – £300 Materials/Consumables – £10 per head Income £200 pp @ min 8 = £1600 Staff development time @ 10hrs = £430
			Develop a range of language, culture & heritage training for professional tour guides.	Develop and strengthen links between Gaelic and employability	Director of External Growth Marketing & Comms Various course teams i.e Hospitality & tourism, Sustainable Rural Development	Gaelic Operational Group	Staff delivery time @ 6 hrs = £258 Income £100@ 10 participants = £1000 Materials/Consumables – £10 per head

Project 14 *Aug 25	Aug 27	Deliver short courses in creative Gaelic writing.	Develop a short course in creative Gaelic writing.	Support the development of Gaelic language and culture as an economic asset. Develop links between Gaelic and employability.	AF Comms and Marketing	Gaelic Operational Group	Staff development time @ 20 hrs = £860 Staff delivery time @ 10hrs = £430 Marketing - £300 Income £100 @ 6 students = £600 Credit value - £113.50 x 6 =£681
Project 15 Aug 25	Aug 27	Gaelic built in to 2 appropriate existing programmes e.g tourism & hospitality, health and social care.	Liaise with course teams to revise curriculum framework	Develop and strengthen links between Gaelic and employability. Expand Gaelic language learning and usage across the region and digitally. Support and encourage latent speakers/adult returners to fluency	Principal Curriculum manager Course teams	Gaelic Operational Group	Staff development time @2 SQA units@ 40hrs = £1720 Staff delivery = £1720 Income Credit value £227@ 12 students = £2,724
Project 16 *Sep 25	Sep 28	Develop a business case to establish a Cultural Service Agency to provide	Establish market demand.	Support the development of Gaelic language	Gaelic team	Gaelic Operational Group	Staff time @50hrs = £2,150

		a commercial translation/copywriting service.	Source appropriate funding streams	and culture as an economic asset. Develop links between Gaelic and employability	Gaelic Communications Officer Director of External Growth		
--	--	---	------------------------------------	---	--	--	--