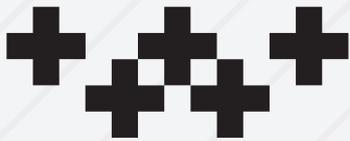
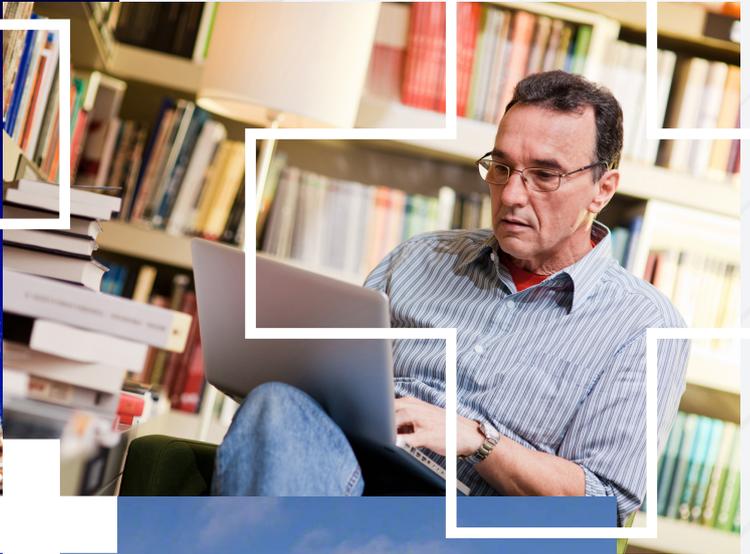
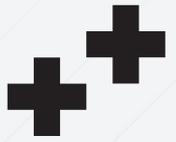




**NORTH, WEST AND HEBRIDES
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Gaelic Language Plan 2025 - 2030

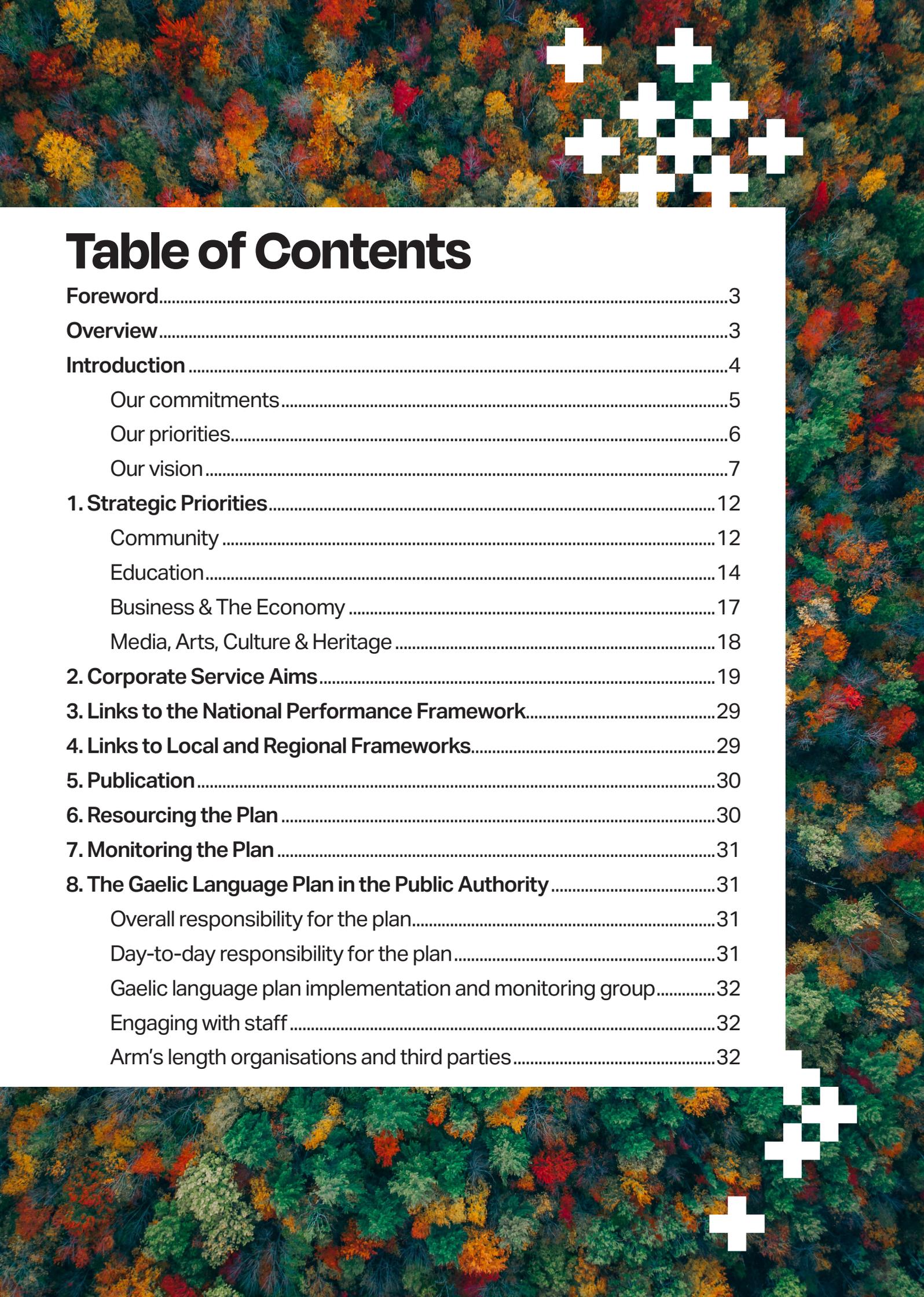


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Foreword

As Principal and Chief Executive of UHI North, West and Hebrides, I am delighted to introduce our Gaelic Language Plan 2025-2030.

Our area has the highest density of Gaelic-speakers in Scotland and, as one of the region's largest tertiary education providers and partner in the University of the Highlands and Islands, we recognise the pivotal role we can play in promoting the importance of Gaelic not only as part of the linguistic and cultural heritage of our communities, but also as a driver of economic growth and activity.

Gaelic is a key area of specialism for UHI North, West and Hebrides that we wish to grow. The Gaelic Language Plan will therefore seek to expand our curriculum offer by securing new areas of activity and by supporting the growth of our Gaelic curriculum in the Outer Hebrides and across our operating area, thereby making a positive contribution to the UHI *Gaelic Language*

Plan and Gaelic strategy for the Highlands and Islands region.

During the lifetime of our Gaelic Language Plan, we will endeavour to enhance the profile and status of Gaelic within our college. We will work to meet our responsibilities to our community of learners and colleagues, and to the wider communities we serve. We will seek to make an important contribution to the achievement of the aspirations and objectives set out in the National Gaelic Language Plan 2023-28 and the Gaelic Language (Scotland) Act 2005.



Lydia Rohmer
Principal and Chief Executive
UHI North, West and Hebrides

Overview

UHI North, West and Hebrides vested on 1st August 2023 following a merger of 3 legacy colleges, namely UHI Outer Hebrides, UHI West Highland and UHI North Highland. The UHI North, West and Hebrides Gaelic Language Plan is prepared within the framework of the Gaelic Language (Scotland) Act 2005. The Gaelic Language Plan will span a five-year period from 2025 to 2030. It will seek to build on the progress made within previous plans advanced by UHI Outer Hebrides and UHI West Highland, and it will seek to promote the usage and acquisition of Gaelic throughout the entire region it serves. This plan follows the format of the National Gaelic Language Plan 2023-28, which includes the following four themes:

1. Communities and Home
2. Media, Arts, Culture and Heritage
3. Business and the Economy
4. Education

Bòrd na Gàidhlig and UHI North, West and Hebrides have worked together to produce a set of Strategic Priorities for the development of the plan to further grow the use of Gaelic and the learning of Gaelic.

The Strategic Priorities focus on how UHI North, West and Hebrides will progress the aims of the National Gaelic Language Plan. These are based on the overall aims of the National Gaelic Language Plan and our key duties as a college. This Gaelic Language Plan describes how each of the Strategic Priorities will be delivered, and identifies the actions required.

The Gaelic Language Plan also includes a section on Corporate Service Aims. These will be utilised with the aim of standardising and normalising key Gaelic services across the college during the lifetime of the plan.

Introduction

According to the most recent figures from the Office for National Statistics, the percentage of people aged three and over with some Gaelic language skills was highest in the Western Isles, with 61.2% of the total population, while Highland region with 7.4% contained the second highest percentage. The college therefore recognises that Gaelic is fundamental to its ethos, to the region it serves and is a central pillar of Scotland’s rich heritage, national identity and cultural life.

UHI North, West and Hebrides is a regional college of scale across the north-west Highlands and Outer Hebrides, with 9,000 students and 600 staff. UHI North, West and Hebrides will provide sustainable tertiary education, skills training, research and innovation for the communities of Lochaber, Lochalsh, Sutherland, Caithness & Easter Ross, Skye, the Inner Hebrides and the Outer Hebrides.

UHI North, West and Hebrides has a physical presence within 19 distinct communities, each serving a wide but sparsely populated area. Our communities cover an area of 12,545 miles²; (almost the size of Wales), and 5,357 miles (70%) of Scotland’s coastline. The collective area of Lochaber, Skye, Outer Hebrides, Caithness, Sutherland, Easter Ross and Wester Ross has a population of 125,716.



Figure 1: Region and Learning Centre Locations

UHI North, West and Hebrides currently delivers a range of further and higher education Gaelic language education online and in-person, to students within the region and across Scotland. This includes the delivery of Gaelic-medium undergraduate degree programmes, being the lead college for BAH Gaelic Scotland, providing online and in-person community classes across the islands, bespoke courses developed in response to employer requirements and residentials developed in collaboration with community groups. In support of growing GME teacher training provision across the region, UHI North, West and Hebrides also delivers PGDE (English and Gaelic pathways) and are delivery partners on the BA Gaelic with Education programme.

Our commitments

Recent research has shown that there is a need to revitalise and develop Gaelic language, culture and heritage in local communities with the National Gaelic Language Plan identifying key interlinking aspects of Gaelic development, setting out several priority action areas for the growth of the language. Research, including current research led by UHI's Language Sciences Institute, has shown that an increased emphasis on community-focused language policy is essential for the revitalisation and development of Gaelic. This Gaelic Language Plan will therefore detail how UHI North, West and Hebrides will work in partnership with schools, communities, key stakeholders and UHI partner colleges to drive forward this revitalisation within our region.

With our Gaelic Language Plan 2025-2030, it is the aim of UHI North, West and Hebrides to support more people to learn, improve and use Gaelic within their learning experiences, communities and working lives. We are committed to the development and use of Gaelic across our curriculum and as an integral aspect of our workplace and community activities. Through partnership working, we will make available a range of accredited and informal community-based opportunities to learn Gaelic, develop further existing proficiencies and provide the skills required to support staff and employers in the use of Gaelic in the workplace.

To extend our reach, we are committed to developing and delivering Gaelic language micro-credentials. These short employment focused Gaelic language modules will be contextualised to key demand sectors, including Early Education and Childcare and Health and Social Care. Micro-credentials will be embedded into programmes that lead to professional registration, and by using our expertise in digital pedagogy, we will offer a more accessible option for more students and employers.

UHI North, West and Hebrides Gaelic Language Plan 2025-2030 will complement our Tertiary Curriculum Strategy 2026-2028. Responding to the National Plan for Scotland's Islands, National Gaelic Language Plan, and UHI's *Gaelic Language Plan*, we will extend and further strengthen our work with key partners, including Bòrd na Gàidhlig, Comhairle nan Eilean Siar, Ceòlas Uibhist, Comhairle na Gàidhealtachd, other colleges within UHI and a range of community partners. This will serve to cement our leading position as an anchor institution in developing Gaelic language and Gaelic medium curriculum across the Highlands and Outer Hebrides.



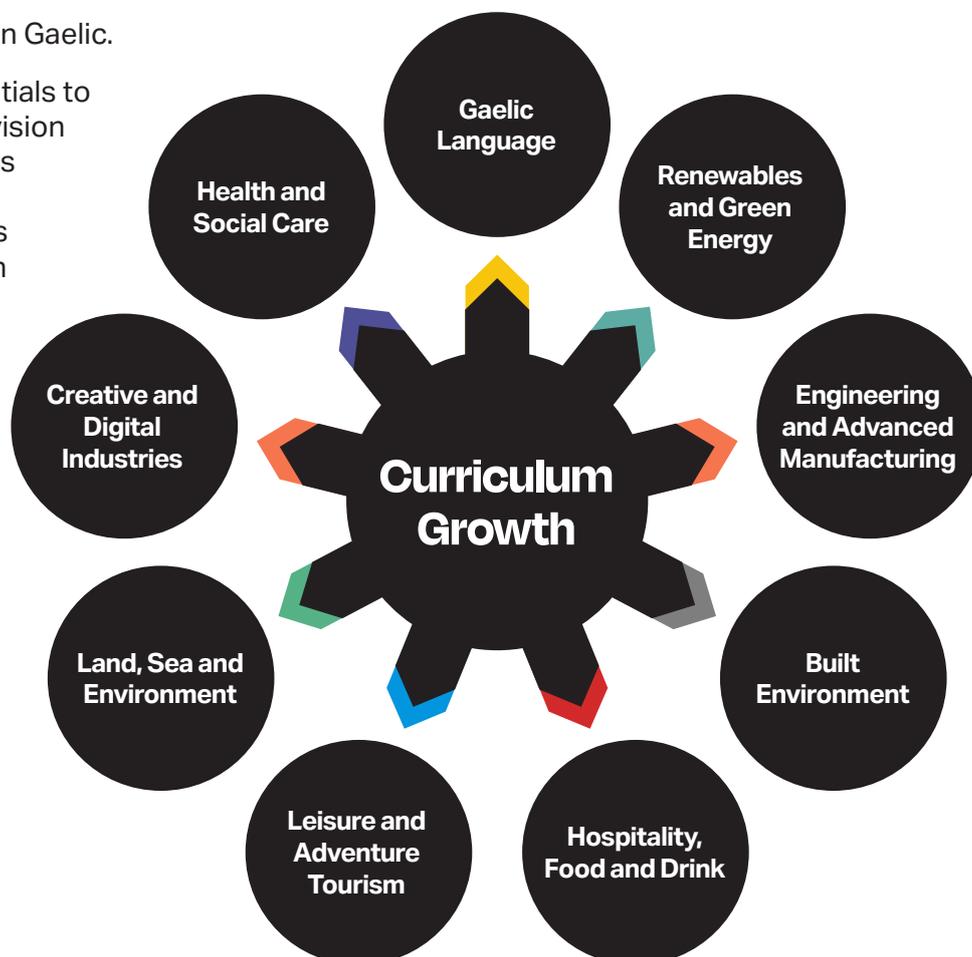
Our priorities

Gaelic has been identified as a curriculum area of growth within UHI North, West and Hebrides and key priorities will be to:

- + drive forward the availability of Gaelic education across the Outer Hebrides, Lochaber, Skye, Wester Ross, Easter Ross, Caithness and Sutherland regions.
- + support the development of language skills and education through working with heritage and community groups to protect and further develop Gaelic as a community asset.
- + build partnerships, including those with Bòrd na Gàidhlig, community organisations and Ceòlas on the Cnoc Soilleir project to create opportunities that develop stronger interdisciplinary activity between Gaelic language, culture and heritage and accredited short course provision in Gaelic media and the creative industries.
- + ensure that a link is made between Gaelic and employability skills, including the development and use of micro-credentials within a range of programmes.
- + increase enrolments on Gaelic medium teacher education qualifications particularly at primary but also at secondary levels to serve the existing and future demand within our region's schools.

Curriculum Development priorities will:

- + upskill existing teaching practitioners.
- + increase the flexibility of undergraduate GME Initial Teacher Education courses.
- + support the development and delivery of:
 - + short online and in-person language courses.
 - + new digital courses in Gaelic.
 - + Gaelic micro-credentials to enhance Gaelic provision for health, early years and childcare professionals across the region and within programme areas such as Tourism, Hospitality, and Creative Industries.



Strategic priorities agreed with Bòrd na Gàidhlig

Increase the opportunities for Gaelic usage by:

- + working with neighbouring public bodies and communities to increase opportunities for Gaelic usage throughout the Western Isles, north and west Highlands.
- + embedding Gaelic delivery and micro-credentials across multiple disciplines within UHI North, West and Hebrides to strengthen links between Gaelic and employability, with an initial focus given to Health, Social & Child Care and Tourism.
- + ensuring annual improvement planning is in place to extend the range of courses delivered through the medium of Gaelic and that course delivery is regularly audited. Commitments with timescales are included in the action plan in relation to this priority.

Increase the learning of Gaelic by:

- + developing a Gaelic early years course in collaboration with partners and ensuring that it is made accessible at all campuses throughout the college by academic year 2029/2030.
- + supporting the development of culture and heritage as a community asset and developing a regular programme of community-based immersive experiences.
- + working in partnership with Bòrd na Gàidhlig to seek increased funding to support the expansion of our successful partnership with e-Sgoil for increased delivery of National Qualifications in Gaelic across Scotland, at learner and fluent levels.

Promote a positive image of Gaelic by:

- + developing and promoting Gaelic immersive experiences as part of the wider student experience at UHI North, West and Hebrides.
- + developing and delivering post graduate education and training for Gaelic Development Officers with a focus on development within fragile communities.
- + developing a range of reporting mechanisms to capture success and impact.

Our vision

UHI North, West and Hebrides will build on established good practice to expand Gaelic language and cultural learning opportunities across our operating area. Having laid the foundation of supporting Gaelic Medium Education (GME) teaching training, we will seek to augment this provision with Gaelic CPD for teaching practitioners, enabling them to teach in the medium of Gaelic. Having identified the need to take a holistic approach to GME, our strategy for the next 5 years includes developing training for ancillary and support staff.

UHI North, West and Hebrides is at the heart of the communities it serves, and the college will continue to enable and encourage both the learning and usage of Gaelic throughout our regions. This will include fostering a Gaelic ethos and positive attitude towards Gaelic within the organisation itself.

UHI Gaelic Language Plan

2023-26

UHI *Gaelic Language Plan 2023-26* is enabling the promotion of Gaelic across UHI academic partners. Activities have been developed within the context of the UHI mission Where Learning Means More and the UHI Strategic Plan 2030. UHI North, West and Hebrides Gaelic Language Plan has clear synergies with this plan and will work to contribute to its success and contextualise it to embody our own values and behaviours, and aims and objectives.

UHI's *Gaelic Language Plan* contains a set of core commitments:

- ✦ Enhancing the place, visibility and usage of Gaelic within UHI's core business of education and research, including the proactive engagement with Gaelic-speaking communities in our operating area.
- ✦ Ensuring that the student experience affirms the principle of equal respect for Gaelic and English.
- ✦ Promoting the bilingual identity of UHI in our corporate communications and brand.
- ✦ Encouraging and supporting all staff, regardless of their role, and wherever they are employed within the UHI partnership, to appreciate, acquire and develop Gaelic language skills.

These core commitments align with our vision, mission, values, and strategic goals.



UHI North, West and Hebrides: strategic statement, aims and objectives

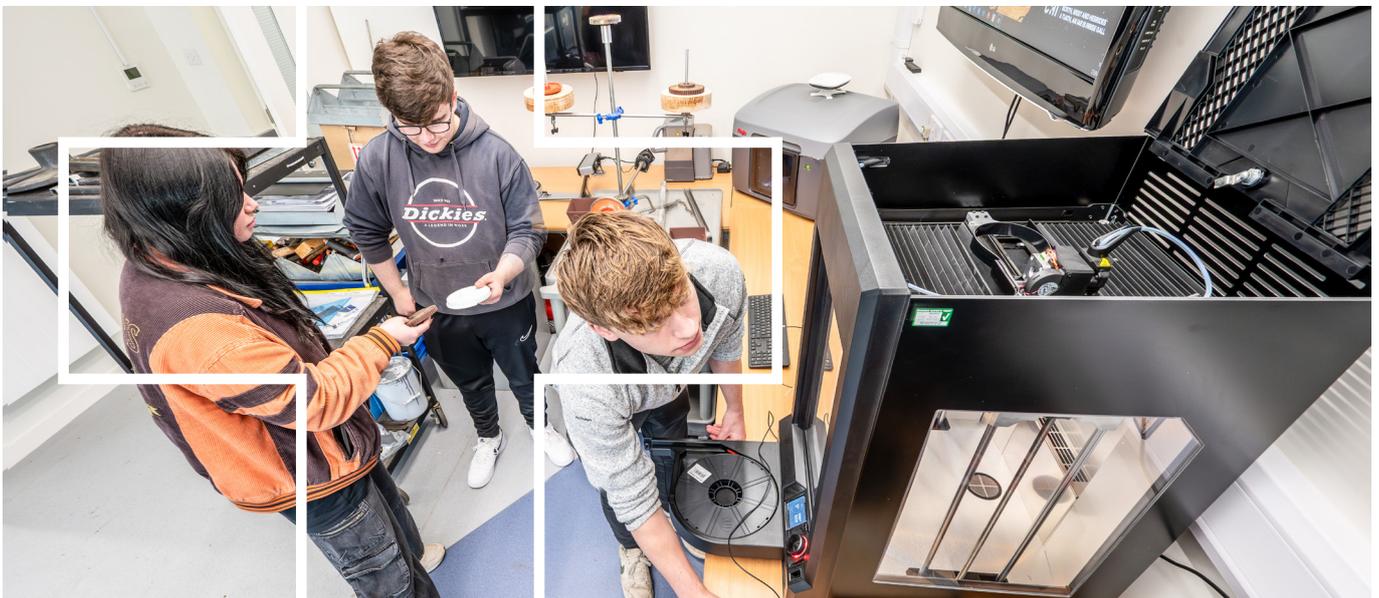
Our **vision** is to be an anchor institution for the region – a connected, flexible and sustainable learning organisation, opening doors to a world of opportunities.

Our **mission** is to connect rural and island Scotland, pioneering distinctive education and research opportunities to enable our students and communities to shape their future in a changing world.

Our **values** – trust, integrity, and excellence - sit at the centre of our strategic framework and reflect how we will operate. We will be bold, agile, and collaborative in our behaviour.

Our strategic goals are:

- ✦ To become a financially sustainable joined-up organisation.
- ✦ To grow curriculum, particularly into key areas that link with our research and commercial opportunities.
- ✦ To grow research and knowledge exchange through connecting our current specialisms and developing them alongside our region's potential.
- ✦ To have cohesive and responsive business development teams who can respond effectively and purposefully to opportunities of scale.
- ✦ To enhance the student experience through connecting our sites, resources, communities, and multi-location programmes.
- ✦ To have resilient team structures and depth of resource to address changing priorities, opportunities, and economic difficulties.



UHI North, West and Hebrides Gaelic Strategy 2024-2029

Our Board of Management approved our Gaelic Strategy 2024-2029 in December 2024. This strategy is a key enabler, supporting us to realise our vision, mission, and values, and to contribute to achievement of our strategic goals. We took the decision to create a Gaelic Strategy that informed, strengthened, and complemented our Tertiary Curriculum Strategy 2025-2028 and provided clear direction for our Gaelic Language Plan 2025-2030. Gaelic language, culture and heritage have been identified as key areas of curriculum growth within our Tertiary Curriculum Strategy 2025-2028.

Our Gaelic Strategy 2024-2029 outlines our approach to the development and delivery of Gaelic language, heritage and culture activities over the next five years. It sets out strategic priority areas alongside their key objectives, and the targets against which our progress will be measured. These strategic aims and objectives will be delivered through our Gaelic Language Plan 2025-2030.

Our Gaelic Strategy 2024-2029 contains three strategic pillars:

1. Community and Heritage:

- + To expand Gaelic language learning and usage across the region and digitally.
- + To support the development of culture and heritage as a community asset.

(delivered through our Gaelic Language Plan 2025-2030: Theme 1 – Community, and theme 4 – Media, Arts and Culture).

2. Curriculum and Research:

- + To develop and strengthen links between Gaelic and employability.
- + To support and encourage latent speakers/adult returners to fluency.
- + To expand Gaelic language learning and usage across the region and digitally.

(delivered through our Gaelic language Plan 2025-2030: Theme 2 - Education).

3. The Gaelic Economy:

- + To support the development of Gaelic language and culture as an economic asset.
- + To develop and strengthen links between Gaelic and employability.

(delivered through our Gaelic Language Plan 2025-2030: Theme 3 – Business and the Economy).

The Scottish Languages Act 2025

The Scottish Languages Act 2025 received Royal Assent on 31st July 2025, supporting Gaelic and Scots languages and made provision about education in relation to Gaelic and Scots. Whilst the details contained within this Act were not available in their final form during the development and consultation of our Gaelic Strategy 2024-2029 and Gaelic Language Plan 2025-2030, the provisions contained within the Scottish Languages Bill, as introduced in November 2023, strongly influenced the development of our strategy and plan.

The Act provides official status and support provisions for Gaelic and Scots languages in Scotland. It makes specific provisions relating to Gaelic education, training and the designation of Areas of Linguistic Significance.

UHI North, West and Hebrides is committed to the provisions contained within the Act and to working with our partners, including Comhairle nan Eilean Siar, Comhairle na Gàidhealtachd and Bòrd na Gàidhlig, in the designation of Areas of Linguistic Significance across our operating area. We are committed to supporting feasibility work related to Gaelic School provision, and in supporting the needs of our communities as they take ownership of, and responsibility for, Gaelic development.

Partnership Working

To achieve the aims and objectives within our Gaelic Strategy 2024-2029, the actions contained within this Gaelic Language Plan 2025-2030 and our responsibilities contained within the Scottish Languages Act 2025, partnership working is vital to our success. We will further our established partnerships with Bòrd na Gàidhlig, Comhairle nan Eilean Siar, Comhairle na Gàidhealtachd, Sabhal Mòr Ostaig, Ceòlas, an increasing range of community organisations, and we seek to develop new partnerships.

We will continue to build our music, culture and heritage offer in partnership with Ceòlas in Cnoc Soilleir. We are committed to furthering our successful partnership with e-Sgoil, using our existing funding and seeking new funding to expand our offer of National Qualifications in Gaelic at learner and fluent levels for young people and adults across Scotland. In order to achieve this, we will work collaboratively with Bòrd na Gàidhlig and other key partners to seek additional funding from Scottish Government, Scottish Funding Council and a range of other potential income streams.

Our relationship with Bòrd na Gàidhlig is central in realising our aims and objectives and we are committed to working closely together to develop and monitor our agreed aims and objectives, and to progress our activities in support of the Scottish Languages Act 2025. We will seek opportunities to work collaboratively with Bòrd na Gàidhlig to deliver and monitor progress on joint priorities, including development and delivery of post graduate education and training to support Gaelic Development Officer roles across Scotland, and in the development of their national adult learning strategy and corporate plan.

Our most significant partners are our students and the communities we serve. Our Gaelic Strategy 2024-2029 and Gaelic Language Plan 2025-2030 have been developed in consultation with all our partners.

1. STRATEGIC PRIORITIES

Community

| Strategic Priority 1 | Expand Gaelic language learning and usage and to support the development of culture and heritage as a community asset | | | | | |
|--|---|---------|---------|---------|----------------|--|
| Desired Outcome | Deliver Gaelic language learning to at least 100 students within a minimum of four communities. Develop a regular programme of community-based immersive experiences. | | | | | |
| Current Practice | A range of FE short courses is offered via flexible modes of delivery. Access to Gaelic language learning has improved over the lifetime of the current plan through increased online provision. Gaelic has been delivered as an optional unit within health courses. Gaelic has also been part of our CPD to UHI North, West and Hebrides staff. Gaelic stakeholders – e.g. CnES and NHS Western Isles. Raise awareness of Gaelic language and culture in key Gaelic communities. | | | | | |
| Actions Required | Target date | | | | Responsibility | |
| Utilise the expertise of traditional Gaelic communities in our activities and programmes, including community-based immersive experiences. At least one community-based Seasonal School will be delivered within each AY during the lifetime of the Plan. | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | Gaelic curriculum team Marketing & Communication team |
| Collaborate with community groups to accredit community language provision. | | | | | | Gaelic curriculum team |
| | | ✓ | ✓ | ✓ | ✓ | |
| | | ✓ | ✓ | ✓ | ✓ | |

| | | | | | | |
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| <p>Cater for the needs of the Gaelic diaspora, by regularly engaging with key community groups, organisations and stakeholders such as the Northton Heritage Trust, Ceòlas, Comainn Eachdraidh, CnES and Visit Scotland. This engagement will include membership of the Gaelic Officers Network. We will also expand our online programmes of language, culture and heritage. Online courses will be offered during each semester of every AY during the lifespan of the Plan.</p> | ✓ | ✓ | ✓ | ✓ | ✓ | <p>Short Course Coordinator Gaelic Officer Gaelic curriculum team Enterprise and Engagement Leads</p> |
| <p>Increase community use of Gaelic in informal settings by further developing our Gaelic mentoring scheme and conversational sessions. The college will engage regularly with key community groups, organisations and stakeholders such as the Northton Heritage Trust, Ceòlas and Comainn Eachdraidh, CnES and NHS Western Isles/Highland. This engagement will include membership of the Gaelic Officers Network.</p> | | ✓ | ✓ | ✓ | ✓ | <p>Short Course Coordinator Gaelic Officer Enterprise and Engagement Leads Gaelic curriculum team Marketing & Communication team</p> |
| <p>Develop welcome packs for new residents of the region.</p> | | | ✓ | | | <p>Gaelic curriculum team Marketing & Communication team Enterprise and Engagement Leads</p> |
| <p>Collaborate with Bòrd na Gàidhlig on the development of the National adult learning strategy.</p> | | ✓ | ✓ | ✓ | | <p>Bòrd na Gàidhlig Curriculum Manager/Head of Faculty/Director of Curriculum Gaelic curriculum team</p> |

| Strategic Priority 2 | Develop and strengthen links between Gaelic and employability and support and encourage latent speakers/adult returners to fluency | | | |
|---|---|---------|---------|--|
| Desired Outcome | <p>Increased uptake of Gaelic CPD opportunities at UHI North, West and Hebrides, and other stakeholders and partners.</p> <p>Develop micro-credentials to business, tourism, health and social care sectors.</p> <p>Develop contextualized micro-credentials to be embedded within programmes for early years and health and social care.</p> <p>Deliver training for GME ancillary staff.</p> <p>Increased uptake of places on Gaelic teacher training courses.</p> <p>Offer capacity building courses for teaching practitioners to move into GME.</p> <p>Embed Gaelic within course frameworks.</p> | | | |
| Current Practice | <p>Gaelic CPD has been available within UHI North, West and Hebrides, and to other stakeholders and partners, and this would benefit from greater coordination and promotion.</p> <p>There has been some delivery of training to local industry and business, which can be enhanced and further developed.</p> <p>The focus of GME training has not tended to include the roles of ancillary and support workers, where there is an opportunity to develop training which would enhance the whole GME provision.</p> <p>Delivery of Higher Education GME courses.</p> <p>Gaelic offered as an optional non-accredited unit in a limited number of programmes.</p> | | | |
| Actions Required | Responsibility | | | |
| | Target date | | | |
| | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| Deliver a suite of Gaelic language courses for parents of children in GME, from beginner to fluent speakers. To be delivered each semester of every AY during the lifespan of the Plan. | ✓ | ✓ | ✓ | ✓ |
| | | | | Gaelic curriculum team Marketing & Communication team |

| | | | | | | |
|---|---|---|---|---|---|--|
| Promote a coordinated programme of CPD language courses to UHI North, West and Hebrides staff Board members and other stakeholders and partners. | ✓ | ✓ | ✓ | ✓ | ✓ | Gaelic curriculum team Marketing & Communications Professional Development Administrator HR team |
| Create a coordinated programme of short courses and one-day/half-day training opportunities for industry. Training will include language learning, culture & heritage training (local placenames etc) and Gaelic as means to added value. Deliver at least two such events each year during the lifespan of the Plan. | | ✓ | | | | Gaelic curriculum team Director of Enterprise and Engagement Head of Finance |
| Develop Gaelic skills in conjunction with Business, Leadership and Management skills. | | | ✓ | | | Gaelic curriculum team Director of Enterprise and Engagement |
| Develop training courses for GME ancillary staff, such as Gaelic for Early Years and Gaelic for Speech Therapy. | | | ✓ | | | Gaelic curriculum team |
| Offer teacher training courses more flexibly including part-time & twilight delivery. | | | ✓ | ✓ | | Gaelic curriculum team |
| Offer Gaelic medium degrees more flexibly, including part-time & twilight delivery. | | | ✓ | ✓ | | Gaelic curriculum team |
| Develop capacity-building courses to enable existing teaching practitioners to deliver GME by developing and delivering SCQF 7 learner strand language modules for online delivery. | | | | | | Gaelic curriculum team |
| Liaise with Learning Resource and Information team to ensure collections support curriculum and community offer. | ✓ | | ✓ | ✓ | | Gaelic curriculum team Learning Resource and Information team |

| | | | | | | | |
|--|--|---|---|---|---|---|---|
| <p>Gaelic built into 2 appropriate programmes e.g. tourism & hospitality, health and social care.</p> | | | | ✓ | ✓ | ✓ | <p>Curriculum Managers/Heads of Faculty/ Director of Curriculum Gaelic curriculum team Relevant teaching teams</p> |
| <p>In partnership with Bòrd na Gàidhlig, develop and deliver post graduate education and training to support Gaelic Development officer roles across Scotland.</p> | | ✓ | ✓ | ✓ | ✓ | ✓ | <p>Bòrd na Gàidhlig Curriculum Manager/Head of Faculty/Director of Curriculum Gaelic curriculum team</p> |
| <p>In partnership with Bòrd na Gàidhlig, seek additional funding for expansion of e-Sgoil delivery of National Qualifications in Gaelic across Scotland.</p> | | ✓ | ✓ | ✓ | ✓ | ✓ | <p>Bòrd na Gàidhlig CnES e-Sgoil Curriculum Manager/Head of Faculty/Director of Curriculum Gaelic curriculum team</p> |

Business & The Economy

| Strategic Priority 3 | Support the development of Gaelic language and culture as an economic asset and further develop links between Gaelic and employability | | | | | |
|---|---|---------|---------|---------|---------|--|
| Desired Outcome | Establish a cultural services agency, providing a commercial translation/copywriting service. Translation of UHI North, West and Hebrides press releases, social media posts and website material delivered in-house. Deliver at least two commercial events each year such as half-day/day language & cultural course. | | | | | |
| Current Practice | There was, previously a cultural services agency at UHI Outer Hebrides, which ceased to trade in 2011. Internal communications are either translated in-house on an ad hoc basis, or outsourced. UHI North, West and Hebrides provides some language/culture training to local agencies, businesses and industries, but this would benefit from further development and coordination. | | | | | |
| Action Required | Responsibility | | | | | |
| | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | |
| Source appropriate funding streams by engaging with stakeholders such as HIE. | | ✓ | | | | Director of Enterprise and Engagement Gaelic curriculum team Head of Finance |
| Establish customer base/industry contacts by engaging with community groups, local businesses and stakeholders such as Comainn Eachdraidh, hospitality industry, Visit Scotland, CnES, Highland Council, NHS Western Isles/Highland, HIE and SDS. | | | ✓ | ✓ | ✓ | Director of Enterprise and Engagement Marketing & Communications team Gaelic curriculum team |
| Greater networking within Gaelic/business community to establish commercial opportunities. | | ✓ | ✓ | ✓ | ✓ | Director of Enterprise and Engagement Gaelic curriculum team Head of Finance |

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|--|---|---|---|---|------------------------|
| Develop a range of language, culture & heritage experiences for the tour market. | ✓ | ✓ | ✓ | ✓ | Gaelic curriculum team |
| Develop a range of language, culture & heritage training for professional tour guides. | ✓ | ✓ | ✓ | ✓ | Gaelic curriculum team |

Media, Arts, Culture & Heritage

| Support the development of Gaelic language and culture as an economic asset and further develop links between Gaelic and employability | | | | | |
|---|-------------|---------|---------|---------|--|
| Desired Outcome | Target date | | | | Responsibility |
| | 2025/26 | 2026/27 | 2027/28 | 2028/29 | |
| Deliver short courses in creative Gaelic writing, including screen writing. Develop an annual programme of culture & heritage themed talks and lectures in Gaelic. | | | | | |
| Current Practice | | | | | Gaelic curriculum team |
| Actions Required | | | | | Curriculum Managers/Heads of Faculty/Director of Curriculum Head of Finance Director of Engagement and Enterprise |
| Develop short courses in creative Gaelic writing, e.g. prose, screen writing, poetry, web content and writing for specific audiences. | | | ✓ | | Gaelic curriculum team |
| Engage with community groups and stakeholders such as Comaínn Eachdraidh, Féisean nan Gàidheal and Ceòlas to facilitate commitments in Community Gaelic Language Plans regarding language, and culture and heritage course provision. This engagement will include membership of the Gaelic Officers Network. | | ✓ | ✓ | ✓ | Gaelic curriculum team Curriculum Managers/Heads of Faculty/Director of Curriculum Director of Engagement and Enterprise |
| Continue to develop annual programmes of culture, heritage themed talks and lectures in Gaelic, both online and in-person utilising library space where practicable. | | ✓ | ✓ | ✓ | Gaelic curriculum team Learning resource and information team Marketing & Communications |

2. CORPORATE SERVICES AIMS

STATUS

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| Desired Outcome | <p>Logo and brand</p> <p>Render the corporate logo and branding in both Gaelic and English at the first opportunity and as part of any renewal process.</p> <p>The logo should demonstrate equal prominence for both languages.</p> |
| Current Practice | Logo and brand is displayed bilingually. |
| Actions Required | We will adopt a fully bilingual corporate logo and branding which gives equal treatment to Gaelic and English. |
| Target Date | 2025 |
| Responsibility | Marketing & Communication team |

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| Desired Outcome | <p>Signage</p> <p>Signage will include Gaelic and English as part of any renewal process.</p> |
| Current Practice | Signage is replaced fully bilingually as part of any renewal, particularly in the traditional Gaelic-speaking areas. |
| Actions Required | <p>We will replace all non-bilingual signage with signage that is fully bilingual throughout all UHI North, West and Hebrides campuses.</p> <p>All significant signage within high profile areas in premises to be fully bilingual, giving priority to high profile locations.</p> <p>‘High profile location’ means in the first instance public facing signage, and in the second instance primary signage for students and staff (i.e. room functions and occupants, directional signs, public conveniences).</p> <p>In areas where static bilingual signage is well established, attention will be given to creation of a bank of temporary signage, such as ‘Meeting in Progress’, ‘Interview in Progress’ etc. This will be made available to all UHI North, West and Hebrides staff via a centralised location.</p> |
| Target Date | 2025 and ongoing |
| Responsibility | Estates Marketing & Communication team |

COMMUNICATING WITH THE PUBLIC

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| Desired Outcome | Promotion Positive messages that communication from the public in Gaelic is always welcome are regularly repeated. |
| Current Practice | Gaelic courses and events are promoted bilingually. Some generic promotional materials are bilingual. 'Cleachd i' merchandise is used and displayed. |
| Actions Required | Continue to ensure Gaelic courses and events are promoted bilingually. Ensure alignment with UHI North, West and Hebrides Marketing and Communication Strategy. Increase visibility of bilingual promotional materials throughout all campuses. Promotional materials for English medium courses will reference the importance of Gaelic within UHI North, West and Hebrides. Ensure all generic promotional materials include a Gaelic strapline. Provide bilingual visitor badges in all UHI North, West and Hebrides campuses. |
| Target Date | 2025 and ongoing |
| Responsibility | Marketing & Communication Enquiries team |

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| Desired Outcome | Written Communication Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy. |
| Current Practice | Any such communication coming to the general office would be forwarded to the Gaelic staff. |
| Actions Required | Generate a pro forma response which can be used to acknowledge all Gaelic communication prior to full response. Signposting to Gaelic-speaking members of staff. Identify frontline staff training requirements particularly designated as Gaelic desirable. Identify posts which can be redesignated as Gaelic essential. |
| Target Date | 2025 and ongoing |
| Responsibility | Gaelic Officer Enquiries team Professional Development Administrator |

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| Desired Outcome | Reception and phone Where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public. If there are no staff available to deliver this, capacity will be built through training and recruitment. |
| Current Practice | Where practicable, callers to Reception are greeted in Gaelic. Gaelic-speaking staff answer their direct lines in Gaelic. |
| Actions Required | We will offer training to all front-of-house staff to develop their Gaelic language skills and, as the opportunity arises, we will seek to employ staff with Gaelic language skills. Front of house staff will be trained to answer the phone with a basic Gaelic greeting. Identify frontline staff training requirements particularly designated as Gaelic desirable. Identify posts which can be redesignated as Gaelic essential. |
| Target Date | 2025 and ongoing |
| Responsibility | Enquiries team Professional Development Administrator HR team Gaelic Officer |

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| Desired Outcome | Public meetings Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted. |
| Current Practice | Gaelic-themed events are delivered either wholly in Gaelic or bilingually. |
| Actions Required | Simultaneous translation will be made available at meetings concerning Gaelic matters and at high profile events, as practicable. |
| Target Date | 2025 and ongoing |
| Responsibility | Gaelic curriculum team Marketing & Communication team |

INFORMATION

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| Desired Outcome | News releases High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English. |
| Current Practice | Press releases about major events are issued fully bilingually in the Western Isles area |
| Actions Required | Continue and extend across the operating area of UHI North, West and Hebrides. We will compile a list of Gaelic spokespeople for Gaelic interviews. Media training will be provided. |
| Target Date | 2025 and ongoing |
| Responsibility | Marketing & Communication team Gaelic Communication Officer |

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| Desired Outcome | Social Media Gaelic content distributed regularly through social media. All social media communications related to Gaelic are circulated either bilingually or in Gaelic only. |
| Current Practice | Gaelic specific posts/tweets are issued bilingually. Currently, there is no capacity to post bilingually across the channels. |
| Actions Required | Increased demand for translation/Gaelic copy will require an increase in staffing capacity. Gaelic will be integrated from the outset into pre-planned social media and digital campaigns. Video content in Gaelic will be generated via promoted interaction by Gaelic-speaking students as digital ambassadors. |
| Target Date | 2025 and ongoing |
| Responsibility | Marketing & Communication team Gaelic curriculum team |

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| Desired Outcome | Website Gaelic content on the college's website is increased, with emphasis given to the pages with the highest potential reach. |
| Current Practice | Gaelic course information and Gaelic related content are available bilingually. |
| Actions Required | Increased profile for Gaelic within the UHI North, West and Hebrides website by identifying static information, such as Principal's Welcome, and some key policy documents by 2027. A Gaelic tab on the homepage will provide two levels of navigation to Gaelic on some pages by 2028. Panels with introductory text and key corporate statements will be provided in Gaelic by 2027. Page headings will be available bilingually by 2027. All course pages contain a bilingual strapline by 2027. The Principal's Welcome will be available in bilingual format by 2028. Static content will increase during the lifespan of the Plan. |
| Target Date | As detailed above |
| Responsibility | Marketing & Communication team Gaelic Officer Gaelic curriculum team |

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| Desired Outcome | Corporate Publications Produced in Gaelic and English, with priority given to those with the highest potential reach and impact. |
| Current Practice | Gaelic-related corporate publications are currently produced as bilingual, or separate Gaelic and English versions. UHI OH Strategic & Operational Plan was produced bilingually as per Gaelic Language Plan 2017-23 commitment. |
| Actions Required | Identify key documents for translation. Increased demand for translation/Gaelic copy will require an increase in staffing capacity. |
| Target Date | 2028 and ongoing |
| Responsibility | Executive Leadership Team Marketing & Communication team Gaelic Officer Gaelic curriculum team |

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| Desired Outcome | Language A process is in place to ensure that the quality and accessibility of Gaelic language in all corporate information is high. |
| Current Practice | Translation and proofing are currently outsourced to professional agencies. Gaelic Orthographic Conventions are adhered to. |
| Actions Required | Creation of an in-house translation service. |
| Target Date | 2028 |
| Responsibility | Director of Enterprise and Engagement Gaelic curriculum team |

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| Desired Outcome | Exhibitions Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact. |
| Current Practice | Generic promotional materials are available bilingually. Gaelic specific events are fronted by Gaelic-speaking staff. |
| Actions Required | Continue with the above practice and identify opportunities to include Gaelic in annual student exhibitions and events. |
| Target Date | 2025 and ongoing |
| Responsibility | Marketing & Communications team Gaelic curriculum team |

STAFF AND STUDENTS

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| Desired Outcome | Internal audit Conduct an internal audit of Gaelic skills and training needs through the life of each edition of the plan. |
| Current Practice | An audit was conducted prior to UHI OH Gaelic Language Plan 2017-23. UHI North, West and Hebrides staff participated in UHI audit in 2020. |
| Actions Required | A UHI North, West and Hebrides internal audit will be conducted. |
| Target Date | 2023 – completed |
| Responsibility | Gaelic curriculum team |

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| Desired Outcome | Induction Knowledge of the organisation's Gaelic Language Plan and training opportunities are embedded in new staff inductions. |
| Current Practice | Information related to language learning opportunities is routinely circulated. |
| Actions Required | Ensure all new employees and Board members receive Gaelic Awareness training within 12 months of Appointment. Create mandatory self-assessed Gaelic Awareness training. Develop an Induction Pack for all new employees and Board members, to include training opportunities, Gaelic Language Plan and policy awareness. Student Induction. Induction information will include awareness of the Gaelic Language Plan and information regarding language learning opportunities. The Gaelic Officer will meet with HISA representatives annually to discuss Gaelic events. Local HISA representatives will liaise with HISA Gaelic Officer. |
| Target Date | Induction: 2026-27 Training: ongoing |
| Responsibility | HR team Professional Development Administrator Student Services HISA |

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| Desired Outcome | Language training Gaelic language skills training and development delivered to staff. |
| Current Practice | Information related to language learning opportunities is routinely circulated and offered at no cost to staff. |
| Actions Required | All roles reviewed and requirement for/desirability of Gaelic language skills identified. Offer appropriate Gaelic language training for staff, taking into account proficiency and location. Each programme of staff development will include a minimum of one Gaelic training event. Annually at least one member of staff from each Department is offered the opportunity of training to develop their language skills. |
| Target Date | 2025 and ongoing |
| Responsibility | HR team Professional Development Administrator Heads of Department and Section Managers |

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| Desired Outcome | Using Gaelic Staff are encouraged to use Gaelic in their work. |
| Current Practice | Staff are routinely offered a suite of Gaelic language learning opportunities. The staff newsletter regularly includes some Gaelic content. |
| Actions Required | Staff will be supported to set up and take part in a Gaelic conversation group. Online staff forum, display screens and newsletter will include regular Gaelic content including useful Gaelic vocabulary. Students will be supported to set up and take part in a Gaelic conversation group. A language buddy system will be set up. |
| Target Date | 2025 and ongoing |
| Responsibility | Gaelic curriculum team Gaelic Officer Marketing & Communication team HISA |

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| Desired Outcome | Recruitment Gaelic language skills are recognised and respected within the recruitment process throughout the organisation. |
| Current Practice | All posts designated Gaelic desirable except those where Gaelic is essential. |
| Actions Required | All posts designated Gaelic desirable except those where Gaelic is essential. All job vacancies to be advertised with a Gaelic positive statement. Identify staff training requirements particularly where designated as Gaelic desirable. Identify posts which can be redesignated as Gaelic essential. |
| Target Date | 2025 and ongoing |
| Responsibility | Executive Leadership Team HR team |

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| Desired Outcome | <p>Recruitment</p> <p>All vacant posts to be designated in one of the following three ways:</p> <p>Gaelic essential</p> <p>Gaelic highly desirable (applied to priority areas as per the Plan)</p> <p>Gaelic desirable</p> |
| Current Practice | Gaelic is included in all interviews where Gaelic is an essential requirement for the post. This includes a Gaelic spoken and literacy skills assessment where appropriate. |
| Actions Required | <p>Identify staff training requirements particularly where designated as Gaelic desirable.</p> <p>Identify posts which can be redesignated as Gaelic essential.</p> <p>Interview pro formas and application forms will include a question on Gaelic language training.</p> <p>Training will be provided to middle and senior management to ensure appropriate consideration is given to Gaelic skills in recruiting suitable candidates with a view to embedding Gaelic across curriculum.</p> <p>Permission to Recruit forms to include a Gaelic criteria question.</p> |
| Target Date | 2025 and ongoing |
| Responsibility | <p>Senior Management team</p> <p>HR team</p> <p>Heads of Department and Section Managers</p> <p>Gaelic Officer</p> |

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| Desired Outcome | <p>Recruitment</p> <p>Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential or highly desirable skill.</p> |
| Current Practice | <p>Job adverts for all posts where Gaelic is essential or highly desirable are published bilingually or in Gaelic only.</p> <p>Gaelic is included in all interviews where Gaelic is an essential requirement for the post. This includes a Gaelic spoken and literacy skills assessment where appropriate.</p> |
| Actions Required | Continue with current practice |
| Target Date | Ongoing |
| Responsibility | <p>Senior Management team</p> <p>HR team</p> <p>Heads of Department and Section Managers</p> <p>Gaelic Officer</p> |

GAELIC LANGUAGE CORPUS

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| Desired Outcome | Gaelic Orthographic Conventions The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority. |
| Current Practice | UHI North, West and Hebrides has a commitment to adhere to the Gaelic Orthographic Conventions and to apply consistent orthography across all signage and documents. |
| Actions Required | Continue with current practice. |
| Target Date | Ongoing |
| Responsibility | Marketing & Communication team Gaelic Officer |

3. LINKS TO THE NATIONAL PERFORMANCE FRAMEWORK

UHI North, West and Hebrides acknowledges that Gaelic is fundamental to its ethos and the region it serves, it also recognises that Gaelic is a national language of Scotland and a central pillar of our country's rich heritage, national identity and cultural life.

UHI North, West and Hebrides seeks to support national strategies, plans and initiatives that aim to strengthen the position of Gaelic as a national language, and in doing so, to build more inclusive, diverse and successful communities. UHI North, West and Hebrides therefore supports the Scottish Government's National Performance Framework (NPF). In particular, this Gaelic Language Plan intends to assist in advancing the following priorities of the NPF:

- + People live in communities that are inclusive, empowered, resilient and safe.
- + People are creative and their vibrant and diverse cultures are expressed and enjoyed widely.
- + People are well educated, skilled and able to contribute to society.
- + People value, enjoy, protect and enhance their environment.
- + People have thriving and innovative businesses, with quality jobs and fair work for everyone.

Full details of the National Performance Framework can be accessed at:

<https://nationalperformance.gov.scot/>

4. LINKS TO LOCAL AND REGIONAL FRAMEWORKS

UHI North, West and Hebrides is committed to creating the conditions whereby Gaelic usage and learning can be supported and expanded for the wellbeing and economic benefit of the communities it serves.

The college will therefore engage with Community Planning Partners throughout the region to deliver the language plan. The UHI North, West and Hebrides Merger and Business Case can be accessed at <https://www.rural-islands-merger.uhi.ac.uk/t4-media/one-web/rural-islands-merger/RICM-Merger-Proposal-and-Business-Case-Nov-2022-FINAL-SUBMISSION.pdf>

This document sets out the key themes and commitments for the new college. One of those commitments is to develop and deliver a Gaelic Language Plan.

This version of the Gaelic Language Plan will serve to increase the use and profile of Gaelic across the entire region served by the college.

As asserted in the National Plan for Scotland's Islands; investment in Gaelic generates positivity. It creates a sense of self and of community and can make a substantial contribution to driving economic activity. It also offers significant opportunities for future economic growth. The Plan also highlights the symbiotic relationship between Gaelic and community, i.e. while Gaelic is important to the community, a thriving community is also important to the survival of Gaelic. UHI North, West and Hebrides therefore supports recommendations set out in the recently published short life working group report for the Cabinet Secretary for Finance and Economy on the Economic and Social Opportunities for Gaelic. This iteration of the College's Gaelic Language Plan will detail how UHI North, West and Hebrides will work with other agencies and partners to strengthen the role of Gaelic as a cultural, economic and social asset within our communities.

5. PUBLICATION

PUBLISHING AND PUBLICISING THE PLAN

INTERNAL

Information for staff, students and internal stakeholders about the new plan and how to access it will be made available via:

- + issue of a press release announcing the plan.
- + copies of the plan available in our libraries, student association offices and reception areas.
- + making the plan known to employees via UHI North, West and Hebrides centralised location and staff newsletter.
- + making the plan known to students via the information screens, notice boards and internet (College website and Facebook page).

EXTERNAL

UHI NWH's Gaelic Language Plan will be published in Gaelic and in English on our website. In addition, we will:-

- + issue a bilingual media release announcing the approval and publication of the plan.
- + issue bilingual social media posts on a number of platforms.
- + media interviews to be offered in Gaelic and English, as appropriate.

In line with good practice, we will not distribute hard copies of the plan, but will encourage stakeholders to view it online. However, we will respond positively to specific requests for a hard copy of the plan to be provided.

6. RESOURCING THE PLAN

Our commitments are made within a challenging College and University financial environment. Audit Scotland recently reported a 17% reduction in funding to the college sector, since academic year 2021-2022. This means the sector must make challenging decisions during 2024/25 and in future years, across the lifetime of this plan.

Currently, limited SFC credit funding, and reduced financial support from other agencies, results in UHI North, West and Hebrides experiencing unmet demand for National Qualifications in Gaelic. This financial climate is unlikely to improve across the sector within the lifetime of this plan.

We will endeavour to ensure adequate funding is in place throughout the lifetime of this plan. Dependent on future funding allocations, we may need to review our commitments in future years to fit with funding available.

We have made a commitment to fund a 1FTE Gaelic Officer post to support the management, monitoring and delivery of this plan. The commitments within our Gaelic Language Plan 2025-2030 are made within this challenging financial context.

7. MONITORING THE PLAN

UHI North, West and Hebrides will monitor the implementation of its Gaelic Language Plan as follows:

INTERNALLY

A Gaelic Language Plan Implementation Group serviced by a named member of staff will be formed to ensure plan compliance.

Managers with responsibility for any aspect of implementation of the plan will report to the Implementation Group and then Executive Leadership Team at agreed points in the year, informing of their team's progress towards targets.

The College Principal will report on progress to the Board of Management; the Board may then make recommendations or adjustments, which will be fed back to staff in the usual way.

UHI North, West and Hebrides Board of Management will publish details of the Gaelic Language Plan's progress within its Annual Report.

EXTERNALLY

UHI North, West and Hebrides will submit annual monitoring reports to Bòrd na Gàidhlig on the progress of the plan and such additional reports required as a condition of any GLP funding received.

8. THE GAELIC LANGUAGE PLAN IN THE PUBLIC AUTHORITY

OVERALL RESPONSIBILITY FOR THE PLAN

It is recommended that the plan clearly states who has overall responsibility for the plan. As the plan will have an impact across the whole organisation, it is advised that overall responsibility for the plan lies with the accountable officer or another position within the senior management structure who can ensure the corporate implementation of the plan. The following text is suggested: -

The Principal has overall responsibility for preparation, delivery and monitoring of UHI NWH's Gaelic Language Plan. They can be contacted as follows: -

Lydia Rohmer

Principal and Chief Executive

UHI North, West & Hebrides

01847 889000

lydia.rohmer@uhi.ac.uk

DAY-TO-DAY RESPONSIBILITY FOR THE PLAN

The Gaelic Officer has day-to-day responsibility for the delivery and monitoring of UHI NWH's Gaelic Language Plan. Queries regarding the day-to-day operation of the plan should be addressed to:

Jayne Macleod

Gaelic Officer

UHI North, West and Hebrides

Ormlie Road

Thurso

KW14 7EE

GAELIC LANGUAGE PLAN IMPLEMENTATION AND MONITORING GROUP

The remit of the working group will be to ensure full compliance with all Plan commitments throughout the lifetime of the plan. This group will also feed into the UHI GLP Implementation Group. The person designated as having day-to-day responsibility for the plan will chair all meetings of the group.

The following corporate functions will be represented:

- + Senior Management
- + HR
- + Student Services
- + Highlands & Islands Students Association (HISA)
- + Administration
- + Student Records
- + Curriculum
- + Finance
- + Learning & Resource
- + Marketing & Communications
- + Estates

The group will meet on a six weekly basis.

ENGAGING WITH STAFF

Staff have been consulted in the preparation of this Plan, with clear remits of responsibility assigned to the relevant staff concerned. All staff will have opportunity to contribute to the Plan during its progress and will be encouraged to review how they can add value to the delivery of the Plan, if possible

ARM'S LENGTH ORGANISATIONS AND THIRD PARTIES

Where the College outsources work, such as advertising or design, we will ensure that service providers are supplied with guidelines as to how they can comply with the commitments contained within the plan. Publicity material must be approved by the College's Marketing & Communication team and they will ensure that any materials created on behalf of UHI North, West and Hebrides fully adhere to the principles contained within the Plan.



UHI | **NORTH, WEST AND HEBRIDES**
A TUATH, AN IAR IS INNSE GALL

www.nwh.uhi.ac.uk



UHI North, West and Hebrides is a trading name of The Board of Management of UHI North, West and Hebrides which is a registered charity, number SC021215.

'S e UHI a Tuath, an Iar is Innse Gall an t-ainm malairt a th' air Bòrd Stiùiridh UHI a Tuath, an Iar is Innse Gall a tha na charthannas clàraichte, àireamh SC021215.