

<b>Committee</b>	Board of Management		
<b>Date paper prepared</b>	31/01/2022	<b>Date of committee meeting</b>	09/02/2022
<b>Subject</b>	UHI Gaelic Plan		
<b>Author</b>	Jane Lewis, Principal		
<b>Action requested</b>	For discussion		
<b>Purpose of the paper</b>	Review of UHI Gaelic Plan		
<b>Brief summary of the paper</b>	<p>The UHI draft Gaelic Plan is presented for review and consideration by the board of any steps Shetland UHI wishes to take to contribute to the activity outlined in the plan. There are four priority commitments in the plan centred on Teaching, learning, research and knowledge exchange; Student experience; Identity and Staffing. Within the generic commitments outlined in the plan academic partners are invited to contribute to activities particularly in the areas of Identity, marketing and communications (28, 29, 35) which refer to use of logos, signage and display matter and Staffing (45, 46, 48) which refers to support for staff for learning the language.</p>		
<b>Consultation</b>	Widely consulted on with stakeholders and across UHI		
<b>Resource implications</b>	None identified		
<b>Risk implications</b>	None		

<b>Link with strategy</b>	Linked to the enabling theme of Gaelic language
<b><u>Equality, Diversity and Inclusion</u></b>	Summarise how any actual or potential (positive or negative) equality, diversity, and inclusion implications have been considered in the development of the paper. Please refer to the Equality, Diversity and Inclusiveness Policy for more information.
<b>Island Community Impact</b>	Summarise how any actual or potential (positive or negative) impacts on island communities have been considered in the development of the paper.
<b>Paper status</b>	<input checked="" type="checkbox"/> <b>Open</b> – The paper may be circulated to non-members of the committee and published online without restriction. <input type="checkbox"/> <b>Restricted</b> – The paper must not be circulated to non-members or published online until after the committee meeting. <input type="checkbox"/> <b>Confidential</b> - The paper must not be circulated beyond the committee members and should not be published online. [Please note papers may still be subject to Freedom of Information requests – see below].
<b><u>Freedom of information</u></b>	Open If closed/ withheld, select date this will become 'open': Enter a date.

## Cover Page

# University of the Highlands and Islands: Gaelic Language Plan 2022-2025

This plan has been prepared under Section 3 of the  
Gaelic Language (Scotland) Act 2005

*Using Gaelic more often, by more people and in a  
wider range of situations.*

## Foreword

In this plan, we confirm our commitment to proactively and positively embracing Gaelic language and culture as an important and valuable part of the University of the Highlands and Islands, both regarding our core academic business centred on teaching and research, and our identity as a bilingual organisation embedded in the communities of the Highlands and Islands region. Our refreshed approach to Gaelic planning will support the integration of Gaelic policy throughout the organisation and will clearly articulate our strong ambition for Gaelic and Language and culture to continue to be of great importance to the university.

The priorities, commitments and measurements set out in this, our fourth Gaelic language plan, build on the commitments we made in our third Gaelic language plan, 2019-2022. Feedback has been considered from

staff, the university partnership, internal and external stakeholders, partner organisations, Bòrd na Gàidhlig and the public.

Taken as a whole the commitments in this plan recognise our public responsibility as a major regional organisation to continuously champion Gaelic language and culture as a living and dynamic entity within the region and beyond.

## **Principal and Vice-Chancellor's welcome**

*As principal and vice-chancellor of the University of the Highlands and Islands, I am delighted to introduce our fourth Gaelic Language Plan. As the only university whose headquarters is based in the Highlands and Islands of Scotland, we are proud of our public responsibility to enhance the status of Gaelic and embrace this responsibility proactively.*

*Our previous Gaelic Language Plans contained extensive student support, curriculum development and research sections and this plan articulates a renewed determination to build on everything that we have achieved in order to strengthen the position of Gaelic across our partnership.*

*During the lifetime of this plan we are determined to:*

- *Increase the status, visibility and use of Gaelic throughout the university*
- *Provide a comprehensive range of opportunities for staff and students to become aware of Gaelic and to learn Gaelic*
- *Engage with our Gaelic-speaking and our Gaelic-learning communities in a proactive manner*
- *Evaluate the Gaelic language outcomes associated with the implementation of this plan.*

*This plan reiterates a clear commitment to the aspirations and objectives included in the National Gaelic Language Plan and the Gaelic Language (Scotland) Act 2005. Recognising our core academic purpose, we are, in short, wholeheartedly committed to making an ongoing and significant contribution to the place of Gaelic within Scotland as a dynamic, living and vibrant language.*

*Professor Todd Walker*

*Principal and Vice-Chancellor, University of the Highlands and Islands*

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### Introduction

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

### Implementation and monitoring

## Introduction

### *About the University of the Highlands and Islands*

The University of the Highlands and Islands is an innovative, dynamic, and highly distinctive institution encompassing further and higher education, research, and knowledge exchange. Established in close partnership with the regional development agency, Highlands and Islands Enterprise, and national and international in outlook, the university's core objective is to have a transformational impact on the economy and communities of the Highlands and Islands. Our region is unique in the United Kingdom, in terms of its size, demographic profile, cultures, languages and heritage, and the university was established to reflect this. Given our location at the heart of the Gàidhealtachd, for many years we have recognised that we have a public responsibility to embrace the Gaelic language and culture in our day-to-day life and work and this is something we do with pride and commitment.

Structurally, the university is an academic partnership; a network of colleges and specialist research institutions anchored within, but spread across, the whole of the Highlands and Islands region, Moray and Perthshire, from Shetland to Argyll and from the Western Isles to Moray, some in urban centres, but most in rural areas and island communities. The university has introduced an Islands Strategy which main purpose is to articulate how the University of the Highlands and Islands will work with partners to extend and strengthen its activities across Orkney, Shetland and the Western Isles.

Each academic partner has a partnership agreement with the wider university which sets out arrangements for how we work together across a wide range of academic activity. Amongst the academic partners of the university, Sabhal Mòr Ostaig, has a separate and specific role as the National Centre for Gaelic Language and Culture, supported by the Scottish Government. Sabhal Mòr Ostaig, Lews Castle College UHI, and West Highland College UHI each have their own Gaelic language plans which articulate their institutions' commitment to Gaelic. Sabhal Mòr Ostaig has a role in supporting the Gaelic activities of the university in the Highlands and Islands region, whilst also having its own national remit for the development of Gaelic language and culture.

A member of the university's senior management team has executive responsibility for oversight of the university's Gaelic language plan and this postholder works in close partnership with the principal of Sabhal Mòr Ostaig who both chairs the university's Gaelic committee and has a key role in championing the implementation of the plan.

The university has a Gaelic officer who is a core staff member and who is responsible for assisting with the development and implementation of the Gaelic language plan.

### *Our success with Gaelic*

Gaelic is an integral part of Scotland's heritage, national identity and cultural life and as the university in, of and for the Highlands and Islands region we are determined to make an incisive contribution to this. We have

been committed to the objectives set out in successive national Gaelic language plans for many years and we have put the necessary structures and initiatives in place to contribute to ensuring that Gaelic has a sustainable and prosperous future in Scotland and recognising, in particular, the role of our international diaspora.

The University of the Highlands and Islands recognises that the position of Gaelic is extremely fragile and the university is committed to being part of a concerted effort by the Scottish Government, the public and private sectors, community organisations and individuals to ensure that Gaelic is used more often by more people in a wider range of situations. In particular, we will proactively engage with traditional Gaelic communities in matters related to our core functions of research and teaching. A good example of this would be the caman project launched to secure the future production of camans – the wooden sticks used to play shinty which is part of a wider collaboration between the University of the Highlands and Islands and the Camanachd Association. The two organisations have signed a memorandum of understanding to work together to explore opportunities around volunteering, work experience, education and training, coaching and community awareness.

The university first adopted a Gaelic policy in 1999. Our first Gaelic language plan was approved by Bòrd na Gàidhlig on 24 August 2010 and covered the period 2010-2014. Since 2010, there have been three further Gaelic language plans and we have made significant advances in terms of the visibility and audibility of Gaelic in its services to students, staff and the public, as well across our core business involving our curriculum and research activities. In this way, we have progressed the principle of equal respect being afforded to Gaelic and English. In a wide range of areas of our life and work, notably our identity, marketing and communication and the student experience, it is indeed the case that many of the commitments set out in the university's first plan have become part of the day-to-day work of the university.

As with all areas of society, we have had to respond flexibly to the COVID-19 pandemic and a clear priority during the previous Gaelic plan has been to ensure that all existing students and staff are well supported, with reasonable adjustments being made to course provision. This has been reported to Bòrd na Gàidhlig, and there is an agreement that some elements of the previous Gaelic language plan should be carried over to this current plan.

## *Our priorities in Gaelic*

This Gaelic language plan sets out our plan for how we will use Gaelic in the operation of our functions and services, and how we will use Gaelic when communicating with the public and key partners. Particular emphasis is placed on Gaelic within our core business of teaching and research. The plan also articulates how we will normalise, promote and develop Gaelic building on successful engagement and developments to date. Our Gaelic language plan has been prepared in accordance with statutory criteria set out in the 2005 Act and having regard to the 'National Gaelic Language Plan' and the 'Guidance on the Development of Gaelic Language Plans'.

In this regard, our plan:

1. Reflects the high public and political profile of Gaelic in Scotland, and our clear public responsibility to enthusiastically respond to this
2. Covers our academic partnership, whilst recognising Sabhal Mòr Ostaig's distinct role as the National Centre for Gaelic Language and Culture

3. Recognises that our work includes elements of Gaelic further and higher education and research and knowledge exchange activities

There are four priority commitments for this Gaelic language plan and these commitments reflect the objectives set out in the national plan for Gaelic, including the national Gaelic education strategy. Taken together, they underscore our commitment to playing an important part in ensuring that Gaelic has a sustainable future as a living language in Scotland:

1. Teaching, learning, research and knowledge exchange: enhancing the place, visibility and usage of Gaelic within the university's core business of teaching, learning, research and knowledge exchange, including a commitment to proactively engaging with the traditional Gaelic speaking communities. The overall main priorities for the delivery of the university's Gaelic language plan in the next three years relate to recruiting more students, both to the existing Gaelic programmes at Sabhal Mòr Ostaig and Lews Castle College UHI, and in relation to supporting enhanced opportunities for staff and students to learn Gaelic, especially at beginner level. Our research activities will be expanded to make a strong and purposeful contribution to the national knowledge base about Gaelic and its place in Scottish society. As part this work and reflecting the work of Sabhal Mòr Ostaig, Lews Castle College UHI and the university's Language Sciences Institute, we wish to continue to engage with traditional Gaelic-speaking communities.
2. The student experience: ensuring that the student experience affirms the principle of equal respect for Gaelic and English. In this section we will build on what has been achieved already to ensure that Gaelic is visible to all of the students in the university, and that for those who wish to have the opportunity to communicate in Gaelic as part of their experience with the university. We will also ensure that this principle applies to alumni of the university. We will continue to support the Highlands and Islands Student Association in the implementation of its own Gaelic language plan whilst acknowledging and respecting Sabhal Mòr Ostaig's separate student association, Comann nan Oileanach.
3. Identity, marketing and corporate communications: promoting the bilingual identity of the university through our marketing and communications arrangements. An increased visual presence of Gaelic in the university's corporate identity will greatly increase the status of Gaelic and general awareness of the language not only amongst members of local communities, but also the general public and stakeholders. It is also acknowledged that this increased visual presence of Gaelic in marketing and communication activity will greatly increase the status of Gaelic and general awareness of the language throughout the university's academic partnership.
4. Staffing: encouraging and supporting all staff, regardless of their role, and wherever they are employed within the University's academic partnership, to acquire and develop Gaelic language skills. In order to deliver services through the medium of Gaelic, even at a basic level, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning and language awareness for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

The commitments set out in this plan recognise that there is linguistic diversity across the Highlands and Islands and in no way diminishes the importance of other languages and dialects.



## Setting out our core commitments in detail

### 1. Teaching, learning, research and knowledge exchange

Enhancing the place, visibility and usage of Gaelic within the university's core business of teaching, learning, research and knowledge exchange, including a commitment to proactively engaging with the traditional Gaelic speaking communities.

Area for development: **teaching, learning and curriculum development**

Outcome: An increase in the number of Gaelic learners at all levels within the University of the Highlands and Islands

Commitment number	Commitment	2022	2023	2024	2025	Lead
1	We will enhance opportunities for Gaelic learners from across the Highlands and Islands region to progress from school to further education and thence to higher education, through using a range of teaching methods, including online and face-to-face approaches.	x	x	x	x	Sabhal Mòr Ostaig;  Lews Castle College UHI;  dean of arts, humanities and business
2	We will proactively support the use of Gaelic in informal community settings, especially in island and rural communities, through the provision of a range of community learning opportunities and initiatives.	x	x	x	x	Lews Castle College UHI;  Sabhal Mòr Ostaig;  West Highland College UHI
3	We will redesign the undergraduate degrees within the Gaelic and related studies scheme with a view to increasing student numbers at Sabhal Mòr Ostaig and Lews Castle College UHI.	x				Chair, Gaelic and related studies scheme;  Gaelic subject network leader
4	In order to increase the number of Gaelic medium teachers teaching in Gaelic medium education, we will <b>continue to update and market</b> our professional graduate diploma in education (Gaelic medium) programme, <b>ensuring that at all times the requirement for</b>	x				Sabhal Mòr Ostaig head of teacher education; head of teacher education;  Gaelic subject network leader

	<p>applicants to be fluent in Gaelic is upheld.</p> <p>We will also introduce Gaelic learner content for the English-medium PGDE programme from 2021/22</p>					
5	<p>In order to increase the number of Gaelic medium teachers teaching in Gaelic medium education, we will review and enhance our BA (Hons) in Gaelic and Education programme, including consideration of this becoming open to school leavers, with all four years having a definitive focus on education and preparing to teach.</p>		x			<p>Sabhal Mòr Ostaig head of teacher education;</p> <p>head of teacher education; Gaelic subject network leader</p>
6	<p>We will develop and deliver career-long professional learning for teachers, including a new MEd in Gaelic medium education. This will have a specific focus on leading learning in Gaelic Medium settings. A new PgCert in Middle Leadership, to be introduced from February 2023, which will enable Gaelic Medium candidates from a range of local authorities to develop practice together</p>		x			<p>Sabhal Mòr Ostaig head of teacher education; head of teacher education;</p> <p>Gaelic subject network leader</p>

7	We will support Sabhal Mòr Ostaig and other academic partners to recruit students to Gaelic medium teacher education programmes		x			Sabhal Mòr Ostaig head of teacher education; director of marketing, planning and performance; Sabhal Mòr Ostaig head of marketing and communication
8	We will support Sabhal Mòr Ostaig, Lews Castle College UHI and West Highland College UHI in expanding the range of Gaelic accredited programmes designed for a wide range of workplace environments, with a particular emphasis on island and rural communities. <b>We will continue to work with Skills Development Scotland in order develop further a range of Foundation Apprenticeships and Modern Apprenticeships within Gaelic.</b>					Lews Castle College UHI  Sabhal Mòr Ostaig  West Highland College UHI
9	We will support Sabhal Mòr Ostaig ///UHI to enhance its Gaelic medium provision for health, early years and childcare professionals, including SVQ provision and other accredited early years/childcare qualifications.	x				Sabhal Mòr Ostaig director of education; subject network leaders
10	We will update our degree level provision to strengthen Gaelic within our creative industries courses, across both visual and performing arts.		x			Programme leaders;  subject network leaders;  dean of arts, humanities and business

11	Within our higher education provision in tourism and heritage and using the national Gaelic tourism strategy as a benchmark, we will identify specific course enhancements to strengthen the visibility of Gaelic within the curriculum.		x			Programme leaders subject network leaders dean of arts; humanities and business
12	Within degree-level programmes, we will continue to promote the use of Gaelic in programme and module self-evaluation documents and within the exam board process for Gaelic.	x	x	x	x	Gaelic and related studies scheme leader academic registrar
13	A summary of evaluative data related to further and higher education student numbers and student performance on Gaelic courses will be reported to relevant committees on an annual basis for review and action	x	x	x	x	Gaelic and related studies scheme leader and relevant programme leaders with the subject network

## 1. Teaching, learning, research and knowledge exchange (continued)

**Enhancing the place, visibility and usage of Gaelic within the university's core business teaching, learning, research and knowledge exchange, including a commitment to proactively engaging with the traditional Gaelic speaking communities.**

Area for development: **research and knowledge exchange**

Outcome: Full contribution to the body of knowledge pertaining to all elements of Gaelic language and culture.

Commitment number	Commitment	2022	2023	2024	2025	Lead
14	Working with key partners and stakeholders, we will produce	x	x	x	x	Sabhal Mòr Ostaig, director of

	a wide range of impactful research and knowledge exchange outputs in many aspects of Gaelic language and culture, including sociolinguistic, socioeconomic, cultural and historical dimensions.					research; director of language sciences institute
15	Working with key stakeholders, we will undertake a range of research which relates to Gaelic usage within traditional Gaelic speaking areas, for example exploring how the use of Gaelic can be strengthened in the transition between family, education, community and the workforce.	x	x	x	x	Sabhal Mòr Ostaig, director of research; director of language sciences institute
16	We will increase the number of Gaelic research degree students at Sabhal Mòr Ostaig, Lews Castle College UHI and in the language sciences institute	x	x	x	x	Sabhal Mòr Ostaig director of research; director of language sciences institute;  dean of research  head of graduate school
17	We will prepare effectively for a high-quality submission in Gaelic in the 2027 national research assessment exercise	x	x	x	x	Vice-principal (research and impact)  Sabhal Mòr Ostaig; director of language sciences institute
18	We will lead Soillse 2 and ensure that agreed targets for research output are delivered in partnership with the Scottish Funding Council.  We will lead the language sciences institute and ensure that agreed targets for research output are	x	x	x	x	Director of language sciences institute/director of Soillse

	delivered in partnership with the Scottish Funding Council.					
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## 2. The student experience

### Ensuring that the student experience affirms the principle of equal respect for Gaelic and English

Area for development: student experience

Outcome: All further and higher education students and alumni have awareness of the university as a bilingual institution.

Commitment number	Commitment	2022	2023	2024	2025	Lead
19	Building on previous commitments, we will expand the range of student support web pages and materials available in Gaelic.	x	x	x	x	Dean of students
20	Careers and employability information and advice resources will continue to be available in Gaelic.	x	x	x	x	Dean of students
21	We will proactively engage with the Highlands and Islands Students' Association (HISA) as it develops and implements its own Gaelic language plan and policies.	x	x	x	x	HISA chief executive HISA president dean of students
22	We will ensure that all students are aware that the 'Red Button' feedback mechanism can be used through the medium of Gaelic.	x	x	x	x	Dean of students

23	We will proactively ensure that students are aware that the university's complaints and academic appeals procedures can be used through the medium of Gaelic.	x	x	x	x	Dean of students
24	We will continue to provide a downloadable Gaelic version of the student application form and accept applications for Gaelic language and Gaelic medium courses in Gaelic.	x	x	x	x	Dean of students;  director of marketing, planning and performance
25	We will seek donor support for Gaelic students and seek to open new prizes and awards to Gaelic submissions.	x	x	x	x	Head of development

### 3. Identity, marketing and corporate communications

#### Promoting the bilingual identity of the university through our marketing and communications arrangements

Area for development: **corporate identity, marketing and communications**

Outcome: the university's marketing and communications arrangements will convey a strong sense of its Gaelic identity

Commitment number	Commitment	2022	2023	2024	2025	Lead
26	Our logo will continue to be bilingual and in any future redesign of the logo, the continued use of Gaelic will be a primary consideration from the outset.	x	x	x	x	Director of marketing, planning and performance

27	Our corporate stationery, including letterheads, compliment slips and business cards, will continue to be fully bilingual.	x	x	x	x	Director of marketing, planning and performance
28	The university's academic partner logos are available in Gaelic-only, bilingual and English-only formats where appropriate. Many academic partners have adopted the bilingual format, particularly on signage, and we will continue to support and encourage them to do so.	x	x	x	x	Director of marketing, planning and performance; academic partner principals
29	On first installation or on renewal of signage, including digital signage and displays and temporary signage, we will install fully bilingual signage at university-owned or leased premises. Some academic partners have adopted a bilingual signage policy, and the university will continue to support and encourage this practice.	x	x	x	x	Director of corporate resources; academic partner principals
30	We will ensure the place and importance of Gaelic remains a key focus in planned developments around branding and positioning associated with both the university's identity, and where appropriate individual academic partner identities.	x	x			Director of marketing, planning and performance
31	All front of house staff have received Gaelic language training and greet visitors in Gaelic, and there is a bilingual	x	x	x	x	Director of corporate resources



	message on the university's main switchboard for out-of-hours callers. Visitors who wish to continue to communicate in Gaelic will continue to be directed to an appropriate staff member.					
32	We will continue to ensure that mail and emails received in Gaelic receive a response in Gaelic.	x	x	x	x	Head of communications
33	Communications with staff, students and alumni will continue to be bilingual wherever possible and appropriate.	x	x	x	x	Head of communications; dean of students head of development
34	Our events programme will feature at least on event through the medium of Gaelic each academic year	x	x	x	x	Head of communications
35	We will continue to ensure that all our display materials are bilingual and this practice will be encouraged throughout the academic partnership.	x	x	x	x	Head of communications; director of marketing, planning and performance head of development
36	All media releases will be produced bilingually where possible and appropriate.	x	x	x	x	Head of communications
37	We will provide support to staff to ensure we can	x	x	x	x	Head of communications

	put forward a Gaelic spokesperson for media interviews wherever possible and will promote these staff through our media experts service.					
38	Our corporate publications will be produced bilingually, as far as is practicable.	x	x	x	x	Head of communications
39	The university's alumni and development office marketing materials will be produced bilingually, including webpages, e-newsletters and any printed material.	x	x	x	x	Head of development
40	We will continue to ensure that promotional materials for Gaelic-medium courses, including within the university's main prospectus, are produced in Gaelic only or bilingual format.	x	x	x	x	Director of marketing, planning and performance
41	We will expand our use of social media to increase the visibility of Gaelic and Gaelic related activities taking place across the university. This will include student-generated content, posts, blogs and videos.	x	x			Director of marketing, planning and performance
42	We will use web analytics to identify priority pages for translation on our website, with priority given to information on Gaelic learning, Gaelic-	x	x	x	x	Director of marketing, planning and performance

	medium provision and Gaelic-related matters.					
43	We will prioritise high profile and relevant content for bilingual presentation on the university website.	x	x	x	x	Director of marketing, planning and performance
44	We will continue to ensure that papers for Comataidh Ghàidhlig are produced bilingually	x	x	x	x	Chair, committee Ghàidhlig

#### 4. Staffing

**Encouraging and supporting all staff, regardless of their role, and wherever they are employed within the university partnership, to acquire and develop Gaelic language skills**

Area for development: **staff development and staff recruitment**

Outcome: There will be an increase in the number of staff learning and using Gaelic

Commitment number	Commitment	2022	2023	2024	2025	Lead
45	We will expand Gaelic learning and Gaelic awareness opportunities for employees, the university court and board members and Highlands and Islands Student Association staff.	x	x	x	x	Chair, comataidh Ghàidhlig

	We will support this by developing an appropriate funding model for staff.					
46	We will encourage our staff to consider the development of their Gaelic language skills as part of their yearly development reviews as appropriate.	x	x	x	x	Human resources practitioners group;  director of strategic organisational and human resources
47	We will continue to provide and update an online interactive Gaelic resource (Gàidhlig dhutsa) which will be available to all staff and students. Staff are directed to the Speak Gaelic website for further learning opportunities.	x	x	x	x	Head of communications
48	We will provide assistance to staff and students across the partnership to use Gaelic wherever possible, for example email signatures and out of office messages.	x	x	x	x	Head of communications;  academic partner principals
49	We will undertake a staff skills audit to gauge the Gaelic language proficiency and usage amongst staff and inform future Gaelic language skills development.			x		Head of human resources ;  human resources practitioners group
50	We will continue to ensure that recruitment material specifies “knowledge of, or interest in, Gaelic language and culture” as a desirable selection criterion for all university appointments.	x	x	x	x	Human resources practitioners group;  director of strategic organisational and human resources
51	We will ensure that roles for which a proficiency in Gaelic is	x	x	x	x	Human resources practitioners group;

	identified as essential are advertised bilingually and interviewed through the medium of Gaelic					director of strategic organisational and human resources
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## Implementation and monitoring

### Timetable

This Gaelic language plan will formally remain in force for a period of four years from the date it was approved by Bòrd na Gàidhlig. By no later than the end of this period the university will review the plan, make such amendments as necessary and submit it to Bòrd na Gàidhlig for approval. The university has set out individual target dates for each numbered commitment in the plan.

### Publicising the plan

Our Gaelic language plan will be published bilingually in a prominent place on our website. In addition, we will devise a public relations strategy and plan to support its publication. This will include:

- A press release announcing the approval and publication of the plan
- Social media posts on a number of platforms
- Media interviews to be offered in Gaelic and English, as appropriate
- Information for staff, students and stakeholders about the new plan and how to access it

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.

### Approval of the plan

This plan is the policy of the University of the Highlands and Islands and has been endorsed by Comataidh Ghàidhlig, partnership council, academic council, and the university court.

### **Overall responsibility**

The principal and vice-chancellor will have overall responsibility for ensuring that the university fulfils the commitments set out in this plan. Strategic oversight of the implementation of the plan has been devolved to the vice-principal (research and impact) in close collaboration with the principal of Sabhal Mòr Ostaig.

### **Staff members**

The university consists of a number of separate employers and therefore the exact arrangements for implementation will vary across the university's partnership. Staff will be informed of their responsibilities through a range of internal communication protocols. Line managers have a specific responsibility to ensure that they liaise with their staff to support the implementation of the commitments in the plan.

### **Services delivered by third parties**

When we work with external organisations, it will make them aware of the Gaelic language plan and will seek to ensure that they engage with the principles of the plan, as appropriate.

### **Resourcing the plan**

We will ensure that adequate funding is in place each year to meet our commitments under the plan. Where there is a need for additional funding, as a result of implementation of the plan, wherever this is affordable, we will identify the requisite costs in the budget process for each year, and ensure actions are budgeted for appropriately. External funding may be sought for individual projects.

### **Monitoring the implementation of the plan**

The progress of the plan will be a standing item on the agenda of the comataidh Ghàidhlig, which will have overall responsibility for monitoring and advising on the plan. It will also receive a detailed annual report on progress, which will then be submitted to Bòrd na Gàidhlig. The comataidh will also be responsible for alignment between this plan, and those of Lews Castle College UHI, Sabhal Mòr Ostaig (recognising that Sabhal Mòr Ostaig has its own distinct role for the Scottish Government as the National Centre for Gaelic Language and Culture), West Highland College UHI and other academic partners which develop aligned Gaelic language plans during the period of currency of this plan.

In addition, there will be an annual report on progress made against the commitments which will be considered by the university's executive management team and partnership council. The section of the annual report focusing on curriculum and research will be reviewed by academic council. Following internal consideration, the annual report will be sent to Bòrd na Gàidhlig.

**The 51 commitments within the plan are the overall targets for the plan and the reporting arrangements will comment on the extent to which each of these commitments has been delivered.**

**Additional performance targets, reflecting the commitments in sections 1, 2 and 4 are as follows:**

- **A year on year increase in the number of Gaelic learners at all levels.**
- **A year on year increase in the number of students studying for qualifications in Gaelic medium initial teacher education.**

- A year on year increase in the number of students studying for CPD qualifications in Gaelic medium education.
- A year on year increase in the number of staff across our academic partnership who are studying Gaelic, including engaging with our Gaelic awareness provision.
- Over the period of the plan an increase in the number of research students studying for research degrees in Gaelic.
- Over the period of the plan an increase in the number of students studying for work based and work relevant qualifications using Gaelic, including in foundation and modern apprenticeships.

### Contact details

The senior officer with operational responsibility for overseeing the preparation, delivery and monitoring of our Gaelic language plan is:

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Queries about the day-to-day operation of the plan should be addressed to:

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