



University of the
Highlands and Islands
Lews Castle College

Oilthigh na Gàidhealtachd
agus nan Eilean
Colaisde a' Chaisteil

GAELIC LANGUAGE PLAN

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on _____.

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FOREWORD

The Board of Management of Lews Castle College is very pleased to introduce its first full Gaelic Language Plan. Lews Castle College is the only college serving the Gaelic heartland of the Outer Hebrides, from Lewis in the north to Barra in the south, and is fully committed to playing its part in the urgent and vital task of maintaining and developing Scotland's second language.

In our Strategic Plan 2009-12, we have identified Gaelic as one of our five strategic aims:

Strategic Aim 5 – A College Committed to its Linguistic and Cultural Heritage

As the college based in, and providing for, the communities of the Outer Hebrides, we take our responsibility for Gaelic development very seriously. We will develop and implement a comprehensive Gaelic Language Plan for the college, and we will continue our support for all aspects of Gaelic development in the Outer Hebrides and beyond.

As a whole-hearted partner in the University of the Highlands and Islands, we have contributed to, and fully endorse, the University's Gaelic Language Plan.

We are very much aware of our responsibilities locally, within the Outer Hebrides, especially in our work with key partners such as Comhairle nan Eilean Siar, and nationally, in work supported by Bòrd na Gàidhlig, SFC and other agencies. Our first responsibility is to those people who wish to learn, study or research Gaelic, and we continue to strive to offer the widest range of opportunities possible.

Gaelic is part of our living culture, not just another subject in the curriculum portfolio, and so the college's Gaelic Language Plan is based on a very firm foundation of Gaelic speakers, readers and writers working within the organisation and well-represented in the student body.

As we work to meet our responsibilities to our community of learners and colleagues, and to the wider community of the Outer Hebrides, we will make a very important contribution to the achievement of the aspirations and objectives set out in the National Plan for Gaelic, and the Gaelic Language (Scotland) Act 2005.

The sections of our Gaelic Language Plan that follow detail the work we will do, and the ways in which we will monitor and evaluate our work, to the benefit of the Gaelic language and culture.

Ken Kennedy
Chairman, Board of Management

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SUMMARY

Lews Castle College recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. Furthermore, Gaelic is at the heart of community life in the Outer Hebrides and Lews Castle College has an important role to play in reflecting that identity. Lews Castle College is committed to the objectives set out in the National Plan for Gaelic and has put in place the necessary structures and initiatives to ensure that Gaelic has a sustainable place at the centre of college life. This will make a strong contribution to the maintenance of Gaelic in Scotland and help ensure its continuity.

Lews Castle College recognises that the position of Gaelic is extremely fragile and if it is to be revitalised as a living language in Scotland, a concerted effort on the part of government, the public and private sectors, community organisations and individual speakers is required to:

- enhance the status of Gaelic;
- promote the acquisition and learning of Gaelic;
- encourage the increased use of Gaelic.

This plan commits Lews Castle College to make every endeavour to meet these three aims through a co-ordinated and phased programme of training, marketing and increased opportunities for the use of Gaelic in both formal and informal situations.

This document is Lews Castle College's Gaelic Language Plan, prepared within the framework of the Gaelic Language (Scotland) Act 2005 and Ginealach Ùr na Gàidhlig. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic.

Lews Castle College's Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act, and having regard to the National Plan for Gaelic and the Guidance on the Development of Gaelic Language Plans.

STRUCTURE OF THE GAELIC LANGUAGE PLAN

The key components of our Gaelic Language Plan are:

Chapter 1 – Introduction

This chapter provides the background and context relating to the preparation of Gaelic Language Plans under the 2005 Act and the structure of Lews Castle College's main areas of operation. It also provides a summary of the demography of the Gaelic language generally and more specifically, the number of speakers/learners of Gaelic within the College community.

Chapter 2 – Core Commitments

This chapter sets out how Lews Castle College will use, and enable the use of, Gaelic in relation to our main business functions. It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website. This chapter sets out the basic minimum level of Gaelic language provision which we are committed to providing in the lifetime of the plan.

Chapter 3 – Policy Implications for Gaelic: Implementing the National Plan for Gaelic, including Ginealach Ùr na Gàidhlig

This chapter sets out how Lews Castle College will help implement the National Plan for Gaelic. It also shows how we intend to promote the use of Gaelic in service delivery, particularly with regard to interface with students and the wider public. This chapter also considers how we will take account of Gaelic and our Gaelic Language Plan when drafting new policies and considering new strategies as a College.

Chapter 4 – Implementation and Monitoring

This chapter sets out how the implementation of our Gaelic Language Plan will be taken forward, and how implementation and outcomes will be monitored.

CHAPTER 1 – INTRODUCTION

Setting the context for developing Gaelic Language Plans

The Gaelic Language (Scotland) Act 2005 and the issuing of a notice:

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language.

One of the key features of the 2005 Act is the provision enabling Bòrd na Gàidhlig to require public bodies to prepare Gaelic Language Plans. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising its status and profile and creating practical opportunities for its use.

Consultation on a draft Gaelic Plan:

The 2005 Act requires public bodies to bring the preparation of its Gaelic Language Plan to the attention of all interested parties. Lews Castle College is consulting publicly on the draft of its Gaelic Language Plan in 2011 and will take into account representations made to it during the consultation process.

Approval of Lews Castle College's Gaelic Language Plan:

Lews Castle College's Gaelic Plan will be submitted to Bòrd na Gàidhlig for approval on _____ 2011.

Overview of the functions of Lews Castle College and the use of Gaelic within our area of operation

Background

Lews Castle College opened in 1953 as a provider of vocational education and training in weaving, engineering and skills required for both the Merchant Navy and employment in the building trade. The 58 years since then have seen the College grow to its current position, both as an incorporated further education college and as an academic partner of the new University of the Highlands and Islands, endeavouring to provide for the communities of the Outer Hebrides, from its main campus in Stornoway and smaller centres in the Uists and on Barra.

The College offers a wide range of full-time and part-time courses, at all levels, from provision for school pupils to postgraduate research and taught programmes. This range includes a new full-time course focused on Gaelic and Celtic Studies, the BA Gaelic courses, and involvement in the Soillse research programme.

In 1995 the college joined what was initially entitled the University of the Highlands & Islands Project, subsequently UHI Millennium Institute and now, since February 2011, The University of the Highlands and Islands. It is anticipated that the awarding of University title and full degree-awarding powers will enhance the profile of Lews Castle College and provide even greater opportunities for students in the Outer Hebrides and beyond.

Lews Castle College is an Investors in People organisation, employing more than 150 people throughout the Outer Hebrides. The majority of these are based at the main campus in Stornoway, with others employed at our centres on Benbecula, North Uist and Barra.

The College was incorporated in 1993 and transferred from local authority control to governance by a Board of Management. Board members are drawn from the local community and represent a wealth of experience in public service and business. Day to day running of the College is undertaken by the Principal and Senior Management Team. Regular meetings of the Senior Management Team and the Board of Management assure the smooth and effective running of Lews Castle College.

The college's annual turnover is between £6,000,000 and £7,000,000. The Principal is accounting officer to the Scottish Parliament; major strategic decisions are made by the Board of Management, of which the Principal is an ex officio member.

Gaelic within the Outer Hebrides

Lews Castle College serves the Outer Hebrides, a community still widely regarded as having a strong Gaelic identity. This is borne out by the most recently available census data (2001; this information will be updated from the 2011 Census when information is available), which shows:

Number of people aged 3 and over able to speak, read, write or understand Gaelic in the Outer Hebrides (2001 Census)

Speak, Read or Write Gaelic	Speak Gaelic	Read Gaelic	Write Gaelic	Understand Gaelic
16,049 (62%)	15,723 (59%)	12,090 (46%)	9,191 (35%)	16,889 (64%)

The college acknowledges the importance of its partnership working with other agencies within the Outer Hebrides Community Planning Partnership with regard to delivery of our shared commitments to Gaelic. In particular we work closely with Comhairle nan Eilean Siar, NHS Western Isles, Highlands and Islands Enterprise, Scottish Natural Heritage, and the Northern Constabulary.

Gaelic within Lews Castle College

Lews Castle College has a thriving Gaelic Language & Culture section, staffed by four full-time lecturers and a number of part-time lecturers throughout the islands. The section delivers a diverse HE programme, offering two undergraduate degrees – BA Gaelic Language & Culture and BA Gaelic and Development – as well as some teaching on the MA Gaelic with Education. In addition, Lews Castle College delivers a large number of Ùlpan (intensive immersion technique) courses across the Outer Hebrides, including a number to our Community Planning Partners – Comhairle nan Eilean Siar and NHS Western Isles, as well as to the staff of Scottish Natural Heritage and BBC Alba.

Gaelic in the College is, however, by no means confined to the Gaelic Language and Culture Section. A significant proportion of staff and students (including those not enrolled on Gaelic courses) are fluent speakers of the language. We are currently gathering data on this, as part of our preparation for the Gaelic Language Plan, in order to ascertain:

1. The number of staff who speak Gaelic
2. The number of staff who are learning Gaelic
3. The number of staff expressing a desire to learn Gaelic in the future
4. The number of staff who can speak, read and write Gaelic
5. Where there are specific skills in the workplace – eg translation services, bilingual service delivery or Gaelic-medium education.

We intend that the results of the audit will be available prior to publication of the final draft of Lews Castle College's plan. These results will then enable staff training to be targeted where it is most needed.

CHAPTER 2 – CORE COMMITMENTS

A commitment has been made to develop a completely bilingual visual identity, with equality of treatment for Gaelic and English, for both Lews Castle College and the University of the Highlands and Islands, now that university title has been achieved.

Opportunities have been and continue to be provided for staff to develop Gaelic language skills and to gain a greater understanding of Gaelic culture and heritage.

This Lews Castle College Gaelic Language Plan therefore seeks to build on a relatively well-established base within the organisation.

In its statutory Guidance on the Development of Gaelic Language Plans, Bòrd na Gàidhlig notes that creating the right environment for the use of Gaelic in public life is one of the key components of language regeneration. Bòrd na Gàidhlig has identified four core areas of service delivery that it wishes public bodies to address when preparing Gaelic Language Plans:

Identity:	corporate identity signage – internal and external
Communications:	reception telephone mail and email forms internal communications simultaneous translation student and public complaints procedures
Publications:	printed material public relations and advertising website display materials
Staffing:	training language learning recruitment advertising
Teaching and the Curriculum:	Lews Castle College's Gaelic provision in term of higher education is incorporated and described fully in the Gaelic Language Plan 2010 – 14 of the University of the Highlands and Islands (UHI). The relevant section, UHI Curriculum Provision can be found on pages 25-29 of the UHI Plan. In addition to this shared programme with UHI and its academic partners, especially Sabhal Mòr Ostaig, we describe, in the following table, the specific activities to which Lews Castle College is committed. For convenience, we use the same template as the UHI Plan.

Implementation of the Scottish Government's Strategic Objectives

Lews Castle College is committed to achieving the strategic objectives as established by The Scottish Government. In the following core commitments charts we indicate which strategic objectives will be assisted by the actions in our plan. Strategic objectives are indicated by the relevant number from the list below at the end of each section of the table:

1. Wealthier and Fairer

2. Smarter

3. Healthier

4. Safer and Stronger

5. Greener

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ACTION	TARGET OUTCOME	TARGET COMPLETION DATE			
		2011/12	2012/13	2013/14	By whom
SECTION 1 – IDENTITY					
Rationale: The presence of Gaelic in corporate identity and signs greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.					
Lews Castle College recognises the importance of extending the visibility of Gaelic and increasing its status.					
Area for development: Corporate Identity					
Current practice: Both Gaelic and English versions of the Lews Castle College visual identity are available.					
We will adopt a fully bilingual corporate identity which gives equal treatment of Gaelic and English. For all core commitments ‘equal treatment of Gaelic and English’ means equal prominence, size, legibility and font style. Either language may come either above or below, to the right or left.	Corporate stationery including letterheads, compliments slips and business cards will be fully bilingual.	✓			Head of Marketing
On first installation or on renewal, and as appropriate, we will install internal and external signage that is fully bilingual.	An increased level of bilingual signage within high profile areas in Lews Castle College owned or leased premises.	✓			Head of Marketing
As budgets allow, and where appropriate we will replace non bilingual signage with signage that is fully bilingual, giving priority to high profile locations. ‘High profile location’ means in the first instance public facing signage, and in the second instance primary signage for students and staff (ie room functions and occupants, directional signs, public conveniences).	All significant signage within high profile areas in Lews Castle College premises to be fully bilingual.	✓			Head of Marketing
Relevant Strategic Objectives assisted: 1					

ACTION	TARGET OUTCOME	TARGET COMPLETION DATE			
		2011/12	2012/13	2013/14	By whom
SECTION 2 – COMMUNICATIONS					
<p>Rationale: The use of Gaelic at the initial point of contact that members of the public have with Lews Castle College increases the visible and audible presence of the language, contributing to the sense that the use of Gaelic is both possible and welcome.</p> <p>The use of Gaelic in interactions with Lews Castle College by mail, email and by telephone is important in creating practical opportunities for use of the language, and in contributing to the sense that its use is both possible and welcome. The presence of Gaelic in a range of bilingual forms and other college documents can also assist in expanding the range of Gaelic terminology and the awareness of the Gaelic-speaking public of such terminology, thus helping the development of the language itself.</p>					
<p>Lews Castle College recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.</p>					
<p>Area for development: Reception</p> <p>Current practice: At present, we are limited to one member of front of house staff who can communicate through the medium of Gaelic.</p>					
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 at Lews Castle College to provide a bilingual greeting and to be able to re-direct visitors who wish to engage through the medium of Gaelic to a member of staff with Gaelic language skills.	✓			Senior Admin Officer
<p>Relevant Strategic Objectives assisted: 1, 2</p>					
<p>Area for development: Telephone</p> <p>Current practice: No facility is provided for routine interaction through the medium of Gaelic.</p>					
We will offer training to 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.	The use of spoken Gaelic (where practicable and appropriate) will help to foster a Gaelic ethos for visitors, staff and students.	✓			Senior Admin Officer
Front of house staff will be trained to answer the phone with a basic Gaelic greeting.	Callers to Lews Castle College switchboard to be provided with a bilingual greeting.	✓			Senior Admin Officer

ACTION	TARGET OUTCOME	TARGET COMPLETION DATE			
		2011/12	2012/13	2013/14	By whom
Out-of-hours messages on the Lews Castle College switchboard to be fully bilingual.	Callers to Lews Castle College switchboard who wish to leave a message in Gaelic aware that they are able to do so.	✓			Senior Admin Officer
All Lews Castle College employees to be encouraged and supported to undertake training to enable them to provide bilingual telephone greetings and personal voicemail messages.	A greater use of Gaelic by Lews Castle College employees in telephone greetings and personal voicemail messages.	✓			Staff Development Co-ordinator
Relevant Strategic Objectives assisted: 1, 2					
Area for development: Mail and Email					
Current practice: Gaelic emails and mail tend to be for the attention of staff in the Gaelic Language and Culture section who will always respond to these in Gaelic. Any such communications coming to the general office would be forwarded to the Gaelic Language and Culture section.					
We will make an initial response in Gaelic to mail and email correspondence written in Gaelic.	Initial response to correspondence in Gaelic to be made in the same timescale as for correspondence in English.	✓			Senior Admin Officer
Administrative and support staff capacity for communicating in Gaelic to be developed through a combination of training existing staff and recruiting new staff with Gaelic.	Increased capacity for communication through the medium of Gaelic at administrative level.	✓	✓		Director of Finance & Corporate Services
A standard bilingual email out-of-office reply will be made available to all Lews Castle College employees.	Lews Castle College employees utilising a bilingual email out-of-office reply, where appropriate.	✓			ICT Systems Manager
We will provide a Gaelic version of the Lews Castle College student application form and to accept applications for Gaelic language and Gaelic medium courses through the medium of Gaelic when requested.	Implementation.	✓			Senior Admin Officer
For the duration of this plan, we will seek to identify other forms which may be completed in Gaelic and, where this is the case, provide the bilingual forms on our website.	Further Gaelic forms available for completion in Gaelic, where appropriate.		✓		Director of Finance & Corporate Services
Relevant Strategic Objectives assisted: 1					

ACTION	TARGET OUTCOME	TARGET COMPLETION DATE			
		2011/12	2012/13	2013/14	By whom
Area for development: Internal Communications					
Current practice: Internal communications are currently only available in English.					
We will encourage students to establish a Lews Castle College Gaelic Society.	Creation of a Lews Castle College Gaelic Society.				Director of Academic Affairs
We will seek to increase the use of Gaelic in internal communications to staff and students.	Information related to major developments in Lews Castle College and to Gaelic learning and research communicated to staff and students in Gaelic and English.	✓			Senior Management Team
We will assist the Lews Castle College Students' Union (Lews Castle College SU) to prepare a Gaelic policy for adoption by Lews Castle College SU, to complement Lews Castle College's Gaelic Language Plan.	A greater profile for Gaelic in communications and materials produced by Lews Castle College SU.	✓			Director of Academic Affairs
Lews Castle College Library will continue to liaise with Gaelic staff in order to maintain an up to date collection of Gaelic books and learning materials.	A continually improving Gaelic collection, available to students and staff.	✓	✓	✓	College Librarian
Relevant Strategic Objectives assisted: 1					
Area for development: Simultaneous Translation					
Current practice: Lews Castle College has no facilities for the provision of simultaneous translation.					
We will seek opportunities to make simultaneous translation facilities available (Gaelic/English and/or English/Gaelic) where appropriate and practicable.	Simultaneous translation available at meetings concerning Gaelic matters and at high profile events, as appropriate and practicable.	✓			Director of Finance & Corporate Services
Relevant Strategic Objectives assisted: 1					
Area for development: Public Complaints Procedure					
Current practice: No facility is provided for routine interaction through the medium of Gaelic.					

ACTION	TARGET OUTCOME	TARGET COMPLETION DATE			
		2011/12	2012/13	2013/14	By whom
Public complaints procedures will be made available in Gaelic on the Lews Castle College website.	Initial response to written complaints in Gaelic to be made in Gaelic in the same timescale as for complaints and appeals in English. Further interaction will be through the medium of Gaelic if desired and practicable.	✓			Director of Finance & Corporate Services
Relevant strategic objectives assisted: 1					
Area for development: Student Complaints and Appeals Procedure					
Current practice: No facility is provided for routine interaction through the medium of Gaelic.					
Student complaints and appeals procedures will be made available in Gaelic on the Lews Castle College website.	Initial response to written complaints in Gaelic to be made in Gaelic in the same timescale as for complaints and appeals in English. Further interaction will be through the medium of Gaelic if desired and practicable.	✓			ICT Systems Manager
Students studying on Gaelic language or Gaelic medium courses may choose to conduct complaints and appeals relating to their course of study through the medium of Gaelic.	Complaints and appeals conducted within the same timescales as complaints and appeals in English. A process will be put in place which will ensure that any translation work required happens swiftly smoothly and within normal parameters of student confidentiality.	✓			Director of Academic Affairs
Relevant Strategic Objectives assisted: 1					
SECTION 3 – PUBLICATIONS					
Rationale: The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances the status of Gaelic by being used in high profile publications and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps demonstrate an organisation's commitment to the language, by making information available to users of Gaelic and by enhancing the status and visibility of Gaelic in the process. As more people access information about organisations through their websites, making provision for the use of Gaelic can significantly enhance the visibility and status of the language.					

ACTION	TARGET OUTCOME	TARGET COMPLETION DATE			
		2011/12	2012/13	2013/14	By whom
Lews Castle college is committed to increasing the use of Gaelic in the areas where the subject matter is of most interest to the general public or relates specifically to Gaelic issues.					
Area for development: Printed Material					
Current practice: Corporate publications are not currently produced as bilingual, or in separate Gaelic and English versions.					
We will start to produce corporate publications as either bilingual, as the preferred option, or as both Gaelic and English versions, giving equal treatment and prominence to both Gaelic and English.	LCC Strategic Plan and Annual Report to be published in bilingual format.	✓			Principal
We will start to produce promotional materials for Gaelic medium courses in Gaelic-only or bilingual format.	Promotional materials produced.	✓			Head of Marketing
We will start to produce promotional materials for English medium courses with appropriate references to the importance and role of Gaelic within Lews Castle College.	Promotional materials produced.	✓			Head of Marketing
Relevant Strategic Objectives assisted: 1					
Area for development: Public Relations and Advertising					
Current practice: Selected materials are provided in Gaelic or in bilingual format.					
We will start to provide media releases in both Gaelic and English.	Produce media releases in both Gaelic and English.	✓			Head of Marketing
We will continue to seek to provide a spokesperson for Gaelic interviews.	Continue current practice.				Head of Marketing
We will conduct an audit of all LCC staff in order to establish the number of Gaelic speakers/learners.	A better awareness of the number of Gaelic speakers on LCC staff. This will inform any future development and training events.	✓			Head of Marketing
We will compile a database of Lews Castle College managers with Gaelic skills who will act as spokespeople to respond to generic and corporate Lews Castle College issues. We will provide media training to such personnel.	Increase the availability of Gaelic spokespersons within particular areas of specialty.	✓			Head of Marketing

ACTION	TARGET OUTCOME	TARGET COMPLETION DATE			
		2011/12	2012/13	2013/14	By whom
We will continue to produce corporate advertising in Gaelic only, bilingual and/or English only formats as appropriate to the medium and the message. The bilingual visual identity will be used within all advertisements.	Bilingual visual identity to be used in place of separate Gaelic and English visual identities.	✓			Head of Marketing
Relevant Strategic Objectives assisted: 1					
Area for development: Website					
Current practice: Content on the Lews Castle College website is in English.					
Where new material is being generated for the Lews Castle College website, we will provide information on Gaelic learning, Gaelic medium provision and Gaelic related matters.	An increased profile for Gaelic within the Lews Castle College website.	✓	✓	✓	Head of Marketing
Relevant Strategic Objectives assisted: 1					
Area for development: Display Materials					
Current practice: selected display materials are produced as bilingual or as both Gaelic and English versions.					
We will produce corporate display materials as either bilingual, as the preferred option, or in Gaelic and English versions.	Continue current practice.				Head of Marketing
Display materials for Gaelic medium courses will be produced in a Gaelic only or bilingual format.	Relevant display materials to be produced as Gaelic only or bilingual.	✓			Head of Marketing
Where English only display materials are produced, consideration will be given to inclusion of appropriate references to the importance and role of Gaelic within Lews Castle College. The bilingual visual identity will be used within display material, once adopted.	Bilingual visual identity to be used in place of separate Gaelic and English visual identities. Otherwise continue current practice.	✓			Head of Marketing
Relevant Strategic Objectives assisted: 1					

SECTION 4 – STAFFING

Rationale:

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning 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 use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic speakers have an important role to play within Lews Castle College. Whatever the level of Gaelic skills required it is important that authorities ensure that Gaelic is a genuine occupational requirement. Lews Castle College should adopt and apply objective criteria to ensure appointments are made in each case on a fair and consistent basis, and reflect the identified skills needs of the post.

Lews Castle College recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. Lews Castle College also recognises the importance of enabling staff to develop their Gaelic skills.

Our long-term goal beyond the life of this current plan is that all of our workplaces that have contact with the public need access to sufficient and appropriately skilled Gaelic speaking staff to enable those workplaces to deliver a full service in Gaelic. As the first steps towards achieving this goal the following procedures will be implemented accordingly.

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
TRAINING AND THE CURRICULUM					
Current practice	Lews Castle College has previously provided its staff with Gaelic awareness sessions and language learning opportunities but has no structured Gaelic language training programme in place.				
Key areas of development	The identification of roles and workplaces where a proficiency in the Gaelic language is either desirable or essential.	All roles reviewed and requirement for/desirability of Gaelic language skills identified.	Internal audit completed.	Principal	2011/12
	We will identify the number of staff with some Gaelic language proficiency and ascertain what level their skills are at in each case.	Audit to be undertaken by 2011.	Internal audit completed.	Principal	2011/12
	Undertake a gap analysis between our Gaelic language requirement and current level of proficiency.	Identification of areas of activity that have a deficiency in Gaelic language skills.	Internal audit completed.	Principal	2011/12
	Source appropriate Gaelic language training for staff, taking into account proficiency, location and availability of staff.	Training is delivered to staff through a medium that is practicable and appropriate to their circumstances. Training delivered wholly or partly in staff working hours.	Staff in Gaelic essential roles are undertaking training. Staff in Gaelic desirable roles are encouraged to undertake training.	Staff Development Coordinator	2011/12
	Promote opportunities for staff to learn and develop their Gaelic language skills through engagement with the wider Gaelic community – in co-operation with the Community Planning Partnership.	Increased engagement with the community.	LCC hosts events for Gaelic community. LCC Staff attend/represent Lews Castle College at external events.	Principal	2010-2014
	Provide Gaelic Awareness training for staff and Board of Management.	Ensure all current staff and Board members receive Gaelic Awareness training.	LCC staff attend training. Board of Management receive structured training sessions.	Staff Development Coordinator	Annually

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
		Ensure all new employees and Board members receive Gaelic Awareness training within 12 months of appointment.		Staff Development Coordinator	Annually
	The development of guidance notes on the Lews Castle College Gaelic Language Plan and new policies/ procedures as they are implemented.	Agreed guidance documents produced and made available to staff.	Documents are accessible to all staff (web-based).	Principal	2011/2012
Relevant Strategic Objectives assisted:		1, 2			
LANGUAGE LEARNING					
Current practice	Lews Castle College has offered its staff access to Gaelic language short courses and classes.				
Key areas of development	Each programme of staff development will include a minimum of one Gaelic training event.	Gaelic learning opportunities made available to staff at a time when they are free from other commitments.	Staff regularly informed of learning opportunities and potential benefits.	Staff Development Coordinator	2011-2014
	Prioritise training (classes or short courses as appropriate) for those staff who have extensive and regular contact with the public, or who regularly deal with Gaelic speakers as part of their work. Training will be offered wholly or in part in staff working hours.	Annually at least one member of staff from each Section is offered the opportunity of training to develop their language skills.	Identification of these roles. Provision of and attendance at training.	Staff Development Coordinator	2011-2014
	All staff will be supported to set up and take part in a Gaelic conversation group.	Information provided to staff.	Staff attendance of conversation groups.	Staff Development Coordinator	2011-2014
Relevant Strategic Objectives assisted:		1, 2			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
RECRUITMENT					
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.				
Key areas of development	Future recruitment of staff will take due account of the information gathered under Training above.	All roles identified as either Gaelic essential or desirable before recruitment commences.	All recruitment documents indicate whether role is Gaelic essential or desirable.	Principal	2011/12
	Development of the recruitment and selection process to reflect the needs of the Gaelic Language Plan.	Revised documentation produced and implemented. At least one Gaelic speaker represented on interview panels for Gaelic essential posts.	All recruitment documentation revised. Information on the Gaelic Language Plan will be included in all recruitment documentation. Person specifications will clearly identify the level of proficiency required in Gaelic and whether this is essential or desirable. Selection panels aware of their role.	Principal	2011/12
	Person specifications/job descriptions, for roles for which a proficiency in Gaelic is identified as essential, will be provided in Gaelic and English.	All person specifications/job descriptions provided in Gaelic medium or bilingually as appropriate.	All documentation provided to same timescale.	Principal	2011/12
	The person specification/job description, for roles for which a proficiency in Gaelic is identified as desirable, will be available in Gaelic and English.	All person specifications/job descriptions provided bilingually if requested.	Gaelic medium documents provided within three working days.	Principal	2011/12

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	Engage with the wider Gaelic community to promote employment opportunities within Lews Castle College.	Increased engagement with the community.	Host events for Gaelic community. Staff attend/represent Lews Castle College at external events.	Principal	2011-2014
Relevant Strategic Objectives assisted:		1			
ADVERTISING					
Current practice	Where language proficiency is deemed an essential selection criteria, then roles are advertised either bilingually or solely in Gaelic				
Key areas of development	We will continue to advertise those roles for which a proficiency in Gaelic is identified as essential, in line with the current practice.	All relevant recruitment advertisements placed in Gaelic.	All advertisements provided to same timescale. Guidance provided on use of Gaelic-only media.	Senior Admin Officer	2011-2014
	Roles for which a proficiency in Gaelic is identified as desirable, will be advertised bilingually, where appropriate.	All relevant recruitment advertisements provided bilingually.	All advertisements provided to same timescale. Guidance provided on use of Gaelic-only media.	Senior Admin Officer	2011-2014
Relevant Strategic Objectives assisted:		1			

National Gaelic Education Strategy (NGES)	Level/activity	Existing provision and resources	Future provision and targets	Rationale	Timescale
Strand 7	FE/HE levels				
Expansion of Gaelic in vocational education.	Language learning from ab-initio to advanced level, either face-to-face or through distance learning.	Gaelic SQA units available for students on courses in health, care, cosmetology, hairdressing and access programmes.	Extension of provision to other vocational areas as appropriate, based on intelligence relating to employer and client customer requirements.	Embed Gaelic through the vocational curriculum as fully as possible.	2012/13
		Gaelic units offered on Traditional Music and Gaelic courses at Benbecula Campus (FE and HNC levels).	Continue this provision and seek progression route from HNC Music, with Gaelic units in Group Award.	Provide Gaelic units in all courses for Traditional Music.	2013/14
			Develop new full-time FE course in Introductory to Celtic Studies, offering SQA programme, supported by business for eligible students.	Remedy deficiency in college portfolio, so there is a full-time progression route to the Gaelic degree scheme, and training for employment opportunities.	2011/12
			Develop SQA Scottish Progression Award in Gaelic songwriting, etc, as a strand also programme for schools and colleges, as an integral element of other courses.	Add value to offer to students interested in music, song and Gaelic.	2011/12

Chapter 3 – POLICY IMPLICATIONS FOR GAELIC: Implementation of the National Plan for Gaelic, including Ginealach Ùr na Gàidhlig

Policy implications for Gaelic

Lews Castle College recognises that the various priority areas identified in the National Plan for Gaelic will be implemented primarily through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. Lews Castle College will examine current policy commitments to identify areas where Gaelic can be incorporated and the priorities of the National Plan for Gaelic initiated through additional methods. We see this development as central to our aim of normalising Gaelic as a medium of communication in all aspects of college life.

In the formation, renewal and monitoring of policies, Lews Castle College will ensure that the impacts on Gaelic will be consistent with, and contribute to, the National Plan for Gaelic.

Overview of the National Plan for Gaelic

The National Plan for Gaelic identifies four interlinking aspects of language development which need to be addressed, and within them sets out a number of priority action areas:

1. Language Acquisition

Increasing the number of Gaelic speakers by ensuring the language is transferred within families and by securing effective opportunities for learning Gaelic, through:

- increasing the use and transmission of Gaelic in the home
- increasing the number of children acquiring Gaelic in the school
- increasing the uptake and availability of Gaelic-medium education
- increasing the number of adult Gaelic learners progressing to fluency

2. Language Usage

Encouraging greater use of Gaelic, providing opportunities to use the language, and promoting access to Gaelic forms of expression, through:

- increasing the use of Gaelic in communities
- increasing the use of Gaelic in tertiary education and places of work
- increasing the presence of Gaelic in the media
- increasing the promotion of Gaelic in the arts
- increasing the profile of Gaelic in the tourism, heritage and recreation sectors

3. Language Status

Increasing the visibility and audibility of Gaelic, enhancing its recognition and creating a positive image for Gaelic in Scottish public life, through:

- increasing the number of bodies preparing Gaelic Language Plans
- increasing the profile and prestige of Gaelic
- increasing the visibility and recognition of Gaelic

4. Language Corpus

Strengthening the relevance and consistency of Gaelic and promoting research into the language, through:

- increasing the relevance and consistency of the Gaelic language
- increasing the quality and accessibility of Gaelic translations
- increasing the availability of accurate research information

Commitment to the Objectives of the National Plan for Gaelic

Lews Castle College is committed to ensuring that the National Plan is implemented, and in this section we set out how we will achieve that aim. Inevitably, we are better placed to implement some changes than others and only those which are relevant to our business as a College are cited below.

1. Language Acquisition

Rationale: Lews Castle College is fortunate to be situated within one of the strongest Gaelic communities in Scotland. As such, we recognise that we are well-placed to build upon this foundation and increase the numbers of people engaged in learning the language. We will implement the following measures as a means to achieving this:

- Gaelic in Education – continue our commitment to the delivery of Gaelic medium HE courses;
- Grow the number of FE Gaelic courses, and the number of students on those courses, to targets agreed prior to the start of each academic year;
- Explore opportunities for the delivery of Gaelic modules within other FE and HE courses;
- Increase our delivery of Ùlpan courses to Community Planning Partners, staff and to the wider community.
- Gaelic in Adult Learning – provide opportunities for College staff to improve their Gaelic skills as part of our commitment to continuing professional development;
- Ensure that Gaelic learning opportunities are available in a wide variety of formats and to meet a breadth of learning needs and styles.

2. Language Usage

Rationale: Lews Castle College acknowledges that growing the number of Gaelic speakers will, on its own, make a limited contribution to the survival of the language. We propose, therefore, to provide staff and students with an increased opportunity to use Gaelic as their default language of communication in a wide range of daily activities.

- Gaelic in the Workplace
 - Provision of bilingual signage throughout the College, with Gaelic being the predominant language
 - Provision of bilingual College publications, where practicable
 - A bilingual reception service
 - Gaelic learning opportunities for staff and students

3. Language Status

Rationale: Lews Castle College is aware of its responsibility to provide an environment and ethos which will reflect its locus within a strongly Gaelic community. The College takes this role very seriously and acknowledges that it has the potential to positively influence community perception of the language and its status.

- Preparation of Gaelic Language Plan – The College has engaged in a comprehensive programme of staff consultation during production of the plan. Further consultation will be carried out with community partners prior to publication of the final draft. It is anticipated that the plan will provide evidence of a strong and growing commitment to place Gaelic at the heart of our operation.
- Creating a Positive Image for Gaelic – The College has undertaken an audit of Gaelic skills among staff and this has indicated that there is already a relatively high level of fluency. The same survey has also indicated a reasonably high level of interest among staff in further Gaelic learning opportunities. Lews Castle College is committed to providing such opportunities in a variety of formats and to providing ample opportunity for staff to access these.

- It is hoped that staff and students alike will see Gaelic as being an inherent part of Lews Castle College's identity and a unifying factor across the campus.
- Increase Visibility of Gaelic – In preparing the plan, a great deal of attention has been paid to the use of Gaelic in signage, in telephony and in the College's interface with the public. In this way, we hope to send a positive message that Gaelic is at the heart of our day to day operation and a key component of our identity within the local community.
- Once the plan is implemented, staff and students alike should notice a marked growth in our use of Gaelic in communications with them. This will include signage, but extend to student information on notice boards and information screens and some Gaelic content within College newsletters wherever possible.
- The College website will also incorporate greater use of Gaelic than it does at present, ensuring that one of our main areas of interface with the public adequately represents our strong commitment to Gaelic.

4. Language Corpus

Rationale: Lews Castle College recognises the need to strengthen the relevance and consistency of Gaelic, the importance of facilitating translation services and to promote research into the language.

- Gaelic Orthographic and Terminological Development – The College's Gaelic Language and Culture Section is on hand to provide advice on all such matters. Advice and training will be made available in-house to staff members requiring to be kept abreast of any developments in this area. The College is also committed to facilitating training opportunities for Gaelic staff to ensure that they have access to the latest information on Gaelic orthography and terminology.
- Gaelic Translation – Although the College no longer provides a commercial translation service, the Gaelic Language & Culture section continues to provide this service on an ad hoc basis within LCC. Should simultaneous translation facilities be required at a meeting or event, the College is committed to providing this, where practicable.
- Gaelic in Surveys and Research – As a campus of the University of the Highlands and Islands, located in a traditional Gaelic community, Lews Castle College is well-placed to be at the forefront of future developments in Gaelic research. It is anticipated that there will be greater scope to develop this function, both as a means to inform teaching and learning and as a valuable contribution to social action research. The College is committed to participation in the Soillse research programme, funded primarily by SFC and Bòrd na Gàidhlig, and a partnership of Scottish universities. Appointment of a research student and research fellow, focused on Gaelic in the community, will be a major contribution to research.

CHAPTER 4 – IMPLEMENTATION AND MONITORING

Timetable

This Gaelic Language Plan will formally remain in force for a period of 5 years from this date or until a new plan has been put in place. In Chapter 2 – Core Commitments and Chapter 3 – Policy Implications for Gaelic, we have set out the individual target dates for when we expect to implement specific commitments.

Publicising the Plan

Lews Castle College's Gaelic Language Plan will be published bilingually on the Lews Castle College website. In addition, we shall:

- issue a press release announcing the plan;
- make copies of the plan available in our library, student association office and reception areas;
- make the plan known to employees via Lews Castle College's Intranet;
- make the plan known to students via the information screens, notice boards and internet (College website and Facebook page);
- distribute copies of the plan to Non-departmental Public Bodies and agencies, agents and contractors;
- distribute copies of the plan to Gaelic organisations;
- distribute copies of the plan to other interested bodies; and
- make copies available on request.

Administrative Arrangements for Implementing the Gaelic Language Plan

This plan is the policy of Lews Castle College and has been endorsed by the Board of Management, which has charged the senior management team with implementation of the plan.

Overall Responsibility

The Principal will be responsible for ensuring that Lews Castle College delivers on the commitments set out in this plan.

Individual Staff members

The commitments contained within the plan will affect staff to varying degrees and, consequently, the College's management team intends to tailor information sessions to those different groups. For example, administrative and front of house staff will be most immediately affected, with a requirement that reception telephone should be answered with a standard Gaelic greeting. This creates a need for training, which will have to be met as soon as possible in order to engender confidence in staff.

More generally, however, the College is confident that its employees are aware of the contents of the plan through the various meetings and feedback sessions held during the consultation phase.

Lews Castle College intends to take the following steps in order to ensure that all staff are aware of their responsibilities under the plan:

- Hold several all-staff meetings, where the general content of the plan is outlined and where its binding nature is also emphasised; signpost an intention to hold information sessions with smaller groups of staff – ie section by section.
- Meet with individual groups in order to outline their actual responsibilities. For example, meet with administrative/reception staff to discuss the requirements for them to answer the telephone with a standard Gaelic greeting. Encourage these groups to discuss the plan amongst themselves and feed back with any assistance they require in order to be able to meet the plan, such as training
- Issue sections with targets and timescales extracted from the plan.

- Progress towards meeting targets will be monitored by heads of section, who will report back to the senior management team.
- The targets of the plan will also be embedded within the College's Strategic and Operational Plans for the coming years.

Services delivered by 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 Team and they will ensure that any materials created on behalf of Lews Castle College fully adhere to the principles contained within Chapter 2.

Informing other organisations of the Plan

Lews Castle College is a member of the Outer Hebrides Community Planning Partnership (OHCPP) which represents the public, private and voluntary sectors throughout the Outer Hebrides. Our partners within this structure include Comhairle nan Eilean Siar, Northern Constabulary, Scottish Natural Heritage, NHS Western Isles and Highlands & Islands Enterprise Innse Gall. Membership of the OHCPP ensures that there is a good level of information exchange and consequently, we have already engaged with a number of our community planning partners in the consultation on their Gaelic Language Plans. We anticipate that this will be a reciprocal process.

In addition to this, we intend to publicise the existence of the plan through a press release and an official launch. This will provide the public and external agencies with an introduction to our plans for placing Gaelic at the heart of our future operational activities.

Resourcing the Plan

We will ensure adequate funding is in place each year to meet our commitments under the plan. Where there is a need for additional funding as result of implementation of the plan, we will identify the requisite costs in the budget process for each year, and ensure actions are budgeted for.

Monitoring the Implementation of the Plan

Lews Castle College will monitor the implementation of its Gaelic Plan as follows:

Internally

- Managers with responsibility for any aspect of implementation of the plan will report to the College Management Team at agreed points in the year, informing of their team's progress towards targets.
- The Academic Board will review those elements of the plan that are concerned with the taught curriculum twice a year.
- 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.
- Lews Castle College's Board of Management will publish details of the Gaelic Plan's progress within its Annual Report.

Externally

- Lews Castle College will submit bi-annual monitoring reports to Bòrd na Gàidhlig on the progress of the plan and such additional reports required as a condition of any GLAIF funding received.

Contact Details

The senior officer with operational responsibility for overseeing preparation, delivery and monitoring of Lews Castle College's Gaelic Language Plan is:

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

Name
Department
Name of Organisation
Address
Address
Address
Address

Telephone Number
E-mail Address

DRAFT