

PLANA GÀIDHLIG – GAELIC PLAN

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Eagran 3 – 3rd iteration

2023-2028

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on [\[approval date\]](#)

The Bòrd na Gàidhlig logo should be added to the front cover of the approved plan only and not to any drafts.

## Facal bhon Chathraice – Foreword from the Chair

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Tha sinn glè thoilichte an treas eagraan de Phlana NHS na Gàidhealtachd fhoillseachadh airson co-chomhairle am measg luchd-obrach agus a' phobaill.

Nì sinn cinnteach gum bi gnìomhachd agus seirbheisean NHS na Gàidhealtachd a thathar a' tabhann sa Ghàidhlig, aig an aon ìre agus càileachd ris an fheadhainn a tha sinn a' toirt seachad sa Bheurla.

Nì sinn cinnteach nuair a bhios seirbheisean Gàidhlig rim faighinn leinn, gum bi fios aig luchd-cleachdaidh na Gàidhlig gu bheil iad ann, agus gum bi iad air am brosnachadh gu gnìomhach gus an cleachdadh.

Nì sinn cinnteach gun àrdaichear cothroman do dh' euslaintich, don phoball agus don luchd-obrach againn a' Ghàidhlig a chleachdadh, mar thaic don Phlana Cànan Nàiseanta Ghàidhlig ùr, a thathar ag aontachadh an-dràsta, agus na h-amasan leantainneach gum bi a' Ghàidhlig air a cleachdadh nas trice, le barrachd dhaoine agus ann an raon nas fharsainge de shuidheachaidhean.

**Tha mi an dòchas gun gabh sibh an cothrom seo ur beachdan air a' phlana a thoirt dhuinn gus an urrainn dhuinn an dreach mu dheireadh a tharraing ri chèile ann an dòigh a fhreagrais air an sgioba againn, ar n-euslaintich agus muinntir na Gàidhealtachd.**

An t-Oll. A G Boyd Robertson  
Cathraiche, NHS na Gàidhealtachd

*We are very pleased to publish the third edition of the NHS Highlands Plan for consultation among staff and the public.*

*We will ensure that the operations and services of NHS Highland being offered in Gaelic, will be of an equal standard and quality as those that we provide in English.*

*We will ensure that where Gaelic services are made available by us, Gaelic users are made aware of their existence, and are actively encouraged to use them.*

*We will ensure that opportunities for patients, the public and our staff to use Gaelic are increased, in support of the National Gaelic Language Plan currently being approved, and the continuing aims that Gaelic is used more often, by more people and in a wider range of situations.*

**I hope that you will take this opportunity to give us your views on the plan so that we can draw the final version together in a way that best suits our team, our patients and the people in the Highlands.**

Professor A G Boyd Robertson  
Chair, NHS Highland

## Facal bhon Àrd-oifigear – Foreword from the Chief Executive

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Tha sinn toilichte co-chomhairle a chumail mun treas Plana Gàidhlig againn, agus a dh'aindeoin an iomadh dùbhlán a bha romhainn anns na trì bliadhna a dh' fhalbh, le COVID-19, bha sinn air adhartas a dhèanamh leis a' chiad dà phlana.

Tha sinn ag obair gu cruaidh gus ìre mhothachaidh an sgioba àrdachadh gus am bi luchd-obrach, euslaintich agus am poball gar n-aithneachadh mar bhuidheann a tha deònach Gàidhlig a chleachdadh, ionnsachadh agus a chur air adhart, far an urrainn dhuinn agus nuair a bhios seo comasach.

Tha na h-amasan àrd-ìre againn a' coimhead ri tuilleadh leasachaidhean Gàidhlig ann an seirbheisean leithid seargadh-inntinn, seirbheisean teaghlach agus cuideachd a bhith a' brosnachadh agus a' leasachadh roghainnean tràth-dhreuchdail do luchd-labhairt na Gàidhlig aig a bheil ùidh ann an slàinte agus cùram sòisealta.

**Tha sinn a' deanamh fiughar ri ur beachdan a chluinntinn gus am bi am Plana Gàidhlig againn cho feumail agus cho freagarrach sa ghabhas.**

Pamela Dudek  
Àrd-oifigear, NHS na Gàidhealtachd



*We are pleased to be able to consult on our third Gaelic Language Plan, and in spite of the many challenges faced during the last three years, I am happy to report that some progress has been made on the first two.*

*We are working hard on increasing awareness so that staff, patients and the public begin to recognise us as an organisation willing to use, learn and promote Gaelic, where we can and when this is possible.*

*Our high-level aims look to develop further engagement with Gaelic in services such as dementia, family services and also to encourage and develop the early-career options for Gaelic speakers interested in health and social care.*

***We look forward to hearing your views so that we can ensure our Gaelic Plan is as meaningful and achievable as it can be.***

Pamela Dudek  
Chief Executive, NHS Highland

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## 1. RO-RÀDH - INTRODUCTION

### Description of NHS HIGHLAND

NHS Highland covers the largest and most sparsely populated Scottish Health Board area, encompassing 41% of the country's landmass and a population of just over 320,000. We collaborate with people of all ages who need health and social care in both hospital and community settings. We try and support people to avoid a hospital admission whenever possible.

Our services cover the whole of North Highland and Argyll & Bute. Our diverse area includes Inverness, one of the fastest growing cities in Western Europe, and 37 populated islands (23 in Argyll & Bute and 14 in Highland, including the Isle of Skye).

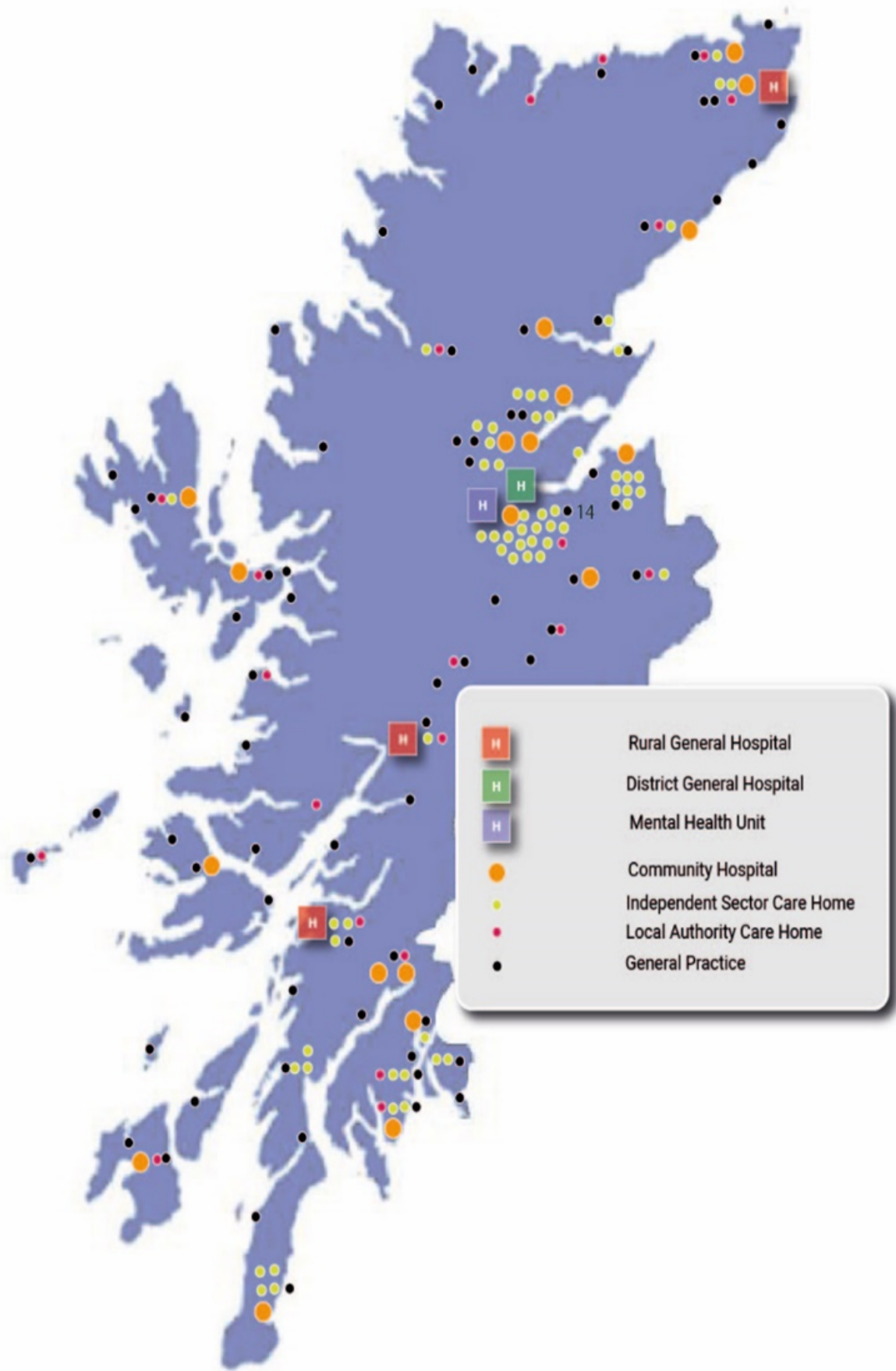
We provide services from our 20 community hospitals, our learning disability unit, specialist mental health hospital at New Craigs and our 4 rural general hospitals. (*see map on next page*). We also have our major acute hospital, Raigmore Hospital, in Inverness. Many of our services are delivered in partnership with primary care, social care and the voluntary sector.

Despite the often-popular image of a rural idyll, deprivation, fuel poverty and inequalities also affect the population of the area, producing diverse challenges for service delivery, and which are set to worsen in light of the current cost-of-living crisis.

In many parts of Highland, the NHS and other public sector agencies are major employers, and changes to services can adversely affect already fragile areas. As an important partner in maintaining the social and economic vibrancy of the areas, concerns around health service quality or changes can, and do, generate considerable attention from communities, local and national politicians as well as staff. The continued engagement and provision of services during the COVID outbreak was a real test of the skills and services within our team and whilst we have had to review how services are run and managed, we are very proud of the tenacity, loyalty and perseverance of our staff in light of the most challenging circumstances we have had to face in a generation.

We have a higher proportion of older people in the population than the Scottish average which provides its own challenges, largely in recruiting sufficient members of staff to provide services. Over the last few years, and specifically post-Covid and Brexit, there have been and continue to be considerable difficulties in recruitment.

Part of our challenge is to ensure we deliver safe and effective care and embed new models of care which will be sustainable and meet future needs, in a post-pandemic environment. We have recently developed our Strategic Plan for the next five years, **Together We Care | Cùram Còmhla** which includes a range of outcomes looking at all stages of life.



### NHS Highland Structure and Governance

NHS Highland is managed by a Board comprising non-Executive and specific Executive Directors. The Board is accountable to the Scottish Government through the Cabinet Secretary for Health and Social Care. Board members are by ministerial appointment. We employ 10,500 colleagues in a variety of roles across our organisation. Our greatest asset is our workforce and the way we go about our work emanates from the values and behaviours demonstrated daily. As a Board, we strive to ensure the environment is conducive to ensuring a positive culture, supported and delivered through our NHS and Social Care values.

Board meetings are held every two months, are open to the public and are webcast. The Board has an annual review which is also open to the public. The Chair of the Board, Professor Boyd Robertson, is a native Gaelic speaker and is a strong advocate for the development of Gaelic across the organisation.

### Gaelic within NHS Highland

At the time of the most recent census (2011), 87,100 people aged three and over in Scotland (1.7% of the population) had some Gaelic language skills.

Of these 87,100 people:

- 32,400 (37%) had full skills in Gaelic and could understand, speak, read and write Gaelic
- 57,600 (66%) could speak Gaelic
- 6,100 (7%) were able to read and/or write but not speak Gaelic
- 23,400 (27%) were able to understand Gaelic but could not speak, read or write it.

Of those who were Gaelic speakers, 40% reported using Gaelic at home, although the proportion varies geographically according to how widely Gaelic is used in the local community, with the highest being 79%.

The area covered by NHS Highland is home to almost 50% of the Gaelic speakers. And whilst the NHS Eileanan Siar (Western Isles) Board area remains the stronghold for Gaelic language (from Lewis in the north down to Barra in the south), we, in NHS Highland, provide a number of services for people living there, including Raigmore Hospital in Inverness, which plays a key role in the healthcare of many Western Isles patients.

Therefore, it is an important part of our service delivery, to ensure that Gaelic speakers can access health and social care, support and services, either through Gaelic or have access to someone with Gaelic who can support them. The positive uptake of our most recent Gaelic language class activity confirms that there is a real willingness on the part of staff to learn the language, and the breadth of role and location further confirms that there is no limit in terms of either locus or post, for those wishing to learn the language, with active learners from as far north as Orkney and as far south as Helensburgh.

During our internal capacity audit and our pre-consultative period, we have heard many anecdotal stories of how Gaelic has had a positive impact on patients and staff, at times where patients may have been feeling at their most vulnerable, including examples in maternity and dementia services. We are very proud of the fact that some of our staff can contribute, in a positive way, through the use and exchange of Gaelic, in addition to their own relevant roles and skills.

There has been an increased focus on Gaelic in areas where there is still a prevalence of Gaelic in the communities and in local schools. Recruitment is increasingly bilingual in these areas, to encourage Gaelic speakers into roles within the organisation. Recruitment for the new Broadford community hospital on the Isle of Skye, for example, included bilingual recruitment and Gaelic as a desirable skill in these areas. The same principle will apply to recruitment in Tiree and Coll, for example, where there remains a high number of Gaelic speakers within the communities.

#### The Gaelic Language (Scotland) Act 2005

*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 a public authority to prepare a Gaelic language plan. This provision was designed to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

This document is NHS Highland's Gaelic Language Plan, prepared within the framework of the Gaelic Language (Scotland) Act 2005. 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.

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.

#### The National Gaelic Language Plan

NHS Highland supports the aim of the National Gaelic Language Plan 2018-23 that "Gaelic is used more often, by more people and in a wider range of situations."

We are committed to the achieving this aim by focussing our work, on these three headings: -

- Increasing the use of Gaelic within our organisation and encouraging more people to use Gaelic, more often when they interact with us
- Increasing the opportunity for people to learn Gaelic as part of our day-to-day operations
- Promoting a positive image of Gaelic whenever we can as part of our day-to-day operations as an organisation

We are also mindful that the Scottish Government recently consulted on its draft 2023-28 National Gaelic Plan and are cognisant of its revised aims.

Internal Gaelic Capacity Audit – [info to follow from the survey, currently out](#)



## 2. PRÌOMH PHRIONNSAPALAN - KEY PRINCIPLES

### Equal Respect

We will ensure that the operations and services of NHS Highland being offered in Gaelic will be of an equal standard and quality to those we provide in English.

### Active Offer

We will make an active offer of our Gaelic services to our employees and the public. This will ensure that where Gaelic services are made available by us, Gaelic users are made aware of their existence, and are actively encouraged to use them.

This will take the responsibility away from the individual to ask for the service and will give Gaelic users the confidence to know that their needs will be met if that is their choice.

We will ensure that our Gaelic language services are as accessible as our English language services.

### Mainstreaming

Our contribution to the development areas identified in the National Gaelic Language Plan will primarily be through the implementation of the actions in this plan.

We will ensure that opportunities for patients, the public and our staff to use Gaelic are increased, in support of the National Gaelic Language Plan 2018-23 aim that Gaelic is used more often, by more people and in a wider range of situations.

### 3. GEALLAIDHEAN A' PHLANA - PLAN COMMITMENTS

#### High-Level Aims

The High-Level aims are intricately linked to the National Gaelic Language Plan 2018-23. As such, they are framed around the three National Gaelic Language Plan headings of: -

- Increasing the use of Gaelic
- Increasing the learning of Gaelic
- Promoting a positive image of Gaelic

#### INCREASING THE USE OF GAELIC

<b>High-level Aim</b>	<b>NHSH will recognise Gaelic as a need within clinical and social care as part of its care for patients.</b>
<b>Desired Outcome</b>	An increased understanding, acceptance and use of Gaelic with patients and service users by all staff within the relevant areas of the organisation.
<b>Current Practice</b>	There are already members of staff within clinical and social care departments using Gaelic in an informal way, but this is not being measured or captured in a formal way.
<b>Actions Required</b>	<ol style="list-style-type: none"> <li>1. To map the areas and departments in which Gaelic is available for patients.</li> <li>2. Collate and record Gaelic ability among Care at Home staff</li> <li>3. To provide a clear and simple method of identifying Gaelic-speaking staff and patients</li> <li>4. To collaborate with partners such as Alzheimer's Scotland, SEALL and others third sector groups, to maximise the opportunities available in providing Gaelic in a beneficial setting for dementia and Alzheimer patients, within care homes and elsewhere</li> <li>5. Participate in national events such as Dementia Awareness Week</li> <li>6. To include Gaelic within the patient media systems, through collaboration with Hospedia and to develop some Gaelic programmes for the hospital radio, to provide patients who wish to engage with Gaelic, the opportunity to do so and to expose patients to Gaelic while they remain in hospital care</li> <li>7. In areas where at least 20% are Gaelic speakers or where there are Gaelic-medium schools, Gaelic will be treated as a desirable skill in recruiting into social care and clinical roles.</li> <li>8. Staff will be asked to record use of Gaelic within clinical and social care to benchmark for future reference and organisational development purposes</li> </ol>
<b>Target Date</b>	Dec 2026
<b>Responsibility</b>	<p>Katharine Sutton, Chief Officer, Acute Services, NHS Highland</p> <p>Louise Bussell, Interim Chief Officer, Highland Health and Social Care Partnership</p> <p>Fiona Davies, Chief Officer, Argyll &amp; Bute Health and Social Care Partnership</p>

<b>High-level Aim</b>	<b>NHSH will recognise Gaelic as intrinsic to improving health and wellbeing in its communities including its family and maternity services.</b>
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<b>Desired Outcome</b>	Patients will be aware of Gaelic services available within family and maternity services and their benefits.
<b>Current Practice</b>	There are a number of Gaelic speaking staff within NHS Highland, and in services collaborating with communities and families, however, there is no formal recognition of any of these services being available/offered in Gaelic.
<b>Actions Required</b>	<ol style="list-style-type: none"> <li>1. Identify Gaelic speakers within the families (including children's services such as ophthalmology) and maternity services across the organisation and collaborate on best practice across the NHSH area</li> <li>2. Engage with Bòrd na Gàidhlig and other partners to ascertain the most useful ways in which to embed Gaelic within these services</li> <li>3. Gain feedback from patients and service users around the benefits of using Gaelic</li> <li>4. Collaborate with <i>Comann nam Pàrant</i> and <i>Comhairle nan Leabhraichean</i> to ensure Gaelic resources are readily available to interested parents or leaflets to signpost them to Gaelic information</li> <li>5. Gather views from services within the community regarding use of Gaelic with patients and service-users to contribute to considerations for future development of local and community services, i.e., community nursing, substance misuse services, community care and learning disabilities</li> <li>6. Provide a Gaelic representative on the Community Planning Partnerships in relevant areas such as Skye and Wester Ross</li> </ol>
<b>Target Date</b>	Dec 2024
<b>Responsibility</b>	<a href="#">Katharine Sutton, Chief Officer, Acute Services, NHS Highland</a> <a href="#">Louise Bussell, Interim Chief Officer, Highland Health and Social Care Partnership</a> <a href="#">Fiona Davies, Chief Officer, Argyll &amp; Bute Health and Social Care Partnership</a>

## INCREASING THE LEARNING OF GAELIC

<b>High-level Aim</b>	<b>NHSH will include Gaelic in any educational outreach work it conducts in communities.</b>
<b>Proposed Outcome</b>	Where possible, Gaelic speakers will be involved in educational outreach and information will be distributed bilingually.
<b>Current Practice</b>	Gaelic is not currently a key consideration in educational outreach within NHS Highland.
<b>Actions Required</b>	<ol style="list-style-type: none"> <li>1. Collaboration with SDS and other appropriate agencies around attendance and planning for recruitment and careers fairs, especially a presence at those specifically targeted at Gaelic speakers</li> <li>2. Develop a programme of planned events around Gaelic and healthcare within the communities, including engagement with Gaelic schools and units</li> <li>3. Encourage and support relevant teams to consider and include Gaelic in their events management and development i.e., Festival of Learning, Awareness Weeks etc</li> </ol>
<b>Target Date</b>	Dec 2023
<b>Responsibility</b>	<a href="#">Jennifer Swanson, Head of Talent</a>

<b>High-level Aim</b>	<b>NHSH will collaborate with education providers to create Gaelic routes to qualifications in related health and social care in appropriate areas.</b>
<b>Proposed Outcome</b>	There will be pathways available for those wishing to enter the Health and Social Care sector with Gaelic.
<b>Current Practice</b>	There are currently no health or social care courses being run specifically for Gaelic speakers.
<b>Actions Required</b>	<ol style="list-style-type: none"> <li>1. Collaborate with SDS about developing a Health and/or Social Care module/qualification for Gaelic speakers</li> <li>2. Identify and establish a network of Gaelic-speaking carers across specific areas to create cohorts who might be interested in piloting such a course</li> <li>3. Work with Care Homes to establish the required presence of Gaelic for their residents and a plan to provide Gaelic music, interaction, videos</li> <li>4. Working with Sabhal Mòr Ostaig as the education provider, to develop appropriate learning materials for Gaelic speakers/learners</li> </ol>
<b>Target Date</b>	Course pilot up and running for 2026
<b>Responsibility</b>	<a href="#">Fiona Hogg, Director of People and Culture</a>

#### PROMOTING A POSITIVE IMAGE OF GAELIC

<b>High-level Aim</b>	<b>Gaelic will be included as part of NHSH's vision and strategy.</b>
<b>Proposed Outcome</b>	NHS Highland will be recognised as an organisation where Gaelic is used on a day-to-day basis.
<b>Current Practice</b>	There is an increasing awareness and engagement within the organisation, in addition to a higher level of current Gaelic learners undertaking classes. Gaelic has now been introduced as an embedded part of our 5-year strategy and is being discussed in terms of communications, recruitment and other areas. Internal communications for all employees now regularly feature a Gaelic article or video.
<b>Actions Required</b>	<ol style="list-style-type: none"> <li>1. Recruit a Gaelic-speaking member of the Communications team or create a partnership whereby bilingual communications will be possible, as required</li> <li>2. Enhance the visibility of Gaelic within the organisation and our plans, making full use of the new website and Gaelic intranet site</li> <li>3. Increase the number of opportunities being made available to staff, patients and the public bilingually</li> <li>4. Increase visibility of Gaelic across the organisation</li> <li>5. Use social media to engage in a wider Gaelic audience e.g., Instagram account specifically for Gaelic health and social care content</li> </ol>
<b>Target Date</b>	<a href="#">Ongoing, website complete by Dec 2024, Comms team member as required</a>
<b>Responsibility</b>	<a href="#">Ruth Fry, Head of Communications</a>

## Corporate Service Aims

## STATUS

<b>Desired Outcome</b>	<b>Logo and brand</b> Render the corporate logo and branding in both Gaelic and English at the first opportunity and as part of any renewal process. The logo should demonstrate equal prominence for both languages.
<b>Current Practice</b>	To date, NHS Scotland have not sanctioned this and the Board has raised it at Director-General level and with the Health Secretary.
<b>Actions Required</b>	Secure permission from NHS Scotland by lobbying at senior levels.
<b>Target Date</b>	April 2023
<b>Responsibility</b>	Chair of Board, Chief Executive and Head of Communications & Engagement

<b>Desired Outcome</b>	<b>Signage</b> Prominent signage will include Gaelic and English as part of any renewal process.
<b>Current Practice</b>	All new capital development signage across NHS Highland is produced bilingually, with recent examples including Broadford Hospital and Strathspey & Badenoch Hospital.
<b>Actions Required</b>	Continued practice to ensure all parties are aware of this from the early planning stages. All vehicle livery to include the new bilingual signage on a renew and replace basis. Collaborate with NHS Eileanan Siar (Western Isles) to build upon the current database of Gaelic vocabulary to ensure consistency and agree any dialectical difference. Rewrite NHS Highland Gaelic policy to include reference to Estates signage
<b>Target Date</b>	Dec 25
<b>Responsibility</b>	Head of Estates, Head of Communications

## COMMUNICATING WITH THE PUBLIC

<b>Desired Outcome</b>	<b>Promotion</b> Positive message that communication from the public in Gaelic is always welcome.
<b>Current Practice</b>	Gaelic feedback is welcomed and this is stated online.
<b>Actions Required</b>	Proactive and positive messaging in social media that Gaelic is welcome. Training and procedures for staff to deal with correspondence received in Gaelic. Collaborate with other public organisations to research best practice in this area, in terms of dealing with the requests given many staff do not have Gaelic. Bilingual events within communities where appropriate.
<b>Target Date</b>	Dec 2024
<b>Responsibility</b>	Head of Communications, Director of People and Culture

<b>Desired Outcome</b>	<b>Written Communication</b> Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy.
<b>Current Practice</b>	This is already made clear on the NHS Highland website and there is a Gaelic email address for any Gaelic correspondence which is staffed and redirected, as appropriate.
<b>Actions Required</b>	Continue to promote the availability of a Gaelic communication Our complaints and comments forms are bilingual and available on the website. Increased visibility in email signatures. Our automatically generated text such as email disclaimers will be bilingual The #cleachdi image is promoted regularly and staff with Gaelic will be encouraged to use it.
<b>Target Date</b>	Already in place, so continuously monitor and record volume of requests
<b>Responsibility</b>	<a href="#">Mirian Morrison, Clinical Governance Development Manager</a>

<b>Desired Outcome</b>	<b>Reception and phone</b> Where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public.
<b>Current Practice</b>	There are some Gaelic-speaking staff at receptions in surgeries across the area but there is no formal network or forum for them.
<b>Actions Required</b>	Provide support to all reception staff to answer the phone in Gaelic. To support staff in responding to users when they do not have the skills to continue in Gaelic. Encourage Gaelic speaking staff to use their Gaelic confidently by providing videos around appropriate usage. Create a cohort of Gaelic-speaking surgery and reception staff to share ideas and best practice.
<b>Target Date</b>	Dec 2023
<b>Responsibility</b>	<a href="#">Jennifer Swanson, Head of Talent</a>

<b>Desired Outcome</b>	<b>Public meetings</b> Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted.
<b>Current Practice</b>	Bilingual meetings have been held, where appropriate, including Broadford Hospital plans and the consultation on the 3rd iteration of the NHS Highland Gaelic Plan.
<b>Actions Required</b>	Planned events to be considered bilingual at an early stage through collaboration with Communication and Engagement Team.
<b>Target Date</b>	Dec 24 – Increased number of meetings held bilingually.
<b>Responsibility</b>	<a href="#">Ruth Fry, Head of Communications and Engagement</a>

## INFORMATION

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<b>Desired Outcome</b>	<b>News releases</b> High profile news releases and all news releases related to Gaelic are circulated
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	<a href="#">in both Gaelic and English.</a>
<b>Current Practice</b>	News releases have been circulated in specific areas, but wider circulation of bilingual press releases will be implemented.
<b>Actions Required</b>	Further implementation in additional areas to include Oban and the Isles, Skye, Raasay and Wester Ross.
<b>Target Date</b>	<a href="#">Ongoing and annual reporting</a>
<b>Responsibility</b>	<a href="#">Ruth Fry, Head of Communications and Engagement</a>

<b>Desired Outcome</b>	<b>Social Media</b> <a href="#">Gaelic content distributed regularly through social media, guided by the level of actual and potential users.</a>
<b>Current Practice</b>	There has been little social media activity in Gaelic to date
<b>Actions Required</b>	Create a Gaelic social media space for NHS Highland on Instagram, targeting a younger audience. Create a plan for bilingual social media postings and campaigns in conjunction with the Comms & Engagement Team. Work towards securing the services of or employing a Gaelic speaking comms assistant.
<b>Target Date</b>	Apr 24
<b>Responsibility</b>	<a href="#">Ruth Fry, Head of Communications and Engagement</a>

<b>Desired Outcome</b>	<b>Website</b> <a href="#">Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach.</a>
<b>Current Practice</b>	There is little mention of Gaelic currently on the old website other than an invitation to the public to contact the organisation in Gaelic and some bilingual forms.
<b>Actions Required</b>	Agree a plan for the new website which creates an appropriate amount of Gaelic to include most prominent pages, menus, and a section dedicated to Gaelic.
<b>Target Date</b>	Apr 24
<b>Responsibility</b>	<a href="#">Ruth Fry, Head of Communications and Engagement</a>

<b>Desired Outcome</b>	<b>Corporate Publications</b> <a href="#">Produced in Gaelic and English with priority given to those with the highest potential reach.</a>
<b>Current Practice</b>	There has been some Gaelic included in corporate documentation such as the Together We Care – Cùram Còmhla, Leatsa, Dhutsa – 5-year strategy document, however, the consideration around Gaelic at the planning stages has yet to be embedded.
<b>Actions Required</b>	Approve a policy around bilingual corporate publications stating when, why and how often this will be appropriate.
<b>Target Date</b>	Policy Dec 23
<b>Responsibility</b>	<a href="#">Ruth Fry, Head of Communications and Engagement</a>

<b>Desired Outcome</b>	<a href="#">Language utility</a>
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	A process is in place to ensure that the quality and accessibility of Gaelic language in all corporate information is high.
<b>Current Practice</b>	Official translations are already arranged via professional organisations to ensure correct Gaelic. Ainmean Àitean na h-Alba is used as a reference tool for place names and translations use the most recent version of the Gaelic Orthographic Conventions. Where there is a local form used, this is applied consistently.
<b>Actions Required</b>	Continue to ensure consistency and high-standard translation.
<b>Target Date</b>	Already in place and continuing.
<b>Responsibility</b>	Ruth Fry, Head of Communications and Engagement

<b>Desired Outcome</b>	<b>Exhibitions</b> Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis with priority given to those with the highest potential impact.
<b>Current Practice</b>	There are not specific exhibitions but public meetings, conferences and careers fairs are currently held in English only.
<b>Actions Required</b>	Include Gaelic as part of the planning process for appropriate key events such as the Festival of Remote and Rural Learning or National Dementia Week, where Gaelic has a specific connection to the event/topic. Ensure there are Gaelic opportunities fed into recruitment, careers and succession planning strategies for events.
<b>Target Date</b>	Dec 23
<b>Responsibility</b>	Jennifer Swanson, Head of Talent Ruth Fry, Head of Communications and Engagement

## STAFF

<b>Desired Outcome</b>	<b>Internal audit</b> Conduct an internal audit of Gaelic skills and training needs through the life of each plan.
<b>Current Practice</b>	The previous survey was carried out during the 2nd plan and new survey went out in September 2022.
<b>Actions Required</b>	Carry out at least one additional audit during the lifecycle of the plan. Add "ability to speak Gaelic" to forms for new employees so that the data can easily be captured and used for organisational development purposes and reporting to <i>Bòrd na Gàidhlig</i> .
<b>Target Date</b>	Dec 25 (for the 2nd audit of this plan).
<b>Responsibility</b>	Fiona Hogg, Director People and Culture

<b>Desired Outcome</b>	<b>Induction</b> Knowledge of the public authority's Gaelic language plan included in new staff inductions.
<b>Current Practice</b>	There is currently a reference made to the Gaelic Language plan in induction materials. There is also reference to the Gaelic Awareness module for all new and current staff.



<b>Actions Required</b>	Ensure that there is a link in the induction which takes new employees straight to the Gaelic Plan on the NHSH intranet Create a list of handy phrases in Gaelic on the NHSH intranet.
<b>Target Date</b>	Apr 23
<b>Responsibility</b>	<a href="#">Fiona Hogg, Director People and Culture</a>

<b>Desired Outcome</b>	<b>Language training</b> Gaelic language skills training and development offered to staff, particularly in relation to implementing the public authority's Gaelic language plan.
<b>Current Practice</b>	Gaelic classes are up and running and there are around twenty staff currently receiving Gaelic classes as employees of NHSH through active collaborations with Highland Council and the Gaelic Centre on Islay.
<b>Actions Required</b>	Develop clear pathways for staff learning Gaelic Collaborate with Sabhal Mòr Ostaig, the National Centre for Gaelic Language and Culture, on specific training needs and CPD. Encourage staff to enrol onto the Gaelic workplace courses available via the University of Aberdeen.
<b>Target Date</b>	Dec 24.
<b>Responsibility</b>	<a href="#">Fiona Hogg, Director People and Culture</a>

<b>Desired Outcome</b>	<b>Awareness training</b> Gaelic awareness training offered to staff, with priority given to directors, board members and staff dealing directly with the public.
<b>Current Practice</b>	A Gaelic Awareness module has been added to the NHS Highland induction modules, which is available for all staff.
<b>Actions Required</b>	Further communication about the module and active encouragement from Team Leaders for new starts to complete the training. Add the Gaelic Awareness modules to Board inductions and training plans.
<b>Target Date</b>	Dec 2023.
<b>Responsibility</b>	<a href="#">Fiona Hogg, Director of People and Culture</a> <a href="#">Ruth Daly, Board Secretary</a>

<b>Desired Outcome</b>	<b>Recruitment</b> Recognising and respecting Gaelic skills within the recruitment process throughout the public authority. Gaelic named as an essential and / or desirable skill in job descriptions to deliver the Gaelic language plan and in accordance with the Bòrd na Gàidhlig recruitment advice. Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill.
<b>Current Practice</b>	Gaelic is already listed as a desirable skill for the Web Manager post. However, there are currently no Gaelic essential jobs, Adverts are being provided bilingually in the Skye, Raasay and Wester Ross areas.
<b>Actions Required</b>	Gaelic will be included as a desirable skill in all posts within the Oban and the Isles, Skye, Wester Ross and Raasay areas. Continue to provide bilingual adverts in these areas.

	Gaelic will be added as an essential skill for the Gaelic communications team member.
<b>Target Date</b>	Dec 2024
<b>Responsibility</b>	Jennifer Swanson, Head of Talent

## GAELIC LANGUAGE CORPUS

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<b>Desired Outcome</b>	<b>Gaelic Orthographic Conventions</b> The most recent Gaelic Orthographic Conventions(GOC3) will be followed in relation to all written materials produced by the public authority.
<b>Current Practice</b>	Complete and ongoing.
<b>Actions Required</b>	Continue to use suitably qualified translators who adhere to GOC 3.
<b>Target Date</b>	Ongoing.
<b>Responsibility</b>	Ruth Fry, Head of Communications and Engagement

<b>Desired Outcome</b>	<b>Placenames</b> Gaelic place name advice from Ainmean-Àite na h-Alba is sought and used.
<b>Current Practice</b>	Placenames are already being used in line with the Ainmean-Àite na h-Alba database. Where names are unavailable, suitable qualified translators maintain quality.
<b>Actions Required</b>	Continue current practice. Build on the current database of placenames, building and location names for reference
<b>Target Date</b>	Ongoing.
<b>Responsibility</b>	Alan Wilson, Head of Estates, Ruth Fry, Head of Communications

## 5. CEANGLAICHEAN RI FRÈAMAN COILEANAIDH NÀISEANTA - LINKS TO THE NATIONAL PERFORMANCE FRAMEWORK

We fully support the Scottish Government's national outcomes and ensure our work contributes to:

- opportunities for all
- increased wellbeing of people living in Scotland
- sustainable and inclusive growth
- reduced inequalities and equal importance to economic, environmental and social progress

Our own recently approved 5-year strategy, **Together We Care – Cùram Còmhla**, includes 20 outcomes (NHS) and additional commitments, which can be mapped against the Scottish Government's national outcomes (SG) as follows:

<b>SG-01 Children and Young People: We grow up loved, safe and respected so that we realise our full potential</b>
<b>NHS-01 Start Well</b> - Give every child the opportunity to start well in life by empowering parents and families through information sharing, education and support before and during pregnancy
<b>NHS-03 Thrive Well</b> - We will collaborate with our families, communities and partners to build joined up services that support our children and young people to thrive
<b>SG-02 Communities: We live in communities that are inclusive, empowered, resilient and safe</b>
<b>NHS-04 Anchor Well:</b> Be an anchor by working as equal partners within our communities to design and deliver health and care that has our population and where they live as the focus
<b>NHS-09 Care Well:</b> Work together with health and social care partners by delivering care and support that puts our population, families and carers experience at its heart
<b>SG-03 Culture: We are creative and our vibrant and diverse cultures are expressed and enjoyed widely</b>
<b>NHS-07 Nurture Well:</b> Support colleagues' physical and mental health and wellbeing through all the stages of their life and career with us. We foster an inclusive and kind culture where difference is valued and respected
<b>SG-04 Economy: We have a globally competitive, entrepreneurial, inclusive and sustainable economy</b>
<b>NHS-15 Value Well:</b> Improve experience by valuing the role that carers, partners in the third sector and volunteers bring along with their individual skills and experience
<b>NHS-17 Perform Well:</b> Core activities providing golden threads throughout our system that support the delivery, resilience and sustainability of our services supporting our strategy and our annual delivery plan
<b>SG-05 Education: We are well educated, skilled and able to contribute to society</b>
<b>NHS-08 Plan Well:</b> Create a sustainable pipeline of talent for all roles and excel in our recruitment and onboarding, making us an employer of choice both locally and nationally

**NHS-18 Progress Well:** Ensuring the organisation and partners are future proofed and at the forefront of development working collaboratively regionally and nationally where required

**SG-06 Environment: We value, enjoy, protect and enhance our environment**

We will work to prevent the wider environmental influences in which people live and work that result in health inequalities, such as low income, poor housing, low education or a lack of access to services.

We are committed to creating healthy, inclusive, resilient and nature-rich healthcare environments that nurture good health and wellbeing for patients, staff and the wider community and minimise our impact on the environment.

We will work to make it easier to walk, wheel, cycle and take public transport to NHS services. We will also look to reduce the need to travel where appropriate and support the shift to active travel. We will work to create circularity in our supply chains and reduce waste by maximising repair and reuse, and improve how we deal with equipment, material and goods at the end of their useful life

We will work to reduce harm and waste, creating sustainable care pathways, reduce pharmaceutical waste, use green theatre space, and support primary care.

We will work to establish and embed green health partnerships and similar approaches to increasing the use of nature-based solutions to deliver health outcomes

**SG-07 Fair Work and Business: We have thriving and innovative businesses, with quality jobs and fair work for everyone**

**NHS-05 Grow Well:** Ensure that all colleagues are supported to be successful in their role and are valued and respected for the work they do. Everyone will be clear on their objectives, receive regular feedback and have a personal development plan

**NHS-07 Listen Well:** Work in partnership with colleagues to shape our future and make decisions. Our leaders will be visible and engaged with the wider organisation, listening to, hearing and learning from experiences and views shared

**NHS-19 Enable Well:** Ensuring the organisation is transformational and with clear lines of governance and assurance processes in place whilst understanding the risk and resilience of the organisation and its partners.

**SG-08 Health: We are healthy and active**

**NHS-10 Live Well:** Ensure that both physical and mental health are on an equal footing and reduce stigma by improving access and enabling staff in all services to speak about mental health and wellbeing

**NHS -03 Stay Well:** We will collaborate with our partners by developing sustainable and accessible health and care focused on prevention and early intervention

**NHS-13 Journey Well:** Support our population on their journey with and beyond cancer by having equitable and timely access to the most effective evidence-based referral, diagnosis, treatment and personal support

**SG-09 Human Rights: We respect, protect and fulfil human rights and live free from discrimination**

**NHS-11 Treat Well:** Give our population the best possible experience by providing person centred planned care in a timely way as close to home as possible

**NHS-12 Respond Well:** Ensure that our services are responsive to our population's needs by adopting a "home is best" approach

**NHS-14 Age Well:** Ensure people are supported as they age by promoting independence, choice, self-fulfilment and dignity with personalised care planning at its heart

**NHS-15 End Well:** Support and empower our population and families at the end of life by giving appropriate care and choice at this time and beyond

**SG-11 Poverty: We tackle poverty by sharing opportunities, wealth and power more equally**

We will work to undo the fundamental causes of health inequalities with a focus on the unequal distribution of income, power and wealth

For more information on Scotland's National Outcomes

visit:<http://www.scotland.gov.uk/About/Performance/scotPerforms/outcome>

## 6. CEANGLAICHEAN RI FRÈAMAN IONADAIL AGUS SGÌREIL - LINKS TO LOCAL AND REGIONAL FRAMEWORKS

### Highland Health & Social Care Partnership (Lead Agency Model)

The Highland Partnership (HSCP) covers the Highland Council area. The population is broadly equally divided across urban areas, small towns, rural areas and very rural areas. Outside Inverness and the Inner Moray Firth, there are a number of key settlements around the area including Wick and Thurso in the far north, Fort William in the Southwest, Skye in the West, Aviemore in the South and Nairn in the East.

These areas function as local service centres for the extensive rural areas which make up most of the region. NHS Highland is the Lead Agency for Integrated Health and Social care for Adults, while The Highland Council is the lead agency for Integrated Health and Social care for Children.

There are four coterminous managerial areas for NHS Highland and The Highland Council children's services, and there are nine local Community Planning Partnerships. The governance of the partnership is managed by the Joint Monitoring Committee which consists of the two lead agencies, representatives from the Third Sector, Independent partners, service users and carers. These partners are represented in strategic planning and governance processes.

Gaelic Language Plans are owned by many of the representatives on the Community Planning Partnerships and provide opportunities to work on Gaelic developments in a collaborative way. Recent examples include the joint classes for The Highland Council and NHS Highland employees wishing to learn or improve their Gaelic language skills. Another example includes the sharing of the Gaelic Awareness Raising modules for NHS Highland staff, through collaboration with the Scottish Fire and Rescue Service.

### Argyll & Bute Health and Social Care Partnership (Integration Joint Board)

Argyll & Bute Integration Joint Board (IJB) is the public body that has strategic oversight and direction of the integrated services across Argyll and Bute. Through the Health and Social Care Partnership (HSCP), NHS Highland ensures the safe and effective delivery of the healthcare services in partnership with the Council Social Care Services. This too is supported by a partnership integration scheme determining the partnership agreements.

All NHS Services are delegated to the Argyll & Bute IJB

The area is divided into four localities:

- Oban, Lorn and the Isles (including Lorn and Islands Rural General Hospital in Oban)
- Mid Argyll, Kintyre and Islay
- Cowal and Bute,
- Helensburgh and Lomond

Argyll and Bute HSCP also manages its own corporate services. Argyll and Bute IJB has approved, in May 2022, a 3-year Joint Strategic Plan and Joint Strategic Commissioning Strategy which establishes the vision, strategic objectives and priorities setting out the strategic direction for how health and social care services will be shaped in the coming years. There are a number of areas where Argyll & Bute IJB works with NHS Highland collaboratively and these are detailed and planned each year as part of our Annual Delivery Plan.

A recent example of collaboration with local partners, is the development of a range of Gaelic classes with the Gaelic Centre in Islay, as an online learning resource for staff across the two Boards.

## 7. FOILLSEACHADH - PUBLICATION

### INTERNAL

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The Gaelic Plan has been re-introduced over a period of months in the Weekly Round-up internal communication, which goes out to all staff. In addition, there are Teams channels for Gaelic Matters and a new staff intranet site specifically for Gaelic information. The Gaelic Plan has also been added to the induction for staff with reference being made to the Gaelic Awareness Module, which sits within TURAS, our eLearning platform. Specific areas within the Gaelic Plan will be highlighted according to the work being implemented. Minutes of the Gaelic Implementation Group will also be available on the staff intranet Gaelic pages and the Group will be officially reformed upon approval of this plan.

### EXTERNAL

Our Gaelic Language Plan will be published in Gaelic and in English on our website.

In addition, we will: -

- issue a bilingual press release announcing the plan
- publicise the plan through a variety of social media platforms
- distribute digital copies to arms-length organisations and other third-party organisations, explaining their role in the delivery of the plan
- distribute digital copies of the plan to key stakeholders in the public, private and third sectors
- distribute digital copies of the plan to relevant Gaelic organisations and other interested bodies
- make hard copies available on request

## 8. A' CUR AN GNÌOMH A' PHLANA - RESOURCING THE PLAN

The plan will primarily be delivered from within existing resources through budgets such as Estates, Communications & Engagement and Staff Development. Any services that translators provide will be delivered in the same way as any other translation services. Many actions are low cost or no cost but will have some staff and management time implications.

There may be some resources required in terms of delivering training, for example, or Gaelic materials and these will be considered on a case-by-case basis and suitable funding streams identified or funding applications prepared.

There will be opportunities annually to apply to the Gaelic Language Act Implementation Fund (GLAIF) for specific projects to support the implementation of our High-level Aims.

## 9. A' CUMAIL SÙIL AIR A' PHLANA - MONITORING THE PLAN

The Gaelic Implementation Group will prepare an annual progress report for the Board, which will be submitted annually to Bòrd na Gàidhlig.

## 10. AM PLANA TAOBH A-STAIGH NHS NA GÀIDHEALTACHD - THE GAELIC LANGUAGE PLAN WITHIN NHS HIGHLAND

Overall responsibility for the plan

The Board and the Executive Directors have endorsed this Plan. Ultimate responsibility for ensuring this Plan is delivered lies with the NHS Highland Chief Executive; currently Pamea Dudek. The senior officer with operational responsibility for overseeing preparation, delivery and monitoring of our Gaelic Language Plan is the Director of People and Culture, currently Fiona Hogg. Support with implementation and delivery is currently being provided by a Gaelic support contractor. Staff are informed of their duties via internal communications, meetings and conversations with line managers. Questions in relation to the plan should be emailed to the dedicated Gaelic inbox, in the first instance, [nhsh.gaelic@nhs.scot](mailto:nhsh.gaelic@nhs.scot)

Gaelic Language Plan Implementation and Monitoring Group

The Gaelic Implementation Group is being re-established upon the approval of this plan and will have a focus on managing the progress and implementation of the Gaelic Language Plan.

The remit and membership of the group will be as follows:

### Remit

The Gaelic Language Plan Implementation Group is the key forum for oversight and monitoring of NHS Highland's Gaelic Language Plan and any additional and related activity.

### Terms of Reference



To monitor the development and implementation of the NHS Highland Gaelic Language Plan;  
To report to the NHS Highland Board and to Bòrd na Gàidhlig, on their behalf, annually and as requested;  
To have oversight of Gaelic Language focused activity within the organisation;  
To review documentation and other public information produced for staff, patients and other stakeholders and make appropriate recommendations;  
To meet annually with Bòrd na Gàidhlig staff to review progress relative to the Gaelic Language Plan and to receive and share relevant updates and information.  
The Gaelic Language Plan Implementation and Monitoring Group (NHS-GIG) will report, in the first instance to the Executive Directors Group. Reports to other groups and committees will be provided as requested.

### **Frequency of meetings and reporting**

The Gaelic Language Plan Implementation Group shall meet at least four times per year in the first instance. Meetings will be arranged by the People and Culture Directorate.

### **Membership**

#### ***Chair***

Director of People and Culture, Fiona Hogg

#### ***Members***

Head of Communications and Engagement

Head of Talent

Nominees from:

- Maternity or family services
- Dementia services
- Highland HSCP
- Argyll & Bute HSCP
- Public Health
- Estates and Facilities
- Education, Learning and Development
- Staffside

### **Arms length organisations and third parties**

Those who deliver services/goods on behalf of NHS Highland will be made aware of our commitment to the delivery of the Gaelic Language Plan through stating the requirement in the tendering and contracting of services/goods as a matter of best practice.

CÙL-PHÀIPEAR 1: IN-SGRÙDADH COMASAN GÀIDHLIG - APPENDIX 1: INTERNAL GAELIC CAPACITY AUDIT

Info to be added here after the survey analysis – NOT NECESSARY FOR THE CONSULTATION

CÙL-PHÀIPEAR 2: CO-CHOMHAIRLEACHADH POBLACH - APPENDIX 2 – PUBLIC  
CONSULTATION

INFORMATION ABOUT THE CONSULTATION WILL BE INCLUDED HERE ONCE THE PROCESS IS COMPLETE