



# Scottish Land Commission Coimisean Fearainn na h-Alba

**Scottish Land Commission**

**Coimisean Fearainn na h-Alba**

**Plana Gàidhlig**

**2027-2032**

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## 1. Introduction

This chapter sets the context for the Scottish Land Commission's Gaelic Language Plan. It explains the legislative framework for Gaelic Language Plans, the Commission's role and responsibilities, and why Gaelic is relevant to our work.

It also outlines the evidence used to develop this Plan, including consultation and an assessment of our organisational capacity, ensuring that our commitments are proportionate, achievable and aligned with the aims of the National Gaelic Language Plan<sup>1</sup>.

### 1.1 The Gaelic Language (Scotland) Act 2025 and Scottish Languages Act 2025

The Scottish Languages Act 2025 was passed by the Scottish Parliament, securing the status of Gaelic as an official language of Scotland and commanding equal respect with the English language.

The Act requires public bodies to prepare and implement Gaelic Language Plans. These plans help ensure the public sector plays its part in supporting Gaelic by raising its profile and creating more opportunities for people to use the language.

This document is the second edition of the Scottish Land Commission's Gaelic Language Plan<sup>2</sup>. It builds on the commitments made in our first plan and sets out how we will continue to use and promote Gaelic in delivering our functions, communicating with the public and stakeholders, and supporting the language within our organisation.

This plan has been prepared in accordance with the statutory requirements of the Gaelic Language (Scotland) Act 2005 as amended by the Scottish Languages Act 2025, taking account of the National Gaelic Language Plan and Bòrd na Gàidhlig's Guidance on the Development of Gaelic Language Plans<sup>3</sup>.

#### 1.1.1 The requirement to prepare a Gaelic Language Plan

The requirement for a public body to prepare a Gaelic Language Plan is initiated by Bòrd na Gàidhlig issuing a formal notice to that effect under section 3 of the 2005 Act<sup>4</sup>.

#### 1.1.2 Consultation on a Draft Gaelic Language Plan

The Gaelic Language (Scotland) Act 2005 requires public bodies to make interested parties aware of their draft Gaelic Language Plans and provide an opportunity for people to comment before they are finalised.

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<sup>1</sup> [The National Gaelic Language Plan – Bòrd na Gàidhlig](#)

<sup>2</sup> [623b0c33c777b\\_Scottish-Land-Commission-Gaelic-Plan-2022-27\\_FINAL.pdf](#) – First edition of the Scottish Land Commission Gaelic Language Plan

<sup>3</sup> [Preparing Plans – Bòrd na Gàidhlig](#)

<sup>4</sup> [Gaelic Language \(Scotland\) Act 2005](#)

## **1.2 The Scottish Land Commission**

The Scottish Land Commission is a non-departmental public body established in April 2017 under the Land Reform (Scotland) Act 2016<sup>5</sup>. We are accountable to Scottish Ministers and funded by the Scottish Government.

Our purpose is to make more of Scotland's land. We do this by bringing people together, generating evidence, supporting practical action and providing independent advice to help ensure Scotland's land delivers greater economic, social and environmental benefit.

Alongside our policy and research work, we work with landowners, communities, businesses and the public sector to encourage good practice in how land is owned, managed and used. We promote practical approaches to responsible land ownership and use through our Good Practice Programme and support productive relationships between agricultural landlords and tenants through the work of the Tenant Farming Commissioner.

By combining evidence, practical delivery and independent advice, we help inform policy and legislation while supporting change on the ground across Scotland.

### **1.2.1 Organisation and structure**

The Scottish Land Commission is led by a Board of Commissioners, including the Tenant Farming Commissioner. Commissioners are appointed by and accountable to Scottish Ministers. Under the Land Reform (Scotland) Act 2016, Scottish Ministers must take every reasonable step to ensure that at least one Commissioner is a Gaelic speaker.<sup>6</sup>

Following changes to the Commission's Board during the lifetime of the previous Gaelic Language Plan, there is not currently a Gaelic-speaking Commissioner. The Commission recognises the value of Gaelic representation at Board level and welcomes the statutory requirement on Scottish Ministers to take every reasonable step to appoint at least one Gaelic-speaking Commissioner. As future appointments are made, including the appointment of the new Land and Communities Commissioner, the Commission hopes this requirement will continue to be reflected in the composition of the Board.

The Commission's staff are led by the Chief Executive, who is the organisation's Accountable Officer and is accountable to Scottish Ministers. While there is no requirement for staff to have Gaelic language skills, we encourage colleagues to develop their understanding and use of Gaelic where appropriate and support learning opportunities across the organisation.

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<sup>5</sup> [Land Reform \(Scotland\) Act 2016](#)

<sup>6</sup> [Land Reform \(Scotland\) Act 2016](#) – Section 11.2

Our office is based at An Lòchran on the University of the Highlands and Islands campus in Inverness. We use a bilingual organisational logo and publish key corporate documents, including our Strategic Plan and Annual Report, in both English and Gaelic.

### **1.3 Why Gaelic matters to our work**

The Scottish Land Commission works across the whole of Scotland. Our work spans urban, rural and island communities, and we recognise Gaelic as an important part of Scotland's cultural heritage and national identity.

For the Scottish Land Commission, Gaelic is particularly relevant because of the close relationship between language, land and community. The Gaelic concept of *dùthchas* reflects the deep and enduring relationship between people, place and land. While there is no direct English equivalent, it is often associated with ideas of belonging, stewardship, heritage and shared responsibility. These themes closely align with the Commission's work to promote responsible land ownership and use, support communities and encourage the long-term stewardship of Scotland's land.

Scotland's Census 2022 found that 130,161 people aged three and over had some Gaelic language skills, representing 2.5% of the population. This included 69,701 people who reported that they could speak Gaelic. Gaelic skills are found across Scotland, although they remain most concentrated in the Highlands and Islands. The highest proportions of people with Gaelic skills were recorded in Na h-Eileanan Siar (57.2%), Highland (8.1%) and Argyll and Bute (6.2%).<sup>7</sup>

Many of the communities, landowners, tenants, and organisations the Commission works with have strong cultural and historical connections to Gaelic. As a public body, we recognise that Gaelic is relevant throughout Scotland, while also acknowledging its particular importance in many of the rural and island communities with which we engage.

Through this Plan, the Scottish Land Commission will contribute to the aims of the National Gaelic Language Plan by supporting the use and learning of Gaelic and promoting a positive image of the language.

### **1.4 Our commitments to Gaelic**

The Scottish Land Commission believes that land is at the heart of Scotland's economy, environment, culture and communities. We recognise that Gaelic is an important part of Scotland's identity and cultural heritage and that for many people and communities it remains closely connected to place and belonging.

As Scotland's national leadership body for land, we want our work to reflect the people and communities we serve. Promoting Gaelic within the organisation helps us to build awareness of Scotland's linguistic and cultural heritage, strengthen our engagement with Gaelic-speaking communities and ensure Gaelic is considered where it can add value to our work.

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<sup>7</sup> [Scotland's Census 2022 - Ethnic group, national identity, language and religion | Scotland's Census](#)

This Gaelic Language Plan sets out how we will:

- increase the visibility and appropriate use of Gaelic across the organisation;
- provide opportunities for staff and Commissioners to learn and use Gaelic;
- build awareness and understanding of Gaelic and its relevance to the Commission's work;
- work collaboratively with partners to support the aims of the National Gaelic Language Plan; and
- ensure Gaelic is considered as part of our communications, engagement and organisational development.

These commitments support our wider ambition to make more of Scotland's land by ensuring our work reflects Scotland's people, places and cultural heritage.

#### **1.4.1 Understanding our Gaelic capacity**

As part of the development of this Plan, the Scottish Land Commission carried out an internal survey of staff and Commissioners between June and July 2026 to better understand existing Gaelic skills<sup>8</sup>, experience and confidence across the organisation. The findings have informed the commitments set out in this Plan and will provide a baseline against which we can measure future progress.

The survey was issued to all 22 staff and Commissioners, with 18 responses received (82%).

The survey found that while relatively few respondents currently use Gaelic in their work, there is existing Gaelic knowledge and experience within the organisation. Respondents reported a range of abilities, from beginner through to intermediate level, and several identified previous Gaelic qualifications, experience of living or working in Gaelic-speaking communities, or personal and family connections to the language.

The survey also demonstrated strong support for further Gaelic learning and development. Many respondents expressed an interest in improving their Gaelic language skills, taking part in Gaelic awareness activities and exploring opportunities to use Gaelic within their role. Online learning resources, formal classes, conversation practice and mentoring were identified as the forms of support that would be most valuable.

Respondents also recognised opportunities to strengthen the relationship between Gaelic and the Commission's work. Suggestions included increasing awareness of the organisation's Gaelic commitments, working with partner organisations, exploring the links between Gaelic and land reform, and considering the use of Gaelic in communications, events and engagement activities.

The findings demonstrate that, while Gaelic language skills within the organisation are varied, there is a positive culture of learning and a willingness to support the delivery of this Plan. The full survey results are included in Appendix 1.

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<sup>8</sup> Appendix 1: Results of Gaelic skills survey

## **2. Delivering our Gaelic Language Plan**

### **2.1 Operational responsibility**

The senior officer with operational responsibility for overseeing the preparation, delivery and monitoring of the Scottish Land Commission's Gaelic Language Plan is:

**Nikki Nagler**

Head of Communications and Corporate Services

An Lòchran, Inverness Campus, IV2 5NA

[nikki.nagler@landcommission.gov.scot](mailto:nikki.nagler@landcommission.gov.scot)

### **2.2 Day-to-day responsibility**

The officer with operational responsibility for the day-to-day operation of the Scottish Land Commission's Gaelic Language Plan is the Communications and Engagement Manager. This includes monitoring progress against the commitments set out in the Plan, coordinating reporting, supporting colleagues to deliver actions and acting as the main point of contact for Gaelic Language Plan matters.

**Scarlett Macfarlane**

Communications and Engagement Manager

An Lòchran, Inverness Campus, IV2 5NA

[scarlett.macfarlane@landcommission.gov.scot](mailto:scarlett.macfarlane@landcommission.gov.scot)

### **2.3 Individual staff members**

All staff and Commissioners have a role to play in delivering this Plan. We will ensure colleagues are aware of the commitments within the Plan through internal communications, team meetings and regular discussions. We will also provide opportunities for staff to contribute to the delivery of actions and to develop their awareness and understanding of Gaelic.

### **2.4 Procurement and third-party services**

Where appropriate, we will ensure that contractors, suppliers and other organisations delivering services on behalf of the Scottish Land Commission are aware of the commitments within this Gaelic Language Plan. Where Gaelic forms part of the services being procured, relevant requirements will be reflected within tender documentation and contracts.

### 3. Planning and policy implications for Gaelic

The National Gaelic Language Plan<sup>9</sup> sets out a shared vision for Gaelic to be recognised, valued and supported across Scotland. It looks to increase the number of people speaking, learning, using and supporting Gaelic, while strengthening the language's visibility and contribution to Scotland's social, cultural and economic life. The Plan recognises that achieving its vision will require action from a wide range of organisations and that many of its commitments will be delivered through the Gaelic Language Plans of public authorities.

In developing this Plan, the Scottish Land Commission has considered the ambitions, priorities and commitments set out in the National Gaelic Language Plan alongside our own statutory functions and organisational priorities.

Our strategic commitments have therefore been developed to support the wider ambitions of the National Gaelic Language Plan by increasing opportunities to use and learn Gaelic, promoting a positive image of the language and recognising the relationship between Gaelic, Scotland's land and the communities we serve. They have been informed by:

- the National Gaelic Language Plan 2023–2028;
- Bòrd na Gàidhlig's Statutory Guidance for the Development of Gaelic Language Plans;<sup>10</sup>
- the Scottish Land Commission's statutory functions and Strategic Plan;
- the findings of our internal Gaelic skills survey;<sup>11</sup> and
- the principles of Reasonable and Proportionate and Active Offer, as set out in Bòrd na Gàidhlig's Statutory Guidance on the Development of Gaelic Language Plans.<sup>12</sup>

The Commission also recognises the wider Scottish Government focus on public service reform, collaboration and the effective use of public resources.<sup>13</sup> In delivering this Plan, we will seek opportunities to work collaboratively with others, share expertise and identify joint approaches that maximise impact while representing best value.

Our contribution will differ from that of organisations with direct responsibilities for education or community learning and instead we will focus our efforts on the areas where we can make the greatest impact through our own functions and responsibilities. The following strategic commitments set out how we will contribute to the national ambition of increasing opportunities to learn, use and support Gaelic in ways that are appropriate to our role.

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<sup>9</sup> [National Gaelic Language Plan 2023-28](#)

<sup>10</sup> [Preparing Plans – Bòrd na Gàidhlig](#)

<sup>11</sup> [Appendix 1: Results of Gaelic skills survey](#)

<sup>12</sup> [Preparing Plans – Bòrd na Gàidhlig](#)

<sup>13</sup> [Scotland's Public Service Reform Strategy: Delivering for Scotland - gov.scot](#)

### 3.1 Our strategic commitments

The Scottish Land Commission has identified three strategic commitments that reflect our role and the contribution we can make through our functions.

#### Strategic Commitment 1: Recognising the relationship between Gaelic, land and place

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic aim</b>    | Recognise and promote the relationship between Gaelic, Scotland's land and the communities connected to it through the delivery of the Scottish Land Commission's statutory functions.                                                                                                                                                                                                                                                                                                    |
| <b>Current practice</b> | The Scottish Land Commission recognises the cultural significance of Gaelic and its connection to Scotland's land, places and communities. This is reflected in our research, communications and engagement activities where appropriate, and in the development of this Gaelic Language Plan.                                                                                                                                                                                            |
| <b>Actions required</b> | <ol style="list-style-type: none"><li>1. Gaelic will be recognised and promoted through the Commission's research, policy advice, Good Practice Programme and communications.</li><li>2. Gaelic and its cultural relevance will be considered when planning stakeholder engagement and will be included in events and public-facing activities.</li><li>3. The relationship between Gaelic, land and place will be highlighted through collaborative projects and partnerships.</li></ol> |
| <b>Target date</b>      | Annual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Responsibility</b>   | Communications and Engagement Manager, with support from relevant staff leads                                                                                                                                                                                                                                                                                                                                                                                                             |

#### Strategic Commitment 2: Supporting greater use and visibility of Gaelic through our public-facing work

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic aim</b>    | Increase opportunities for people to see, hear and engage with Gaelic through the Scottish Land Commission's communications, engagement and public-facing activities.                                                                                                                                                                                                                                                    |
| <b>Current practice</b> | The Commission publishes key corporate documents bilingually, uses a bilingual logo and promotes Gaelic through selected communications and engagement activities.                                                                                                                                                                                                                                                       |
| <b>Actions required</b> | <ol style="list-style-type: none"><li>1. Continue to increase the visibility of Gaelic across the Commission's communications and engagement activities.</li><li>2. Look for opportunities to use Gaelic in digital communications, publications, events and stakeholder engagement activities.</li><li>3. Monitor and review opportunities to expand the public use of Gaelic over the lifetime of this Plan.</li></ol> |
| <b>Target date</b>      | Annual                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Responsibility</b>   | Communications and Engagement Manager                                                                                                                                                                                                                                                                                                                                                                                    |

### Strategic Commitment 3 – Working collaboratively to maximise the impact of Gaelic

|                         |                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic aim</b>    | Work collaboratively with public bodies, Gaelic organisations and other partners to maximise the impact of Gaelic through shared learning, expertise and resources.                                                                                                                                                                                          |
| <b>Current practice</b> | The Scottish Land Commission does not currently have established partnerships or joint activity focused specifically on Gaelic. Developing appropriate relationships with Gaelic organisations and other public bodies will therefore be a new area of work during the lifetime of this Plan.                                                                |
| <b>Actions required</b> | <ol style="list-style-type: none"> <li>1. Identify relevant Gaelic organisations and public bodies and other stakeholders with which the Commission could develop relationships.</li> <li>2. Explore opportunities for joint activity that supports the use, learning or positive promotion of Gaelic and aligns with the Commission's functions.</li> </ol> |
| <b>Target date</b>      | Annual                                                                                                                                                                                                                                                                                                                                                       |
| <b>Responsibility</b>   | Communications and Engagement Manager                                                                                                                                                                                                                                                                                                                        |

## 4. Corporate commitments

The following corporate commitments set out the practical measures the Scottish Land Commission will take to deliver the strategic commitments outlined in Section 5. They focus on the Commission's day-to-day operations and have been developed in line with Bòrd na Gàidhlig's Statutory Guidance and the principles of 'Reasonable and Proportionate and Active Offer'.

### 4.1 Identity

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate commitment</b> | Increase the visibility of Gaelic through the Commission's corporate identity and physical environment.                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Current practice</b>     | <p>In 2025, the Scottish Land Commission refreshed its corporate identity to give Gaelic equal prominence with English within the Commission's logo, demonstrating the principle of equal respect.</p> <p>The Commission is based at An Lòchran on the University of the Highlands and Islands campus. Building signage is managed by Highlands and Islands Enterprise, and the Commission will work collaboratively with partners to identify opportunities to support bilingual signage where appropriate.</p> |
| <b>Actions required</b>     | <ol style="list-style-type: none"><li>1. Continue to use the updated bilingual logo across all corporate communications and materials.</li><li>2. Incorporate the updated bilingual branding into printed materials and other physical assets as they are reviewed, replaced or redesigned.</li><li>3. Review opportunities to increase the visibility of Gaelic through signage including updating the logo used on the Commission signage in the An Lòchran foyer.</li></ol>                                   |
| <b>Target date</b>          | Annual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Responsibility</b>       | Communications and Engagement Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

### 4.2 Communications

|                             |                                                                                                                                                                                                                                                                                                                             |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate commitment</b> | Provide opportunities for people to communicate with the Scottish Land Commission in Gaelic.                                                                                                                                                                                                                                |
| <b>Current practice</b>     | The Commission can respond to correspondence received in Gaelic through professional translation services. Gaelic is used selectively within communications and engagement activity.                                                                                                                                        |
| <b>Actions required</b>     | <ol style="list-style-type: none"><li>1. Maintain arrangements for responding to Gaelic correspondence.</li><li>2. Increase the use of Gaelic across digital communications including the Commission's newsletter.</li><li>3. Increase the use of Gaelic and bilingual content across all social media platforms.</li></ol> |

|                       |                                                                                                                                                                                                                                                                                          |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | <ol style="list-style-type: none"> <li>4. Create a positive message for the public that correspondence in Gaelic is welcomed by including a note on the Contact page of our website.</li> <li>5. Develop a guide to support staff to respond to requests for Gaelic services.</li> </ol> |
| <b>Target date</b>    | Annual                                                                                                                                                                                                                                                                                   |
| <b>Responsibility</b> | Communications and Engagement Manager                                                                                                                                                                                                                                                    |

### 4.3 Publications

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate commitment</b> | Increase the visibility and use of Gaelic across the Commission's publications and digital channels.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Current practice</b>     | <p>The Scottish Land Commission publishes its Strategic Plan and Annual Report in both Gaelic and English. We also publish selected high-profile publications bilingually where this supports the objectives of the Plan, including publications produced through our ScotLand Futures initiative.<sup>14</sup></p> <p>Our website includes an automated translation tool that allows users to translate web content into Gaelic using a combination of machine translation and artificial intelligence. This provides broader access to Gaelic content across the website, while professionally translated versions continue to be used for key corporate and high-profile publications.</p> <p>All public facing publications include a statement explaining that Gaelic versions can be made available on request.</p>                              |
| <b>Actions required</b>     | <ol style="list-style-type: none"> <li>1. Continue to publish the Strategic Plan and Annual Report bilingually.</li> <li>2. Increase the number of high-profile reports, strategies and other key outputs which are bilingual. Other high-profile publications will be made available in Gaelic on request.</li> <li>3. Maintain a clear process for requesting Gaelic versions of publications and review requests received to inform future publication priorities.</li> <li>4. Establish a baseline of Gaelic content across the Commission's website and other digital channels.</li> <li>5. Continue to develop relationships with Gaelic media.</li> <li>6. Ensure that professionally translated Gaelic publications and communications follow the current Gaelic Orthographic Conventions (GOC) to support consistency and quality.</li> </ol> |
| <b>Target date</b>          | Annual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Responsibility</b>       | Communications and Engagement Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

<sup>14</sup> [ScotLand Futures - Scottish Land Commission](#)

#### 4.4 Staffing

|                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate commitment</b> | Build the knowledge, confidence and capability of staff and Commissioners to support the delivery of this Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Current practice</b>     | The Scottish Land Commission has undertaken a Gaelic skills survey to better understand existing skills, experience and development needs across the organisation. While the Commission does not currently provide formal Gaelic language training, staff are encouraged to access free Gaelic learning resources, which are shared periodically through internal communications. There are currently no designated Gaelic language posts, however, all vacancies are advertised with Gaelic identified as a desirable skill.                                                                      |
| <b>Actions required</b>     | <ol style="list-style-type: none"> <li>1. Continue to promote Gaelic language learning and awareness resources to staff and Commissioners.</li> <li>2. Include an annual commitment within the Commission's learning and development programme to support Gaelic awareness and/or language learning, subject to available resources.</li> <li>3. Continue to advertise Gaelic as a desirable skill for all vacancies and keep the designation of posts under review.</li> <li>4. Repeat the organisational Gaelic skills survey in 2029 to monitor progress and inform future planning.</li> </ol> |
| <b>Target date</b>          | Annual                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Responsibility</b>       | Communications and Engagement Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

## 5. Implementation and monitoring

The Scottish Land Commission is committed to delivering the commitments set out in this Gaelic Language Plan. Responsibility for the strategic oversight of the Plan rests with the Head of Communications and Corporate Services. Day-to-day responsibility for coordinating delivery, monitoring progress and reporting on implementation rests with the Communications and Engagement Manager (contact details can be found on page 7 of this Plan).

Successful delivery of the Plan will require collaboration across the organisation. Responsibility for individual actions sits with the relevant teams and officers identified throughout the Plan, with progress supported by the Senior Leadership Team and Commissioners where appropriate.

This Gaelic Language Plan will remain in effect for five years from the date of approval by Bòrd na Gàidhlig.

### 5.1 Monitoring and reporting

Progress against both the strategic commitments and corporate commitments set out in this Plan will be monitored on an ongoing basis.

An annual review of progress will be undertaken to:

- assess delivery of the commitments and actions within the Plan;
- identify opportunities for continuous improvement;
- monitor changes in organisational Gaelic capacity and demand for Gaelic services;
- consider feedback from staff, stakeholders and service users; and
- identify any amendments required to ensure the Plan remains effective and proportionate.

Progress will be reported to the Senior Leadership Team and Commissioners and shared with Bòrd na Gàidhlig in accordance with its monitoring requirements.

### 5.2 Resourcing

The Scottish Land Commission is committed to delivering this Gaelic Language Plan in a way that is sustainable, proportionate and represents good value for public money.

The actions set out in this Plan will be delivered primarily through existing staff resources and budgets. Rather than creating a separate budget for Gaelic, the Commission will embed delivery within its normal business planning, communications, engagement, training and development, and corporate activities. This approach reflects our commitment to mainstreaming Gaelic within the organisation and ensuring it is considered as part of day-to-day decision-making.

Where appropriate, the Commission will explore opportunities to access external funding, including funding made available by Bòrd na Gàidhlig, to support larger one-off projects or initiatives that would enhance the delivery of this Plan. Decisions to seek

external funding will be considered on a case-by-case basis and aligned with the Commission's strategic priorities and available capacity.

The Commission will keep the resources required to deliver this Plan under review throughout its lifetime and will consider whether additional investment or partnership opportunities are required to support future delivery.

### **5.3 Publication**

Following approval by Bòrd na Gàidhlig, this Plan will be published on the Scottish Land Commission's website and made available in both English and Gaelic.

The Commission will promote the Plan through its communications channels and ensure that staff and Commissioners are made aware of its commitments and their role in supporting delivery. Progress and opportunities to engage with Gaelic will be communicated internally throughout the lifetime of the Plan to help maintain awareness and encourage participation.

## Appendix 1: Results of Gaelic skills survey

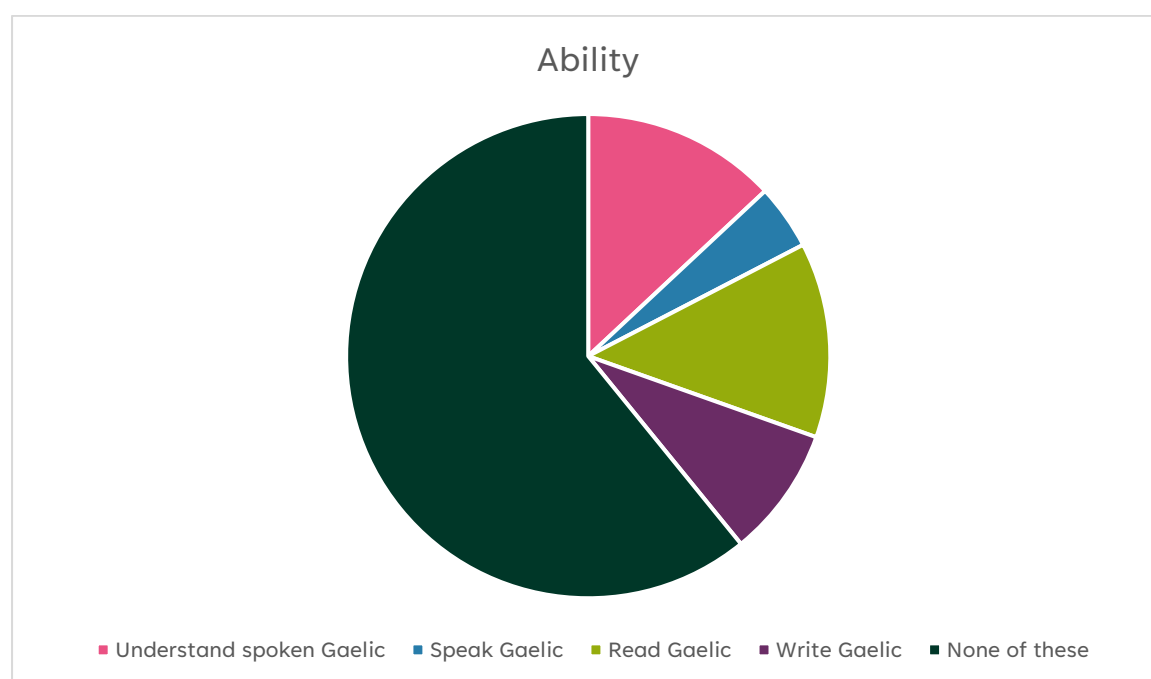
As part of the development of this Gaelic Language Plan, the Scottish Land Commission carried out an internal survey of staff and Commissioners between June and July 2026 to understand existing Gaelic language skills, experience, confidence and future learning needs.

The survey was issued to all 22 staff and Commissioners, with 18 responses received, representing a response rate of 82%.

The findings have informed the strategic and corporate commitments contained within this Plan and will provide a baseline against which future progress can be measured.

### Existing Gaelic skills

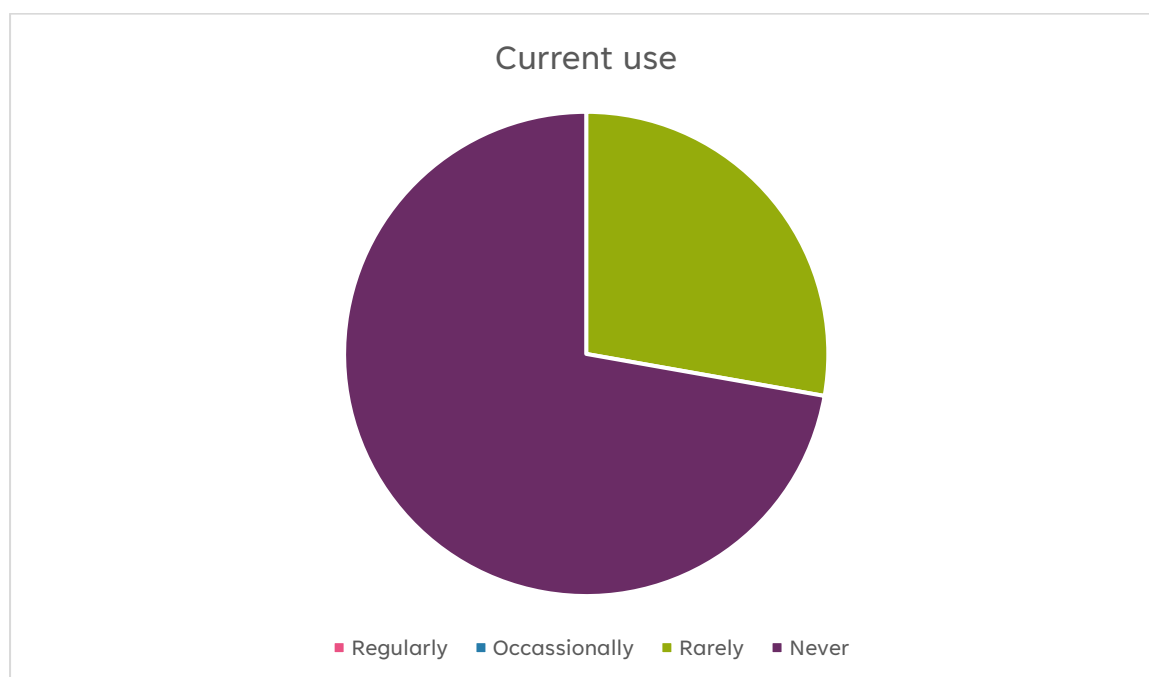
| Ability                  | Number | Percentage |
|--------------------------|--------|------------|
| Understand spoken Gaelic | 3      | 17         |
| Speak Gaelic             | 1      | 6          |
| Read Gaelic              | 3      | 17         |
| Write Gaelic             | 2      | 11         |
| None of these            | 14     | 78         |



| Self-assessed ability    | Number |
|--------------------------|--------|
| Beginner (A1–A2)         | 7      |
| Intermediate (B1–B2)     | 1      |
| Advanced/ fluent (C1–C2) | 0      |

## Use of Gaelic in work

| Current use  | Number | Percentage |
|--------------|--------|------------|
| Regularly    | 0      | 0          |
| Occasionally | 0      | 0          |
| Rarely       | 5      | 28         |
| Never        | 13     | 72         |



- Most respondents do not currently use Gaelic in their role. Those who do primarily use it in communications, meetings or conversations.

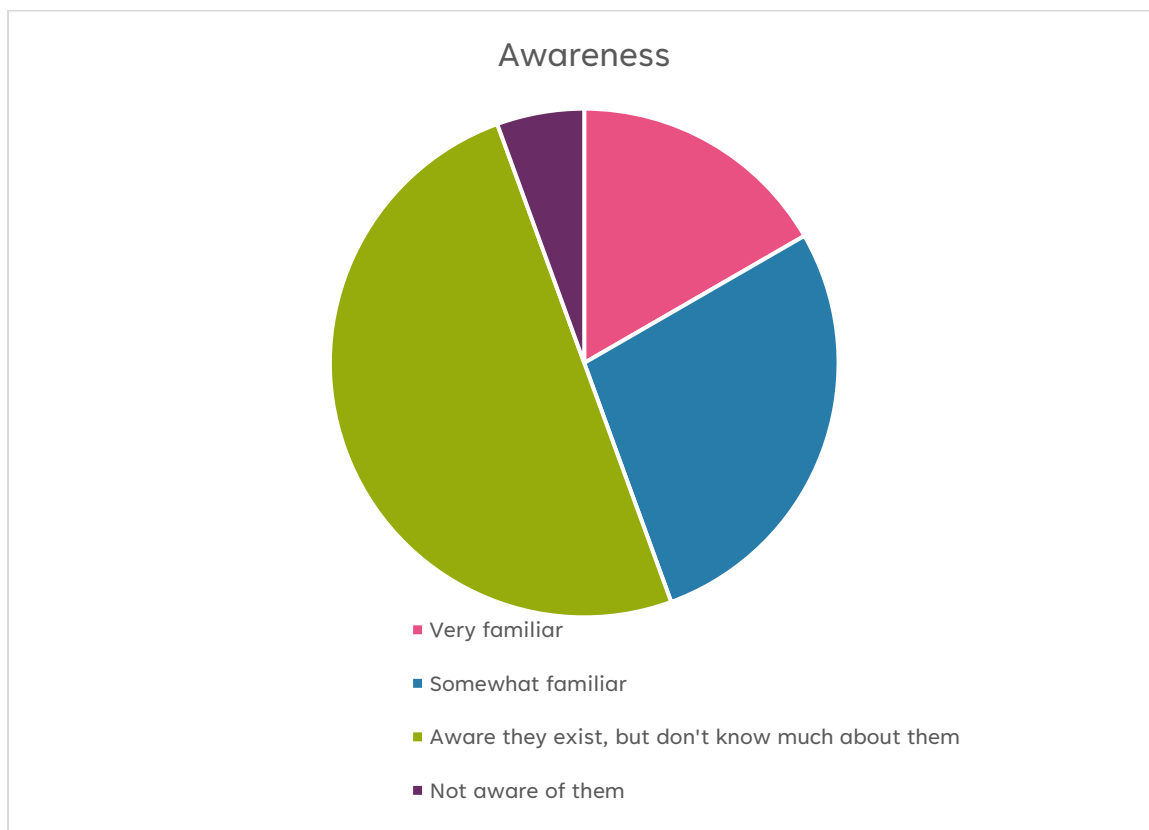
## Learning and development

- 78% of respondents said they would be interested in further training to develop their Gaelic skills.
- 94% of respondents had or were currently attending Gaelic training.
- 78% of respondents had attended a Gaelic awareness session.

| Preferred support              | Mentions |
|--------------------------------|----------|
| Formal classes                 | 8        |
| Conversation practice sessions | 6        |
| Gaelic awareness sessions      | 3        |
| Online learning resources      | 9        |
| Mentoring/buddying             | 4        |

## Our Gaelic Language Plan

| Awareness of current GLP commitments             | Number | Percentage |
|--------------------------------------------------|--------|------------|
| Very familiar                                    | 3      | 17         |
| Somewhat familiar                                | 5      | 28         |
| Aware they exist, but don't know much about them | 9      | 50         |
| Not aware of them                                | 1      | 6          |



## How people would like to be involved with the new plan

| Preferred involvement                                            | Mentions |
|------------------------------------------------------------------|----------|
| I would like to receive updates on progress                      | 8        |
| I would be interested in Gaelic awareness activities             | 8        |
| I would be interested in Gaelic language training                | 9        |
| I would be interested in using Gaelic within my role             | 2        |
| I would be interested in helping deliver actions within the plan | 8        |

## Key themes

### Existing experience

Several respondents described previous experience that was not captured by the survey questions, including:

- growing up in Gaelic-speaking communities;
- family connections to Gaelic;

- previous formal qualifications in Gaelic;
- attendance at Gaelic-medium education; and
- participation in Gaelic cultural activities.

### **Opportunities identified**

Respondents suggested opportunities to:

- increase awareness of the Commission's Gaelic commitments;
- strengthen links between Gaelic and land reform;
- work collaboratively with organisations with Gaelic expertise;
- provide more opportunities for staff learning and conversation practice; and
- learning needs

### **The survey showed particular demand for:**

- online learning;
- structured language classes;
- informal conversation opportunities; and
- Gaelic awareness sessions.