

1. Introduction

College: Sabhal Mòr Ostaig

College regional grouping: Highlands and Islands

Funding

Sabhal Mòr Ostaig will receive a total of £824,771 from the Scottish Funding Council for academic year 2023/24 to enhance and develop the rate of Gaelic language acquisition through further education for a total of 861 credits to be delivered.

The College's Higher Education provision is funded by the Scottish Government and SFC and distributed to SMO through the University of the Highlands and Islands (UHI) and this is detailed within the UHI Tertiary Regional Outcome Agreement. This includes £146,305 strategic funding which the College receives in recognition of its unique mission and activities in the delivery of HE provision through the medium of Gaelic.

The College will also receive £1.18m provided to the Scottish Funding Council by the Scottish Government under the National Heritage (Scotland) Act 1985 and is expected to deliver on the outcomes and targets of the grant as specified by the Scottish Government.

It is also important to note that SMO currently shadows the NRPA to the extent that Lecturers' pay is harmonised and Support staff receive the same increases as Support staff across the sector. SMO is not, however, a signatory to the NRPA and the above grant excludes all but the lecturers' pay harmonisation element of NRPA.

This funding is on the condition that the College Board of Directors signs and commits to deliver the outcomes detailed below.

Priority Outcomes to be delivered through the period AY 2023/24.

By the end of AY 2023/24 the College will deliver the following priority outcomes, which align with SMO's Strategic Plan 2023-2028:

There will be increased levels of usage and quality, status and appreciation of, and for, Gaelic language and culture in the life of the Scottish nation by:

1. increased access to language acquisition and opportunities for usage; supported corpus development; and raised status of the language; thereby contributing to the National Gaelic Language Plan (NGLP) 2018-2023 (*Ref SMO Strategic Objective 1*)

2. delivering excellent research and knowledge transfer to support Gaelic language and culture (*Ref SMO Strategic Objective 2*)
3. having enabled more people to access Gaelic culture, enhanced its development across a wide spectrum of artistic activity and fostered a philosophy of innovation and enterprise leading to increased creativity in Gaelic-related culture in Scotland and internationally through the implementation of our arts strategy (*Ref SMO Strategic Objective 3*)
4. fostering education, culture, and economic and community activity, having implemented a major part of the Kilbeg development (*Ref SMO Strategic Objective 4*)
5. supporting the development of a thriving local, and a wider Gaelic economy, based on delivery of skills development, business creation, employer engagement and creating value from knowledge exchange, demonstrated locally by increased income, jobs created and sustained and other economic KPIs; regionally by collaborative working with UHI partners; and nationally by collaborative working with other institutions. (*Ref SMO Strategic Objectives 5 and 6*).

Priority Outputs to be delivered in AY 2023/24

In AY 2023/24 the College will deliver the following priority outputs:

- maintain the number of learners undertaking SMO FE programmes at 1,000 credits in AY 2023/24 (actual budgeted 861 credits);
- drive forward the delivery of relevant NGLP outcome areas related to Education, Communities and Workplace through activity with schools, adult learners, UHI partners, other public sector organisations regionally and nationally to increase coherence in learning provision;
- increase engagement with schools at local, regional and national level through the further development of information, advice and guidance services, clarifying the learner journey, and leading to increased student recruitment and awareness of tertiary Gaelic education and employment opportunities;
- maintain the number of Gaelic-language FE short courses provided by the College to provide more opportunities to gain fluency and increased access to learning;
- continue to develop research activities, the continues development of a research environment and commence preparations for the next Research Excellence Framework (REF).
- ensure the continued sustainability of the College by sustaining commercial income and increasing non-Gaelic speakers' exposure to Gaelic language and culture.

<p>Signed by SMO</p> <p><i>Gillian Rothach</i></p> <p>Date 31/10/2023</p>	<p>Signed by SFC</p> <p><i>Kuwatt</i></p> <p>Date 15 January 2024</p>
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2. Context Statement

Background

Sabhal Mòr Ostaig (SMO) was founded in 1973. Located in the Sleat peninsula of the Isle of Skye, it is a unique institution fulfilling a number of distinct functions. It is a national and international centre of excellence for the development of the Gaelic language, culture and the arts. SMO is unique in the United Kingdom, offering access, advanced and degree level courses solely through the medium of Scottish Gaelic. In fulfilling its mission, the courses offered are relevant to the specific socio-economic and cultural needs of the Scottish Gàidhealtachd and of the wider Gaelic community.

It has an international reach and reputation as the National Centre for Gaelic Language and Culture and is a specialist Academic Partner within the University of the Highlands and Islands (UHI).

SMO has been instrumental since its inception in the revitalisation of Gaelic language acquisition and is committed to working in partnership with the Scottish Government, Bòrd na Gàidhlig, and other partners, towards achieving the aims of the NGLP 2023-28. SMO is committed to supporting the Scottish Government's Faster Rate of Progress initiative for Gaelic and SMO has a role to play across a range of strategic areas.

1. Coimhearsnachdan / Communities
2. Dachaigh / Home
3. Meadhanan, Ealainean, Cultar, Dualchas / Media, Arts, Culture, Heritage
4. Gnìomhachas agus an Eaconamaidh / Business and the Economy
5. Ùghdarrasan Poblach / Public Authorities
6. Sgoil / School
7. Foghlam às dèidh na sgoile / Post-school Education

SMO has a key role to play in Post-school Gaelic Learning and Gaelic Teaching, and the College will continue to work with the Scottish Government and Bòrd na Gàidhlig to develop opportunities for adult learners of Gaelic, recognising the important role that the College can play in supporting this key area of delivery.

SMO is actively involved in creating more opportunities for communities and networks of Gaelic speakers to use Gaelic and increasing access to the language in community activities and services. The College works closely with Local Authorities and other community planning partners to take forward locality plans, providing advice and support in the delivery of relevant outcomes as well as supporting local authorities in the delivery of their Gaelic Language Plans.

The College also recognises the importance of the use of Gaelic in the workplace and continues to work with Bòrd na Gàidhlig to create a positive attitude to Gaelic through awareness-raising and increasing opportunities for staff to learn Gaelic and develop their language skills. The College continues to build on its community links and work in partnership with local, regional and national bodies to increase the number of learning opportunities created in our communities.

The College is actively involved in the Gaelic Arts and Media, through significant projects such as SpeakGaelic, and will continue to develop activities in this important area in partnership with Scottish Government, Bòrd na Gàidhlig, MG Alba and Creative Scotland to raise awareness of the language, supporting opportunities to showcase the Gaelic language and extending participation in the arts and media to support Gaelic language learning.

This Outcome Agreement, compiled in association with the Scottish Funding Council, encapsulates the many facets of the College's mission and sets out what SMO's specific objectives will be in each sphere of activity in AY 2023/24 and the Priority Outcomes to be delivered by the end of the academic year.

National and International Context

The College's specialist role as a provider of Gaelic-medium education has been recognised by successive Scottish Governments and its status as the National Centre for Gaelic Language and Culture has been acknowledged with the creation of a direct funding mechanism. This status means that the College has been and is an important player in the delivery and achievement of the targets set out in the NGLP, and the College has focused much of its educational development on those targets.

Regional Context

SMO contributes to regional outcomes through strategic partnerships with other colleges and within UHI. The College works with partner Colleges to further develop access to Gaelic learning opportunities across the region and has close links with The Highland Council, with which it has a Memorandum of Understanding to work in partnership to deliver a wide range of projects and initiatives, and with HIE, which has played a significant part in the development of the College campus and projects.

The College is constantly developing its links with communities in other parts of the Highlands and Islands, most notably with the Staffin area of north Skye at Flodigarry, and with the Islay community, by working closely with Ionad Chaluum Chille Ìle (ICCI) to create Gaelic learning opportunities. SMO also has links with the community of Gairloch through the Gairloch Heritage Museum, with which it has a Memorandum of Understanding (MOU). The College is also building links with the Uist community through Taigh Chearsabhaigh Arts Centre which entered into an MOU with SMO in 2017.

Local Context

The College has very good links with the local community and has representation on bodies such as Sleat Community Trust, and Sleat Renewables. Like a number of other local organisations, Seall Arts uses the College as an award-winning venue for its many events and runs a series of weekly ceilidhs during the summer to coincide with the College's short courses in July and August. Gaelic awareness sessions and Gaelic language classes and conversation circles, now using the newly developed SpeakGaelic language course, are delivered on a regular basis for the benefit of the local community and are well attended.

3. Sabhal Mòr Ostaig – Strategic Priorities 2023-2028

Sabhal Mòr Ostaig Strategic Plan 2023-2028

The College links its Outcome Agreement for 2023/24 to its aims and objectives as outlined in its Strategic Plan for 2023-2028 and describes how we will progress the delivery of these objectives, based on the shared values and wider aims of the College.

STRATEGIC PRIORITY #1

OUR UNIQUE AND IMMERSIVE GAELIC LEARNING EXPERIENCE

We will continue to grow a vibrant community of confident, skilled and ambitious Gaelic speakers who contribute effectively in Gaelic in their communities and workplaces, by:

- Providing a comprehensive, research-led and fully immersive Gaelic learning experience, drawing on the expertise of our staff and the richness of our cultural resources
- Providing accessible and relevant Gaelic learning opportunities to all our communities
- Being the leading provider of Gaelic Initial Teacher Education
- Being a centre of excellence for scholarship and research in Gaelic education pedagogies

STRATEGIC PRIORITY #2

RESEARCH, SCHOLARSHIP AND KNOWLEDGE EXCHANGE

We will continue to deliver excellence in research and make a significant contribution to Gaelic and Gaelic communities through a creative and collaborative approach to knowledge discovery and exchange by:

- Developing our capacity and capability in research, scholarship and knowledge exchange
- Developing our active research culture
- Improving development pathways for post-graduate students
- Ensuring that our research activities are world-leading
- Clearly and effectively demonstrating the value and impacts of our work as the National Centre of Excellence for Gaelic Language and Culture.

STRATEGIC PRIORITY #3

THE GAELIC ARTS AND CULTURE

We will continue to develop as a major hub for the Gaelic Arts and Culture, supporting the production of new work from staff and students and through collaboration with leading arts' practitioners and organisations by:

- Defining and re-energising Sabhal Mòr Ostaig's role as a key leader in the development of Gaelic arts and culture
- Providing opportunities to artists to create work in our immersive Gaelic-rich environment.

STRATEGIC PRIORITY #4

SUSTAINABILITY AND GOVERNANCE

We will continue to improve our sustainability and further develop our governing structures and processes as a thriving, independent Gaelic organisation by:

- Building strong financial management, modelling and processes to deliver sustained financial and organisational stability
- Developing our governance structures and processes to support the primacy of the Gaelic language and our institutional leadership and capacity
- Providing an environment where staff can flourish and focus on developing skills for now and the future.

STRATEGIC PRIORITY #5

OUR ENVIRONMENT

Our Gaelic environment will continue to meet the needs of all our users by:

- Ensuring that we maximise digital developments to support our unique and immersive ways of working
- Delivering our confident and welcoming approach to hospitality
- Maximising our use of land, buildings and facilities
- Supporting development of commercial Gaelic activity through provision of business support and Gaelic-immersive workspaces
- Continuing capital/estates development in partnership to support Gaelic and our communities
- Reducing carbon emissions and developing energy generation to meet Net Zero requirements.

STRATEGIC PRIORITY #6

ENGAGEMENT AND RELATIONSHIPS

We will continue to be an authoritative and influential Gaelic voice: living out our purpose, informing and being informed by our key stakeholders, and strengthening the Sabhal Mòr Ostaig community by:

- Developing our mutually beneficial relationships with stakeholders and wider communities to the benefit of the Gaelic language and culture
- Underpinning all our activities with research and evidence that helps us better understand and work with our communities
- Targeting our communications to increase engagement and deepen people's connection with Sabhal Mòr Ostaig's brand and values
- Ensuring a strong and consistent brand identity and tone of voice
- Strengthening connections between staff, students and Sabhal Mòr Ostaig through excellent internal communications

Priority Area 1: Fair access and transitions

Fair access and transitions - Education is accessible to students from all backgrounds and students at all levels are supported through successful pathways.

Commission on Widening Access (COWA) 2026 and 2030 Sector targets

As a National Centre, SMO recruits students from across Scotland and further afield and so delineated areas of deprivation are not distinct targets for the College. Recognising the changing demographic of Gaelic speakers, it is important to the College that it ensures equality of access and inclusion. However, in common with other island and remote rural locations, it is recognised that there are fewer public services where the College is located, that the rural cost of living is higher than urban living, and that these can cause barriers to access. Our supported distance learning provision is geared towards both reducing barriers to access for rural students and increasing access for students throughout Scotland and beyond to Gaelic language learning. This creates opportunities for progression into Further and Higher Education.

The College looks to increase participation from the most deprived areas, where possible. However, it is important to recognise that there are significant challenges in terms of providing access to Gaelic language learning opportunities, particularly in remote rural areas and that the College has utilised a range of strategies, including scholarships, to overcome these challenges. The College will continue to develop programmes which are appropriate to its learner community and

to investigate the most appropriate methods of delivery of these programmes. It will also seek to establish a scholarship scheme to support learners from deprived areas.

Priority Outcomes related to Fair Access and Transitions to be delivered through the period AY 2023/24 include:

- increased access to language acquisition and opportunities for usage and increasing the number of learners undertaking SMO FE programmes
- increased activity with schools, adult learners, UHI partners, other organisations regionally and nationally to increase coherence in learning provision, specifically working with the BBC and other bodies on the development of *SpeakGaelic*.
- increase the number and location of Gaelic-language FE short courses provided by the College to provide more opportunities to gain fluency and increased access to learning
- continue the delivery of *Seachdainn nan Teaghlach* (Family Learning Week) in partnership with local authorities through Community Learning and Development (CLAD)

Priority Area 2: Quality Learning and Teaching

Students at all levels experience a high-quality, safe and supportive learning experience that enables them to succeed in their studies and they find it easy to participate and engage in their educational experience.

SMO is committed to working with all students, either as individuals and/or as groups, to help them develop the skills and confidence to be actively involved in the organisation of their own learning and student experience, regardless of their mode of study, age, disability, gender, race, religion, sexuality or transgender status. CnO operates entirely in Gaelic, is actively engaged in the governance of Sabhal Mòr Ostaig and is consulted on draft policies and key educational and strategic developments.

The College Strategic Plan and this Outcome Agreement have been developed in consultation with learners with a view to ensuring that they are actively engaged in enhancing their own learning and in the work and life of the College. Student representatives actively participated in the development of our new Strategic Plan. All students are actively encouraged and supported to be involved in student engagement activities to improve quality processes in a manner and at a level that is appropriate to them.

The College has an active Student Consultative Committee / *Comataidh Co-chomhairleachaidh nan Oileanach*, which meets on a regular basis. There are regular consultative sessions with students and staff to develop collaborative actions for recruitment and promotion, and for improvements to student life at SMO. Students are involved in our virtual recruitment sessions, such as Latha nan Tagraichean. Further recruitment events are taking place in the current session, with student participation.

The College will continue to provide student engagement opportunities, which ensure equality of access for our student community, both collectively and as individuals.

This includes:

- student representation on the College Board of Directors and other committees
- support for *Comann nan Oileanach*
- course representation
- cross College Student Voice
- online student surveys

The College will continue to deliver its Learner Engagement Policy, with the aim of:

- further enhancing learner engagement and responding to learner needs
- continuing to work with HISA (Highlands and Islands Student Association) to facilitate opportunities for Gaelic speakers in other Academic Partners to participate in Gaelic medium CnO events and to build working relationships with student groups which support the objectives of CnO
- working with regional and national partners to identify best practice and to further develop learner engagement.

Priority Area 3: Coherent Learning Provision

Skills alignment

Sabhal Mòr Ostaig's objective is to increase the range of programmes at FE level in line with local and regional priorities and to continue to widen access to our learning opportunities as described in the Scottish Government's Post-16 priorities to *"improve life chances for young people, support economic growth and increase the number of jobs....so that more people are able to access the right learning for them, increasing their qualifications and leading them into work"*.

Current provision

The College's Further Education provision currently consists of the supported distance learning programme *An Cùrsa Inntrigidh*, the FA in Social Services – Children and Young People, the FA in Creative and Digital Media, and the Short Courses Programme. There are ten levels of language courses available through the College's Short Courses Programme, increasing choice for learners. A significant development has been the provision of tailor-made courses and other short courses in communities such as Flodigarry in North West Skye. The learner support provided for our distance learning programmes has been recognised as an example of best practice and continues to be a major strength and is highly valued by learners.

Re-alignment of provision

The College will further build on *An Cùrsa Inntrigidh* as a learning model for communities and schools, exploring opportunities being created by emerging technologies and sharing best practice. The need has been recognised for a structured course for face-to-face delivery, taken forward in the current session in partnership with SpeakGaelic, which is establishing a national curriculum for Gaelic Learners. SMO is the lead academic partner in this initiative, and is authoring the curriculum which underpins the media-rich content of the programme.

Sabhal Mòr Ostaig has been working in partnership with Education Scotland to further develop CPD opportunities for teachers working in Gaelic Medium Education (GME). The College has also, in collaboration with partners, established itself as a leader in Initial Teacher Education (ITE) for Gaelic

through developing the BA(Hons) Gaelic and Education which was re-approved as a four year degree in AY 2021/22. The College is the responsible partner for the PGDE (Gaelic Medium) within UHI and has also approved an MEd programme in Gaelic Education, the PG Dip level of this programme is being delivered for the first time in the current session, entirely through the medium of Gaelic.

Priority area 4: Work-based learning and Skills

The College is exploring ways to increase vocational provision for schools, recognising the increased need for suitably qualified young people across a range of professions such as early learning and childcare, GME, Gaelic development and Gaelic Media. This provision has been further extended with the delivery of the FA in Social Services: Children and Young People, and the FA in Creative and Digital Media. It is also taking forward the delivery of the SVQ2 and SVQ3 in Childcare through the medium of Gaelic.

Economic/employer profile

In the course of recruitment activities and visits to schools, it is clear that there is significant interest/demand for Gaelic language learning programmes in general, with a growing interest in vocational programmes. Taking cognisance of the HIE employer engagement strategy and in consultation with employers and stakeholders, particularly those involved with Gaelic development, such as Bòrd na Gàidhlig, Comunn na Gàidhlig and HIE, it is clear that there is demand for bespoke Gaelic language programmes, for Gaelic Medium teachers for example, as well as subject areas related to Gaelic planning and policy and community development. Employers are closely involved in the development of programmes – this has been particularly evident in relation to the development of media-related provision, where the programme development team has included representatives from the BBC and MG ALBA, as well as independent production companies.

Employer Engagement

The College works closely with employers across a range of sectors within the Scottish economy. SMO is also aware that more specific data on first destinations is required to inform programme development and more closely align College provision with the needs of employers. The College has identified this as an action within this OA. The College has also been successful in gaining support under SFCs College Innovation Accelerator Fund (CIAF) and will identify relevant activities to more closely align its provision with the needs of employers and SMEs in particular. The engagement is based on a partnership approach, ensuring that regional partners, such as UHI North, West and Hebrides, and others, such as the universities with which SMO has Memoranda of Understanding, are appropriately engaged with developments in vocational and professional provision.

Partnerships

As the National Centre for Gaelic language and culture, the College has a strong track record in delivering regional and national priorities and is a key partner in delivering a wide range of activities contributing to the NGLP.

The College works with a wide range of partner institutions. The College has an MOU with the University of Edinburgh for the delivery of an immersion year for Year 3 students on the 5 year MA Gaelic and Primary Education (Learners). SMO offers a bespoke short course for RCS students and will continue to explore possible partnerships with other HEIs to develop Gaelic learner pathways.

SMO is the lead partner within UHI in the delivery of the Gaelic pathway of the PGDE. This partnership includes UHI NW&H, UHI Inverness, UHI Moray and UHI Perth.

Priority Area 5: Net zero and environmental sustainability response

Climate emergency - Institutions take urgent action to help reduce or halt climate change, avoid irreversible damage, and support environmental sustainability measures.

Sabhal Mòr Ostaig has recognised the Climate change emergency and has been involved in a range of awareness-raising events involving staff and students over the past sessions. Environment days, conceived through Freshers' week, were held in previous sessions and resulted in staff and students (from different countries) coming together to consider environmental issues. This was seen as being highly effective practice by Education Scotland during its Progress Visit to SMO in 2021.

The work to reduce the College's carbon footprint continues. In line with other public bodies, the College has published a Carbon Management Plan which identifies a range of measures to reduce its Gross Carbon Footprint.

The college commissioned the specialist environmental consultancy firm Ameresco in June 2023 to conduct a detailed audit on how the college might reach Net Zero by 2030 in accordance with the Government's priority for environmental sustainability. The draft report indicates replacements and enhancements valued at £3m throughout all our buildings in investing in the likes of new heating plant and windows, and in renewable electricity generation. This essential work and its funding will be progressed as a strategic priority in the current year.

Heritage Act Outcome 4: *(Deliver excellent research and knowledge transfer to support Gaelic language and culture)*

The REF 2021 submission was completed in March 2021. It submitted published work from ten different members of staff, dealing with a wide range of subject areas ranging from sociolinguistics and linguistics, to literature, to Gaelic historical and cultural studies and musicology, an Environment Statement drawing on a wide range of our research and knowledge exchange activity, and two case studies. One, 'Addressing Gaelic linguistic fragility in the Gaelic-speaking communities of Scotland and Ireland' explored the impact of our sociolinguistic work on public and political attitudes regarding the importance of supporting traditional speech communities, and on identifying and influencing the strategies and interventions necessary to support them.

The other, 'Moving beyond token words: establishing new approaches to Gaelic in Scotland's National Museum' drew on the collaborative work undertaken by SMO colleagues and the National Museums of Scotland on the 2019 exhibition '*Wild and Majestic / Fìadhaich Glòrmhor*', exploring the Gaelic background and contribution to the development of Romanticism in Scotland in the eighteenth century and beyond, and on its impact in changing museum policy on the use of Gaelic language and perspectives in interpretation and exhibition design.

Sabhal Mòr Ostaig is committed to building on the positive attitude to the language across Scotland to providing more opportunities to engage with, learn and use the language, in partnership with UHI colleges and others. We will increase our understanding of the different Gaelic communities' aspirations, from learners of the language to those seeking CPD opportunities to increase skills and employability by working closely with SDS, Bòrd na Gàidhlig, and other relevant agencies.

The SMO seminar series continued to be held on a digital platform and to draw in a wide national and international audience (attendance ranging between 70 and 110 per seminar, including academic colleagues and community participants from Europe and North America as well as Scotland and the UK), delivering 14 sessions over the autumn and spring semesters; the final session offered our postgraduate community the opportunity to present their work in a very well-received 'mini-conference'.

Centre of Excellence - Transforming economic, social and cultural development of the local area

As a National Centre, SMO acts as a significant economic driver across a wide range of national activity particularly in the areas of education, training and skills and in the creative and cultural industries. The Centre currently accounts for approximately £4 million of annual investment into the Scottish economy. SMO's work is very much aligned to the Scottish Government's strategy for the development of the language and culture and to ensuring that the supporting network of business enterprise and innovation and economic and cultural activity is in place to meet the growing demands of the national Scottish language community. The College's work contributes to HIE's priorities in terms of creating regionally distinctive opportunities and strengthening communities.

Sabhal Mor Ostaig continues to act a major stimulus for inward investment in the area through the continuing development of Kilbeg Village, of which Phase 2 with all the associated services and infrastructure, has recently commenced. This will bring further inward investment to the area of more than £5million and will provide an initial 18 new units of 'affordable housing', with more to follow shortly and all achieved through an innovative and creative investment partnership featuring both public and private investors, all initiated, brokered and facilitated, by SMO.

The new Kilbeg Village is an exemplar of sustainable rural development, creating an economically active community with Gaelic language 'at its heart'. Sabhal Mòr Ostaig is the only institution in Scotland which delivers this wide and holistic range of educational and supporting economic and cultural activity through the medium of Gaelic.

The College has begun a scoping exercise for the development of a new Library Building at Sabhal Mòr which could potentially become a 'national facility' which would seek to house our special collections a number of key national cultural heritage programmes. This work aims to build on the current work which SMO has undertaken to act as a 'hub' for a partnership of smaller libraries and centres with specific Gaelic Collections and is being taken forward in partnership with the National Library of Scotland.

Sabhal Mòr Ostaig - Outcome Progress Table

(NB: As noted above, the current Coronavirus Covid-19 pandemic continues to have a significant impact on the work of SMO in the current session and will continue to affect progress against the achievement of these outcomes)

SFC Priority 1 – High quality learning and teaching - an outstanding system of learning that is accessible and diverse where students progress successfully with the skills, ideas and ambition to make a difference; Other College Specific Measures: Heritage Act Outcome 3: Enhance Language Acquisition.			
Outcomes	Measure of progress: The targets/milestones against which progress in achieving objectives/ expected outcomes shall be monitored:	Measure of progress/Target 2023/24	Note: SMO Strategic Plan 2023-28 Objectives SFC Priority Outcomes
SFC Measure A - Volume of credits delivered Increased student numbers and a wider range of courses available both on-site and at a distance		Deliver 1,000 credits (861 funded target)	SMO SP 1 (P.O. 1)
SFC Measure B -Volume and proportion of Credits delivered to learners in the most deprived 10% postcode areas (SIMD10).		Target of 1%	SMO SP 1 (P.O. 1)
SFC Measure C - Volume and proportion of Credits delivered to care-experienced learners		Continue to encourage and support care-experienced learners.	SMO SP 1 (P.O. 1)
SFC Measure D – Number of Senior Phase school pupils studying vocational qualifications and Foundation Apprenticeships delivered by colleges		11 – Build on progress made in previous sessions. Foundation Apprenticeship activity. Build on progress with FA in Social Services – Children and Young People, FA in Creative and Digital Media; potential for delivery of other FA frameworks.	SMO SP 1 (P.O. 1)
SFC Measure E - Proportion of enrolled students successfully achieving a recognised qualification (FT & PT)		75% - Continue to build on the success of <i>An Cùrsa Inntrigidh</i>	SMO SP 1 (P.O. 1)

SFC Measure F - The number and proportion of successful learners who have achieved HNC or HND qualifications articulating to degree level courses with advanced standing	Continue to encourage articulation between HNC/D (Cert HE and Dip HE) and SMO Degree Programmes	SMO SP 1 (P.O. 1)
SFC Measure G - The number and proportion of full-time college qualifiers in work, training and/or further study 3-6 months after qualifying	Continue to monitor qualifier destinations from SMO programmes.	SMO SP 1 (P.O. 1)
SFC Measure H - SSES Survey - The percentage of students Overall, satisfied with their college experience	Continue to monitor Student Satisfaction and enhance the student experience.	SMO SP 1 (P.O. 1)
SFC Measure – Current total greenhouse gas emissions (GHGs) - estimated or actual baseline emissions, scope 1 emissions total, scope 2 emissions total, and scope 3 business travel total	Continue to reduce GHG emissions in line with the College's Carbon Management Plan	SMO SP 5 (P.O. 5)
Further develop the use of <i>An Cùrsa Inntigidh</i> as a learning model for communities and schools; development of <i>An Cùrsa Tòiseachaidh/An Cùrsa Nàiseanta (SpeakGaelic)</i> - Beginners Course for face-to-face delivery	Learning resources developed <i>SpeakGaelic</i> - being taken forward in partnership with LearnGaelic, MG Alba, Bòrd na Gàidhlig and the BBC. Development of level B2 in AY 23/24. Further development of B2 in the current session.	SMO SP 1 (P.O. 1)
The Student Voice - Further develop learner engagement through the College's Learner Engagement Action Plan. Student Satisfaction.	Engagement with students via CnO and Comataidh Co-chomhairleachaidh nan Oileanach CnO.	SMO SP 1 (P.O. 1)
Demonstrate excellence in teaching and learning by achieving the highest standards of quality in our academic provision	Ongoing communication with HMIe/Education Scotland to plan an Annual Engagement Visit for 2023/24.	SMO SP 1 (P.O. 1)
Continue to improve and develop equality aims and outcomes in line with requirements.	Implementation and review as appropriate.	SMO SP 1 and 5 (P.O. 1, 3, 5)

Exploring the opportunities through partnerships that exist to meet the National demand for teacher education	Delivery and review of Teacher Education programmes and further development, e.g. MEd programme	SMO SP 1 (P.O. 1,)
Ensuring effective partnership with Bòrd na Gàidhlig in helping deliver the National Gaelic Language Plan 2023-28	Implementation and review of relevant initiatives from NGLP. Support for <i>SpeakGaelic</i> .	SMO SP 1 - 6 (P.O. 1, 2, 3, 4,5)

SFC Priority – Access		
A more equal society because learning is accessible and diverse, attracting and providing more equal opportunities for people of all ages, and from all communities and backgrounds		
Outcomes	Measure of progress: The targets/milestones against which progress in achieving objectives/ expected outcomes shall be monitored:	Measure of progress/Target 2023/24
		Note: SMO Strategic Plan 2023-28 Objectives SFC Priority Outcomes
Further develop learning opportunities for adults in partnership with Bòrd na Gàidhlig and with other institutions.		Continue the development of <i>SpeakGaelic</i> learning resources and develop outreach. SMO SP 1 (P.O. 1, 3, 5)
Further develop learning opportunities for school pupils not previously engaged with Gaelic. This will be carried out in partnership with Bòrd na Gàidhlig.		Implement and review initiatives – build on outcomes of self-evaluations SMO SP 1 (P.O. 1, 3, 5)
Identify and develop opportunities to increase recruitment of male students - currently under-represented in our student population		Implementation of 1 initiative and review – ongoing objective to increase the numbers of male students. SMO SP 1 - 6 (P.O. 1, 3, 5)

SFC Priority – The System - a coherent system of high performing sustainable institutions with modern, transparent and accountable governance arrangements

Outcomes	Measure of progress: The targets/milestones against which progress in achieving objectives/ expected outcomes shall be monitored:	Measure of progress/Target 2023/24	Note: SMO Strategic Plan 2023-28 SFC Priority Outcomes
Gross carbon footprint		Achievement of carbon footprint targets for 2023-24.	SMO SP 5 (P.O 5)
Other College Specific Measures			
Increase SMO's brand as the largest Gaelic-medium employer by engaging with relevant agencies, reviewing terms and conditions of employment and ensuring staff development and performance are managed and promoted		Review Terms and Conditions. Ongoing priority.	SMO SP 5 and 6 (P.O. 5)
Appropriate and effective governance structure. Work towards a revised governance relationship with UHI and increased autonomy for SMO as the National Centre for Gaelic Language and Culture.		Ongoing discussions with UHI, with SFC, and with Scottish Government regarding SMO's status as the National Centre for Gaelic Language and Culture.	SMO SP 5 (P.O. 5)
Explore further potential for international income and create opportunities to study both in Scotland and internationally		Implementation and review of international recruitment strategy	SMO SP 1, 5 and 6 (P.O. 5)
Ensure policies, practices and procedures are appropriate, proportionate and, where relevant, aligned with requirements of UNCRC.		Audit of relevant policies and procedures	SMO SP 5 (P.O. 5)

SFC Priority – A more successful economy and society with well prepared and skilled students progressing into jobs with the ability, ideas and ambition to make a difference

Other College Specific Measures: Aligned to meeting the needs of the National Plan for Gaelic by providing students and staff with the skills to enable them to play a significant role in Gaelic development.

Outcomes	Measure of progress: The targets/milestones against which progress in achieving objectives/ expected outcomes shall be monitored:	Measure of progress/Target 2023/24	Note: SMO Strategic Plan 2023-28 Objectives SFC Priority Outcomes
Increase the number of Gaelic teachers and students undertaking Sabhal Mòr Ostaig's teaching related courses	50 credits – Deliver a range of short courses and CPD opportunities being delivered for teachers.	SMO SP 1 (P.O. 1,3)	
Create CPD opportunities at FE level for staff working within our schools and in our community organisations	Staff from schools and from community organisations are enrolled on An Cùrsa Inntrigidh and also on short courses. Further CPD opportunities beng planned.	SMO SP 1 (P.O. 1)	
Explore options for Graduate apprenticeships in areas such as Business Administration.	Develop provision based on wider consultation with SDS and UHI. SMO is looking at the possibility of delivering the Foundation Apprenticeship in Business Administration, with a view to developing Modern Apprenticeships and Graduate Apprenticeships in future years.	SMO SP 1 (P.O. 1)	
Create new opportunities for visual artists, dramatists, writers and musicians to be at the heart of the Gaelic creative community	Development of a new arts strategy as part of the new SMO Strategic Plan 2023-28	SMO SP 3 (P.O. 1, 3)	

SFC Section 3 - Innovation			
Heritage Act Outcome 4: Deliver excellent research and knowledge transfer to support Gaelic language and culture			
Outcome:	Measure: The targets/milestones against which progress in achieving objectives/ expected outcomes shall be monitored are to:	Measure of progress/ Target 2023/24	Note: SMO Strategic Plan 2023-28 Objectives SFC Priority Outcomes

Further develop research and Knowledge Exchange income streams by:	Review success of research funding bids and pursue further research funding opportunities.	SMO SP 2 and 5 (P.O. 2,3,5)
Increase published research outputs	Review success of sabbatical scheme and provide further sabbatical opportunities where necessary, in view of REF 2021	SMO SP 2 and 5 (P.O. 2)
Improve the international reputation of researchers and expand opportunities to increase research activity; commence preparations for a secure strong submission to REF 2026 and implement strategic planning.	Prepare for REF 2026 and produce action plan for strengthening REF contribution.	SMO SP 2 and 5 (P.O. 2)

Heritage Act Outcome 5: Transforming economic, social and cultural development of the local area.			
SFC Section 3 - Innovation			
Outcome	Measure of progress: The targets/milestones against which progress in achieving objectives/ expected outcomes shall be monitored are: To further expand the positive economic impact of the College on Sleat by:	Measure of progress/ Target 2023/24	Note: SMO Strategic Plan 2023-28 Objectives SFC Priority Outcomes
Expanding the use of the College as a community resource, developing links with the community and supporting community initiatives		Implementation of phase 2 - Ongoing	SMO SP 1 - 6 (P.O 4, 5)
Taking forward the Kilbeg Development Plan		Facilitate the development of 'delivery partnership' and Implementation of phase 2 affordable housing. Work continues on the Kilbeg Development.	SMO SP 1 - 6 (P.O. 3, 4, 5)
Creating and operating sporting/recreational facilities for the College and wider community		Development of a delivery partnership with Sleat Community Trust (SCT) Implementation and review of plan	SMO SP 1 - 6 (P.O. 3, 4, 5)

<p>Creating and operating a new Cultural Heritage Resource and Knowledge Exchange Centre at Arainn Ostaig utilising advance digital technologies e.g. Augmented Virtual Reality (AVR) for the benefit of educational research and scholarship and as a national and international cultural heritage resource.</p> <p>Begin a scoping exercise for the development of a new Library Building at Sabhal Mòr which could potentially become a 'national facility' which would seek to house our special collections a number of key national cultural heritage programmes. Build on the current work which SMO has undertaken to act as a 'hub' for a partnership of smaller libraries and centres with specific Gaelic Collections and continue our dialogue with the National Library of Scotland</p>	<p>First Stage agreement from HLF to proceed to submission of full application</p> <p>The Library Development Committee has drawn up proposals and has entered into discussions with possible key delivery partners e.g. National Library of Scotland and other key stakeholders. This work is ongoing.</p>	
<p>Further developing economic impact, using the Reference Report as baseline,</p>	<p>Continued review; Publish annual report</p>	<p>SMO SP 1 - 6 (P.O. 5)</p>

SFC Section 3 – Innovation; Heritage Act Outcome 6: Centre of Excellence			
Outcome	Measure of progress: The targets/milestones against which progress in achieving objectives/ expected outcomes shall be monitored are:	Measure of progress/ Target 2023/24	Note: SMO Strategic Plan 2023-28 Objectives SFC Priority Outcomes
<p>To develop the College's role in the promotion of the arts, heritage and culture by increasing and</p>		<p>Creation of new Arts Strategy. Pending successful application to Creative Scotland. This work in ongoing and discussions continue with Creative Scotland.</p>	<p>SMO SP 3, 4 and 5 (P.O. 3)</p>

enhancing creative and cultural activity. To develop outreach to wider community by artists in residence		
Working with key partners and stakeholders to ensure the long-term security and accessibility of Tobar an Dualchais-Kist o Riches content, as a national cultural heritage resource for the benefit of education, learning, research and community engagement and enrichment.	The migration of all the digital content, to a new secure, managed and maintained, operating platform, has now been completed, ensuring the future security and accessibility to the archive for years to come. Work has also now been completed to create the exciting new outward facing 'end-user' website, which is now 'live' and which continues to attract extremely positive feedback.	SMO SP a, 4 and 5 (P.O. 3)
To develop outreach to wider community by artists in residence (Subject to continued funding by Creative Scotland) To secure the continuation of the international Jon Schueler Visual Arts Scholarship through until 2024	This is subject to continued funding from Creative Scotland. Funding secured, programme agreed and artist in residence appointed	SMO SP 3 and 5 (P.O. 3)



Outcome Agreement between Sabhal Mòr Ostaig and the Scottish Funding Council for AY 2023-24

On behalf of Sabhal Mòr Ostaig:

Signed: 

Print name: Gillian Munro

Position: Principal

Date: 14th November 2023

Signed: 

Print name: Angus MacLeod

Position: Chair

Date: 14th November 2023

On behalf of the Scottish Funding Council:

Signed: 

Print name: Karen Watt

Position: Chief Executive

Date: 15 January 2024