



VisitScotland GAELIC LANGUAGE PLAN

This plan has been prepared under Section 3 of the Gaelic Language (Scotland) Act 2005 and was approved by Bòrd na Gàidhlig on February 2012.

The plan is a three year plan which will commence on the date it receives approval by Bòrd na Gàidhlig.

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Summary

VisitScotland recognises that Gaelic is an integral part of Scotland's heritage, national identity and cultural life. VisitScotland is committed to the objectives set out in the *National Plan for Gaelic* and has put in place the necessary structures and initiatives to ensure that Gaelic has a sustainable future in Scotland.

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

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

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

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

Structure of the Gaelic Language Plan

The key components of our Gaelic Language Plan are:

Chapter 1 – Introduction

This chapter provides the background and context relating to the preparation of Gaelic Language Plans under the 2005 Act and the structure of VisitScotland's main areas of operation. It also provides a summary of the demography of the Gaelic language.

Chapter 2 – Core Commitments

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

Chapter 3 – Policy Implications for Gaelic: implementing the National Plan for Gaelic

This chapter sets out how VisitScotland will help implement the *National Plan for Gaelic*. It also shows how we intend promoting the use of Gaelic in service planning and delivery, particularly in relation to visitor information. This chapter also considers how we will take account of Gaelic and our Gaelic Language Plan when drafting new policies and considering new strategies.

Chapter 4 – Implementation and Monitoring

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

CHAPTER 1 - INTRODUCTION

Setting the Context for Developing Gaelic Language Plans

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

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

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

Consultation on a draft Gaelic Plan:

The 2005 Act requires public bodies to bring the preparation of its Gaelic Language Plan to the attention of all interested parties. VisitScotland has consulted publicly on the draft of its Gaelic Language Plan, placing a copy on its corporate website, advising stakeholders through its electronic newsletter, issuing a press release, sending copies to a range of Gaelic organisations and presenting to the Gaelic Committee of Highlands and Islands Enterprise. There was a very limited response to the consultation process and the comments raised have been given due consideration. A report on the consultation will be submitted to Bòrd na Gàidhlig.

Approval of VisitScotland's Gaelic Language Plan:

VisitScotland's Gaelic Plan was submitted to Bòrd na Gàidhlig for approval on 31 March 2010.

Overview of the functions of VisitScotland and the use of Gaelic within our area of operation

Background

VisitScotland is an executive non-departmental public body which operates within the terms of a management statement and financial memorandum agreed with its sponsor department at the Scottish Government. It was established under the Development of Tourism Act 1969.

As the national tourism organisation, we have around 750 members of staff working in more than 100 locations across Scotland. Our core purpose is to maximise the economic benefit of tourism to Scotland. Our vision to achieve this purpose is based on one team for tourism, working to exceed visitor expectations. Our activity is focused around five corporate objectives:

- Maximising the sustainable economic benefit of tourism in Scotland
- Inspiring through information provision
- Delivering Quality Assurance
- Working in Partnership and by
- Establishing Scotland as Perfect Stage for Events

In addition to these corporate objectives, we aspire to manage our operations and projects in a sustainable way. We balance the economic benefits of our actions against any environmental and social impacts and continually strive to combine business efficiency with environmental benefits.

For clarification, our directorates are as follows:

Marketing: looking after the needs of our visitors at every stage of their journey from market research and marketing through to on-arrival information and sales and keeping in touch afterwards. The Local Marketing Strategy is to harness communication channels to deliver directly or indirectly through partnership, contact which is inspiring, informative and reassuring. The core purpose is converting new visitors, generating repeat visitation and increasing economic spread.

Digital and Media: consists of **four** departments (detailed below) is the organisation's 'one-stop shop' for managing our print, digital and online presence. The directorate also helps businesses connect with customers through a variety of marketing opportunities. An important part of the directorate's role is to also influence staff, the tourism industry and key partners in making full use of the latest appropriate technology, particularly the internet and related e-commerce opportunities.

Partnerships: helps to create a positive and supportive climate for VisitScotland, and for the industry, as well as encouraging the right conditions for achieving sustainable growth. It is responsible for developing and maintaining direct relations with a wide range of partners, with the main aim of making sure that tourism is seen as an important and valuable industry for Scotland. It will continue to do this through influencing a range of partners and stakeholders including tourism businesses, industry bodies, including Destination Management Organisations, local authorities as well as offering businesses specialist quality advice together with the much respected Quality Assurance assessment (the star ratings).

Corporate Services: meeting the needs of internal customers through providing Facilities & Procurement, IT and Finance services. These departments participate in the:

- Scottish Government shared services initiative
- Internal efficiency programme to identify opportunities to streamline business processes across IT, Finance and Facilities & Procurement.

EventScotland: works to influence, lead, coordinate, support and bring together people and organisations in order to deliver their events strategy and sustain Scotland's international profile as one of the world's foremost events destinations. EventScotland is the lead agency for public sector engagement and investment in events. This lead role is at a national strategy and policy level while other agencies provide leadership on a geographical or event sector basis.

The Events and Exhibitions Department exists to provide event management to VisitScotland and the Scottish tourism community, ensuring first class service to consumer and travel trade customers at events.

Demographics

The total number of people recorded as being able to speak and / or read and/ or write and / or understand Gaelic in the 2001 census was 92,400 (1.9% of the Scottish population). Of these, the total number of people who could speak Gaelic was 58,652 (1.15% of the Scottish population).

While the number of Gaelic speakers declined overall in the last census, the number of people able to speak and also to read and write Gaelic increased between 1991 and 2001, reflecting a growth in Gaelic literacy and growing numbers of Gaelic learners. The number of children aged 5 - 15 able to speak Gaelic also increased between 1991 and 2001.

Gaelic speakers are spread throughout Scotland. Of the Gaelic speakers identified in the 2001 census, just over half lived in the Highland region (the Highland Council, Argyll & Bute Council and Comhairle nan Eilean Siar areas) just under half in the Lowland areas. Gaelic is spoken by a majority of people in the Comhairle nan Eilean Siar area and in the parish of Kilmuir in the Isle of Skye within the Highland Council area. Only just over a quarter of speakers live in localities where Gaelic speakers form a majority.

There is no authoritative figure for the number of non-fluent adult learners. However, a national study in 1995 by John Galloway on behalf of Comunn na Gàidhlig, the Gaelic development agency, found that there were roughly 8,000 in Scotland.

There are around 2,500 primary and secondary school children in Gaelic-medium education nationally at present, with a further 700 children in Gaelic-medium nurseries. Within English-medium education between 2,500 and 3,000 learners study Gaelic as a secondary subject each year between S1 and S6. Many children in English-medium primary schools take part in the *Gaelic Language in the Primary School* scheme each year: around 6,500 children in the 2005/06 session.

Gaelic is also delivered at universities Glasgow, Edinburgh, Highlands and Islands (including Sabhal Mòr ostaig UHI), Aberdeen, Strathclyde.

Bòrd na Gàidhlig's National Plan for Gaelic sets out clear targets for numbers of Gaelic speakers over the next 35 years, as follows:

- 65,000 speakers & 4,000 children enrolled annually in GME by 2021;
- 75,000 speakers and 10,000 children in GME by 2031; and
- 100,000 speakers and 50,000 children in GME by 2041.

There are many Gaelic organisations operational throughout Scotland. Cli Gàidhlig (which has an international membership with healthy interest from North America and Germany) is the national Gaelic learners' association and provides Gaelic training opportunities across Scotland for both learners and fluent Gaelic speakers. Comunn na Gàidhlig, the national Gaelic development agency, works with communities and businesses to increase and promote Gaelic usage. There are also a number of Gaelic arts and culture agencies, such as Fèisean nan Gàidheal, An Comunn Gàidhealach, Pròiseact nan Ealan and Tobar an Dualchais.

Gaelic is important culturally across Scotland, with a range of events and festivals held to celebrate the language and the culture it encompasses. Examples include the National Mod and local Mods and the Blas Festival. There are also initiatives to celebrate Gaelic and promote it to visitors. For example, the Gaelic Rings initiative comprises six Gaelic-rich journeys around Scotland's Hebridean Islands from Islay to Lewis and the West Highland mainland from Kennacraig to Ullapool. Scotland's Hebridean Islands and West Highland mainland areas provide a richness of language and history and the Gaelic Rings aims to promote the uniqueness of this tradition and culture and highlight the important role Gaelic has played in Scotland's past and more importantly its relevance in today's modern world.

The promotion of Gaelic to visitors by tourism businesses themselves is also an important way in which Gaelic can be encouraged. While there is no definitive list of hotels, B&Bs or guest houses which have Gaelic speakers, VisitScotland will? introduce a designator which would identify those businesses where Gaelic is spoken. It would be hoped therefore that there would be a better indication of the number of businesses where Gaelic is spoken.

In addition to the number of Gaelic arts and culture agencies operating within Scotland, there are a number of Gaelic organisations within VisitScotland's area of operation. These include Ionad Chaluim Chille Ile (Islay), An Lochran (Glasgow), Colmcille, Proiseact nan Ealan (Stornoway), Comhairle nan Leabhraichean (Glasgow).

According to research by Highlands & Islands Enterprise, Skills Development Scotland and Bòrd na Gàidhlig in 2008, the total number of Gaelic essential designated posts in Scotland is in the region of 735. Over the last ten years or so there has been a substantial increase in the number of people employed in posts requiring a competence in Gaelic. At present demand is driven primarily by the education and learning sector, the expansion of the media/creative industries sector and public administration posts.

Gaelic within VisitScotland

VisitScotland does not currently have accurate information on the level of Gaelic awareness and skills across the organisation. However, an audit will be carried out to determine the following:

- the number of Gaelic speaking staff
- the number of staff who are Gaelic learners
- the number of staff who have expressed a desire to learn Gaelic
- the number of staff who can read and write in Gaelic

VisitScotland is committed to carrying out this audit in the early stages of the plan and will publish the results of this audit in the Gaelic sections of its intranet and corporate website (to be developed as part of VisitScotland's commitments under the Gaelic Language Plan).

CHAPTER 2 - CORE COMMITMENTS

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

Identity: *corporate identity*
signage

Communications: *reception*
telephone
mail and e-mail
forms
public meetings
complaints procedures

Publications: *printed material*
public relations and media
websites
exhibitions

Staffing: *training*
language learning
recruitment
advertising

This section of the plan detail VisitScotland's core commitments in relation to the Bòrd's "Guidance on Development of Gaelic Language Plans".

Each function is structured as follows:

1. *Information on current practice*
2. *Key areas of development*
3. *Targets*
4. *Timescale*
5. *Lead Officer*

Implementation of the Scottish Government's strategic objectives

Visit Scotland is committed to achieving the strategic objectives established by the Scottish Government. We will identify the strategic objectives that our Gaelic Language Plan will assist and will insert these under each action, with a number relating to the relevant strategic objective.

The strategic objectives are:

- 1 Wealthier and fairer**
- 2 Smarter**
- 3 Healthier**
- 4 Safer and stronger**
- 5 Greener**

Section 1 - Identity

Rationale:

The presence of Gaelic in the corporate identity and signs of a public authority greatly enhances the visibility of the language, increases its status and makes an important statement about how Gaelic is valued and how it is given recognition. Developing the use of Gaelic through signage can also enrich the vocabulary of Gaelic users, raise public awareness of the language and contribute to its development.

VisitScotland recognises the importance of extending the visibility of Gaelic and increasing its status.

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Corporate Identity:					
Current practice	VisitScotland currently does not have a policy for the use of Gaelic in its corporate identity.				
Key areas of development	1. At the first opportunity when renewing or revising its corporate identity Visit Scotland will render its logo bilingual, demonstrating equal respect and treatment for both Gaelic and English	Introduction of bilingual corporate identity.	Introduction and use as standard of bilingual corporate identity.	Malcolm Roughead	At the first renewal or revision of the Visit Scotland corporate identity. 2011 onwards.
	1. Gaelic interpretation of VisitScotland's straplines in the UK and overseas ("Surprise Yourself"; and "Scotland. Welcome to our Life") will be introduced - except in respect of URLs.	Introduction of bilingual straplines.	Introduction and use in all publications, except for VS URL, on and off line.	Malcolm Roughead	Commence March 2012 and completed March 2013

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Corporate Identity:					
	2. All Gaelic speaking staff in our offices and VICs will be clearly identified, with an appropriate designator to identify that they speak Gaelic. All front facing staff will receive Gaelic awareness training (see below).	Staff audit	Designators used by existing staff and part of induction process.	Malcolm Roughead	March 2012
	3. We will develop a designator, as part of the internationally renowned VisitScotland Quality Assurance scheme, for tourism businesses, identifying those businesses where Gaelic is spoken and will promote these to visitors.	Introduction of designator as part of QA scheme.	Increased use of designator.	Riddell Graham	December 2012
Relevant Strategic Objective assisted:		Wealthier and Fairer; Safer and Stronger			
Signage (internal and external):					
Current practice	VisitScotland does not have an agreed policy for the use of Gaelic in signage. However, our office in Inverness and our VisitScotland Information Centre in Fort William already have bilingual signage in place.				
Key areas of development	1. We will audit all VisitScotland external and entrance signs for the use of Gaelic.	Audit conducted	Introduction and use of signs in relevant regions	Ken Neilson	Completed by March 2012
	2. We will we will introduce bilingual signs as part of our normal replacement and upgrading process.	Policy in place	Policy used and recognised / known by staff.	Ken Neilson	Begin March 2012 (after audit) and will continue in line with replacement and upgrading

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Corporate Identity:					
					process.
	3. "Welcome / Fàilte" mats and interior welcome signage will be introduced into all Category 1 VICs (nationally across Scotland) and in all Category 2 VICs in the Outer Hebrides, Argyll & Bute and the Highlands. Across other areas, introduction to be consistent with replacement process.	Begin March 2012	Mats and signage in place.	Malcolm Roughead	Begins March 2012 and complete by March 2015
	4. Internal welcome signage will be introduced into all Category 3 VICs in the Outer Hebrides, Argyll & Bute and the Highlands.	Begin March 2012	Signage in place.	Malcolm Roughead	Begins March 2012 and complete by March 2015
	5. Toolkits for Partnership VICs in the Outer Hebrides, Argyll & Bute and the Highlands will include welcome signage guidance / promotion, ensuring that Gaelic is promoted even where VisitScotland is not the sole operator of the VIC.	Toolkits in place.	Toolkits in use.	Malcolm Roughead	Begins March 2012 and complete by March 2015
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			

Section 2 – Communications

Rationale:

The use of Gaelic at the initial point of contact that members of the public have with a public authority increases the visible and audible presence of the language, and contributes to the sense that the use of Gaelic is possible and welcome. In addition to raising the profile of the language, it also creates opportunities for its practical use and encourages members of the public to use Gaelic in subsequent dealings with the public authority.

The use of Gaelic in interactions with the authority by mail, e-mail and by telephone is important in creating practical opportunities for the use of the language, and in contributing to the sense that its use is possible and welcome. The presence of Gaelic in a wide range of bilingual forms and Gaelic only forms can also greatly enhance the visibility and prestige of the language. The preparation of Gaelic versions of forms, applications and similar documents, can also assist in expanding the range of Gaelic terminology and the awareness of the Gaelic-speaking public of such terminology, thus helping the development of the language itself.

VisitScotland recognises the importance of creating opportunities for the practical use of Gaelic in a wide range of everyday situations and is committed to increasing its level of provision in this area.

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Reception:					
Current Practice	VisitScotland does not make any Gaelic provision in reception areas at present nor does it provide any guidance to staff on dealing with enquiries in Gaelic.				
Key areas of development	1. We will develop guidance for reception staff on how to deal with enquiries from Gaelic speakers and how to deal with enquiries about Gaelic. Staff will receive	Reception staff training in place.	All staff trained and guidance introduced as part of induction for new staff	Ken Neilson	December 2012

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	Gaelic awareness training to ensure they can signpost enquiries in Gaelic appropriately. Where staff speak Gaelic themselves, they will be identified by the appropriate designator.				
	2. We will introduce Gaelic awareness training for front of house staff. Where staff have an interest in developing their Gaelic language skills further, we will give them support through training opportunities.	Training in place.	Staff confident when Gaelic used.	Ken Neilson	Upon completion of skills audit.
	3. We will identify Gaelic speaking staff, across the organisation, who can assist with Gaelic enquiries. This list of staff will be made available to all front of house staff and there will be an active offer of assistance in Gaelic.	Number of staff available to assist clearly known.	Enquiries dealt with efficiently and effectively.	Ken Neilson	Upon completion of skills audit.
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			
Telephone:					
Current practice	VisitScotland does not at present make any provision for handling telephone calls in Gaelic.				
Key areas of development	1. We will introduce a Gaelic option on our automated switchboard, offering the option of messages being left in Gaelic and the commitment to return the call in Gaelic. We will identify a team of people who can take on calls in	System in place and staff pool established to resource.	Gaelic calls answered efficiently and effectively within agreed timescales	Ken Neilson	December 2012

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	Gaelic. Staff will receive Gaelic awareness training so that they know where to assign Gaelic calls.				
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			
Mail and E-mail:					
Current practice	VisitScotland does not currently have an agreed policy on how to respond to Gaelic mail and email.				
Key areas of development	1. We will introduce a policy whereby all correspondence will be accepted in Gaelic.	Pool of staff identified to deal with Gaelic correspondence.	Responses to Gaelic correspondence meet same targets as English.	Ken Neilson	March 2012
	2. We will reply to all communications received in Gaelic within the same timescales as correspondence received in English.	Pool of staff identified to deal with Gaelic correspondence.	Responses to Gaelic correspondence meet same targets as English.	Ken Neilson	March 2012
	3. We will develop a policy to identify which automatically generated content (such as email disclaimers) can be made bilingual.	Templates in place.	Used by all staff.	Ken Neilson	March 2012
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			
Forms:					
Current practice	VisitScotland has no policy for the use of Gaelic in forms.				
Key areas of development	1. VisitScotland will accept, and will promote our commitment to accept, the completion of forms in Gaelic. Our forms will contain in Gaelic the commitment that forms can be completed in Gaelic.	Pool of staff identified to deal with Gaelic forms.	Responses to Gaelic forms meet same targets as English.	Ken Neilson	December 2012

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			
Public Meetings:					
Current practice	VisitScotland does not make any provision for Gaelic at public meetings				
Key areas of development	1. VisitScotland will aim to provide a Gaelic-speaking member of staff or translator at public meetings if reasonable demand has been demonstrated and appropriate notice has been provided. We will ask people in advance to advise us if they would like a <u>Gaelic speaker</u> to be present to assist us in fulfilling this commitment.	Pool of Gaelic speakers identified.	<u>Gaelic speakers</u> attend meetings.	Riddell Graham	December 2012
	2. Where no <u>Gaelic speaker</u> is available to provide Gaelic speaking provision, VisitScotland will commit to respond in writing, in Gaelic, to any questions raised.	Pool of <u>Gaelic speakers</u> identified.	Questions answered in Gaelic efficiently and effectively.	Riddell Graham	December 2012
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			
Complaints Procedure:					
Current practice	VisitScotland does not make any provision for including Gaelic in its complaints procedures at present.				
Key areas of development	1. VisitScotland will translate its complaints procedures into Gaelic and will accept, and promote our commitment to accept, complaints in Gaelic.			Riddell Graham	December 2012
	2. VisitScotland will respond in Gaelic to all complaints received in Gaelic.	Pool of Gaelic speakers identified.	Answers provided in the same timescale as English.	Riddell Graham	December 2012
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			

Section 3 – Publications

Rationale:

The use of Gaelic in a range of printed material can assist Gaelic development in a variety of ways. It helps increase the visibility of the language, it enhances Gaelic's status by being used in high profile publications, and it can help develop new and enhance existing terminology. The use of Gaelic in the media helps demonstrate a public authority's commitment to making important information available through the medium of Gaelic, as well as enhancing the visibility and status of the language. As more people access information about public authorities through their websites, making provision for the use of Gaelic can significantly enhance the status and visibility of the language.

VisitScotland is committed to increasing the use of Gaelic in these areas where the subject matter is of most interest to the general public or relates specifically to Gaelic issues.

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Printed Material:					
Current practice	There is currently no agreed policy in place, although the area names on our Regional Accommodation and Visitor Guides for the Highlands and the Outer Hebrides are translated into Gaelic.				
Key areas of development	1. We will develop guidelines for producing publications in Gaelic and English, both at a corporate and consumer level.	Update Guidelines to include Gaelic.	Guidelines in place and actioned to promote Gaelic and English documents.	Malcolm Roughead	December 2012
	2. We will translate titles, headings and sub-headings into Gaelic in corporate publications (i) at a national level (e.g. the	Translate as agreed	Bilingual headings in appropriate publications.	Riddell Graham	December 2012

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	Corporate Plan) and (ii) at a regional level in Highlands, Outer Hebrides and Argyll (e.g. the Delivering For ...” documents).				
	3. We will include Gaelic content with phrases in our Regional Accommodation and Visitor Guides in the following areas: Highlands, Outer Hebrides and Argyll. We will explore the opportunity to introduce Gaelic in other areas.	Introduction of Gaelic content and phrases	Level of Gaelic content.	Malcolm Roughead	December 2012
	4. We will provide Gaelic translations of photo-captions in the above mentioned guides.	Introduction of Gaelic photo-captions	Level of Gaelic content.	Malcolm Roughead	December 2012
	5. We will produce a free printed bilingual publication for visitors, to be distributed in our VICs, about the history of Gaelic, setting the Gaelic language into the context of Scotland’s culture and heritage. Useful words and phrases will be included in this publication.	Production of document.	Publication available and in demand.	Malcolm Roughead	December 2012
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			
Public Relations and Media:					
Current practice	VisitScotland has no agreed policy but Gaelic speakers have been made available to give interviews for Gaelic medium radio.				
Key areas of development	1. We will amend our notes to editors in all press releases to make it clear that a Gaelic	Bilingual notes introduced.	Number of Gaelic interviews.	Malcolm Roughead	December 2012

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	speaker will be available for radio and TV interviews.				
	2. We will develop guidance, in collaboration with the Bòrd, for staff on the circumstances in which it is appropriate to produce a Gaelic or bilingual press release.	Bilingual press releases produced.	Number of press releases produced.	Malcolm Roughead	December 2012
	3. We will establish an area on the VisitScotland corporate website where Gaelic news releases will be held together.	Gaelic pages on visitscotland.org.	Number of visits to pages.	Robbie Parish	December 2012
Relevant National Outcomes assisted:		Wealthier and Fairer; Safer and Stronger			
Websites:					
Current practice	VisitScotland's consumer website - www.visitscotland.com - has a brief section which provides a history of the Gaelic language. There is no provision on our corporate website - www.visitscotland.org - nor on our intranet.				
Key areas of development	1. We will translate into Gaelic the strapline on the consumer website "The official site of Scotland's National Tourism Organisation" which is visible on every page of VisitScotland.com.	Introduction of bi-lingual strapline	Use on all pages	Robbie Parish	March 2012
	2. We will enhance the existing section on our consumer website, including the addition of useful words and phrases.	Increase usage of Gaelic section	Number of visits to pages.	Robbie Parish	Commence March 2012
	3. We will move content from existing Gaelic websites where VisitScotland owns the domain names (e.g. <a 487="" 509="" 913="" 936"="" data-label="Page-Footer" href="http://www.gaelic-</td> <td>Increase usage of Gaelic section</td> <td>Number of visits to pages.</td> <td>Robbie Parish</td> <td>December 2012</td> </tr> </tbody> </table> </div> <div data-bbox=">23				

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	scotland.co.uk) and incorporate that content into the main VisitScotland.com website, thereby integrating Gaelic into the main site rather than marginalising it.				
	4. We will translate into Gaelic photo captions of images from the Highlands, Outer Hebrides and Argyll & Bute regions. We will work with Ainmean-Àite na h-Alba to ensure correct translations.	Introduction of Gaelic photo-captions	Level of Gaelic content	Robbie Parish	December 2012
	5. We will create a section on Gaelic on our corporate website.	Introduction of Gaelic section	Number of visits to pages.	Riddell Graham	March 2012
	6. We will create a search function on our corporate website to provide easy access to all information available in Gaelic. This will be easily accessible from all sections of the site.	Introduction of visible search facility.	Use of search facility.	Riddell Graham	March 2012
	7. Where we publish advice from third party organisations, we will publish that advice bilingually where the third party has made a Gaelic translation available.	Publication of bi-lingual advice	Number of downloads of advice	Riddell Graham	March 2012
	8. We will create a section on Gaelic on our intranet. This will hold all information on Gaelic, including links to training, a list of Gaelic speakers within the	Creation of Gaelic section.	Measurement of visits to this section.	Malcolm Roughead	March 2012

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	organisation, policies and guidelines and a copy of the Gaelic Language Plan.				
Relevant National Outcomes assisted:		Wealthier and Fairer; Safer and Stronger			
Exhibitions:					
Current practice	VisitScotland does not currently make any provision for including Gaelic in exhibitions at present.				
Key areas of development	1. We will incorporate Gaelic language into the outreach equipment we are developing as part of our visitor information strategy. This will be available in the Outer Hebrides, the Highland region and Argyll. We will look to extending this on a replacement basis to other areas.	New equipment incorporates Gaelic.	Level of usage / opportunities to see.	Malcolm Roughead	December 2012
	2. We will develop a policy to determine when exhibition material should contain any information in Gaelic in addition to English.	Audit of existing events to determine Gaelic requirements	Introduction of Gaelic content	Paul Bush	December 2012
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger			

Section 4 – Staffing

Rationale:

In order to deliver services through the medium of Gaelic, it is necessary to develop the requisite job skills and language skills of staff. The provision of language learning for staff helps promote adult Gaelic learning and promotes Gaelic as a useful skill in the workplace. The identification of jobs in which Gaelic is a designated skill will contribute greatly to the status of the language and to identifying it as a positive skill to acquire.

The use of Gaelic in advertising also helps recognise that Gaelic should be used in public life and that Gaelic speakers have an important role to play within a public authority. Whatever the level of Gaelic skills required it is important that authorities ensure that Gaelic is a genuine occupational requirement. Authorities should adopt and apply objective criteria to ensure appointments are made in each case on a fair and consistent basis, and reflect the identified skills needs of the post.

VisitScotland recognises the importance of seeing Gaelic as a valuable job skill and of identifying situations in which its use is essential or desirable. VisitScotland also recognises the importance of enabling staff to develop their Gaelic skills if they wish to do so.

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Training:					
Current practice	VisitScotland does not currently offer training on Gaelic issues for staff				
Key areas of development	1. We will conduct an audit of staff to identify existing levels of Gaelic awareness.	Audit conducted	Completion of audit	David Anderson	March 2012
	2. We will provide a programme of Gaelic awareness training for all members of the SMT, all VIC staff	Set up courses with appropriate provider.	Number of staff having completed training.	David Anderson	Introduced April 2012

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	and other customer facing staff. It will be a requirement to attend this training.				
	3. We will use the audit of staff to develop our training plan and prioritise training requirements.	Develop training plan.	Plan completed	David Anderson	On completion of Audit.
	4. We will make available online, as part of our online learning resources, Gaelic awareness material for all staff. Where other public bodies have introduced training of this nature we will explore the option of introducing this training.	Online resource available.	Number of staff using resource.	David Anderson	Introduced April 2012
	5. We will develop guidance notes for all staff on our Gaelic Language Plan and new policies / procedures as they are developed. These will be published on the Gaelic section of the VisitScotland intranet.	Online resource available.	Number of staff using resource.	Riddell Graham	Commence March 2012 and online by December 2012
	6. We will introduce to our Business Advice and Support Strategy signposting to Gaelic awareness / Gaelic language courses for tourism businesses.	Advice available.	Advice strategy introduced.	Riddell Graham	March 2013
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger; Smarter			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Language Learning:					
Current practice	VisitScotland does not currently have an agreed policy to offer language training to staff, although we do have staff undertaking Gaelic language training at present				
Key areas of development	1. We will conduct an audit of staff to determine how many of our staff have knowledge of the Gaelic language and to what standard of ability.	Audit conducted	Completion of audit	David Anderson	March 2012
	2. We will offer Gaelic language classes as part of our learning and development strategy for those staff where a need has been identified in their learning and development plans. Training will be funded by VisitScotland and will be made available in work-time.	Training introduced.	Number of staff completing training.	David Anderson	Introduced April 2012
	3. We will enable staff who already have knowledge of the Gaelic language to develop further their language skills when identified in the learning and development plans.	Training introduced.	Number of staff completing training.	David Anderson	Introduced April 2012
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger; Smarter			
Recruitment:					
Current practice	All recruitment to VisitScotland is carried out in accordance with rules on fair and open competition. This means that the best person is chosen for the vacancy. If the ability to speak or write Gaelic is a genuinely desirable or essential for a particular post, a candidate's linguistic skills would be taken into account alongside other skills.				
Key areas of development	1. Where a certain level of Gaelic skills is required for a post, this will	Introduction of Gaelic skills into	All adverts updated as appropriate	David Anderson	Immediate effect

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
	be specified when recruiting to it, e.g. for posts in VICs in areas where Gaelic is widely spoken we will note that Gaelic would be desirable.	job adverts as appropriate			
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger; Smarter			
Advertising:					
Current practice	VisitScotland does not currently advertise for any posts bilingually.				
Key areas of development	1. Where a certain level of Gaelic skills is part of a job description, we will advertise such posts bilingually.			David Anderson	Immediate effect
Relevant National Outcomes assisted		Wealthier and Fairer; Safer and Stronger; Smarter			

Chapter 3 – Policy Implications for Gaelic: implementation of the National Plan for Gaelic

Policy implications for Gaelic

VisitScotland recognises that the various priority areas identified in the National Plan for Gaelic will be primarily implemented through our Gaelic Language Plan but that opportunities will arise to promote and develop the language through existing policy measures. VisitScotland will examine current policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of the National Plan for Gaelic initiated through additional methods. We see this development as corresponding to the normalisation principle which aims to include Gaelic as an everyday part of life in Scotland.

Overview of the National Plan for Gaelic

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

1. Language Acquisition

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

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

2. Language Usage

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

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

3. *Language Status*

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

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

4. *Language Corpus*

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

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

Commitment to the Objectives of the National Plan for Gaelic

VisitScotland is committed to ensuring that the National Plan is implemented, and in this section we set out how we will achieve that aim.

1. Language Acquisition

Rationale:

VisitScotland recognises that a sustainable future for Gaelic requires more people to learn the language and that attention requires to be focused on the home, education and adult learning as the key means of achieving this. While encouraging Gaelic in the Home and Gaelic in Education do not fall within the VisitScotland remit, we recognise that there are ways in which our activity can assist in these areas. More specifically, we will have a more direct impact on Gaelic in Adult Learning.

We will take the following steps to help create a supportive environment for growing the number of Gaelic speakers in Scotland.

- Through our commitments to produce Gaelic publications and expanding the current Gaelic website, we will increase the usage of Gaelic in the home by enabling Gaelic users and learners access to more resources.
- Through our work with tourism businesses, e.g. B&Bs and Guest Houses, there may be opportunities to encourage Gaelic in the home by signposting these businesses to Gaelic learning opportunities.
- Gaelic in Adult Learning - *VisitScotland will provide opportunities as outlined in its core commitments for staff to undertake Gaelic language learning.*

2. Language Usage

Rationale:

VisitScotland recognises that creating a sustainable future for Gaelic requires not only increasing the number of people able to speak the language, but increasing actual usage. We recognise the importance of enabling more people to use Gaelic as their preferred and normal mode of communication in an increasingly wide range of daily activities.

- Gaelic in Communities – *VisitScotland will, as outlined in its core commitments, identify Gaelic speakers working in its Information Centres.*
- Gaelic in the Workplace - *VisitScotland will, as outlined in its core commitments, provide Gaelic language learning opportunities for its staff.*
- Gaelic in the Media – *VisitScotland will, as outlined in its core commitments, provide Gaelic speakers to speak on Gaelic medium radio and TV. We will also introduce guidelines to identify when it would be appropriate to translate press releases into Gaelic.*
- Gaelic in Tourism, Heritage and Recreation – *VisitScotland will promote the history of Gaelic to visitors through its pre-arrival marketing, via its website and printed publications, and through its on-arrival marketing via a printed leaflet on the history of Gaelic. Through our cultural tourism activity, we will ensure that the Gaelic culture is highlighted in our promotional activity and we will ensure that we promote through our various channels the wide variety of Gaelic related events which take place right across Scotland. We will also develop Gaelic interpretation of our straplines, photo captions for consumer facing publications and websites.*

3. Language Status

Rationale:

VisitScotland recognises that the status of a language is affected by its presence in the daily environment and the extent to which it is used, valued and perceived to be valued by those institutions which play an important role in our daily lives.

- Preparation of Gaelic Language Plan - *VisitScotland will publish its Gaelic Language Plan on its corporate website and promote it through its electronic and printed corporate newsletters.*
- Increase Visibility of Gaelic and the Profile and Prestige of Gaelic - *As outlined in the core commitments, VisitScotland will consider the interpretation of Gaelic in its UK strapline “Live it. VisitScotland” which runs across all its UK consumer campaigns. Similarly, it will translate the strapline on its consumer website “The official site of Scotland’s National Tourism Organisation” which is visible across all pages of the site. VisitScotland will translate headings and sub-headings in all its national corporate publications and relevant regional corporate and consumer publications, thereby increasing visibility.*

4. Language Corpus

Rationale:

VisitScotland recognises the need to strengthen the relevance and consistency of Gaelic, the importance of facilitating translation services and to promote research into the language.

- VisitScotland will be in a position to strengthen Gaelic orthographic, terminological and placename development through the use of Gaelic place names in various areas of our work, such as in publications and websites with photo captions as appropriate.
- VisitScotland will consult with Ainmean Aite na h-Alba and GOC when we are considering translations to ensure translations are completed to a high standard.
- Gaelic in Surveys and Research - *VisitScotland will include in its existing Visitor Experience Survey questions regarding the importance of Gaelic to visitors. VisitScotland will also conduct internal audits of Gaelic awareness and Gaelic language skills across its own staff.*

CHAPTER 4 – IMPLEMENTATION AND MONITORING

Timetable

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

Publicising the Plan

VisitScotland's Gaelic Language Plan will be published bilingually on VisitScotland's website. In addition, we shall:

- issue a bilingual press release announcing the plan;
- make copies of the plan available in our public offices and reception areas,
- make the plan known to employees via VisitScotland's Intranet;
- distribute copies of the plan to our Non-departmental Public Bodies and agencies, agents and contractors;
- distribute copies of the Plan to Gaelic organisations;
- distribute copies of the plan to other interested bodies; and
- make copies available on request.

Administrative Arrangements for Implementing the Gaelic Language Plan

This plan is the policy of VisitScotland and has been endorsed both by our senior management team and Board members.

Overall Responsibility:

The *Chief Executive* will be responsible ultimately for ensuring that VisitScotland delivers on the commitments set out in this Plan.

Individual Staff members:

VisitScotland will advise staff of their duties under the Plan through its intranet and through articles in its Staff Magazine, VS View. In addition, communication will be

delivered at departmental meetings and will be cascaded using the normal cascade procedures through the Extended Management Team.

Services delivered by third parties:

VisitScotland will produce guidance notes on its obligations under the Gaelic Language Plan for all those delivering services on its behalf.

VisitScotland will inform its partners, customers and suppliers through its terms and conditions and through its corporate website of the Plan and we will encourage them to operate in the spirit of the activities outlined.

Resourcing the Plan

VisitScotland will resource the commitments outlined in this plan through normal budgeting processes. In addition, VisitScotland will apply for external funding where that opportunity arises.

Monitoring the Implementation of the Plan

An update will be provided to the Board on a six monthly basis to provide information on how VisitScotland is implementing the commitments in the Plan.

Contact details

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

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