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 3 December 2015.

The plan is a three year plan covering the period 3 December 2015 to 3 December 2018.

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Foreword

Gaelic is a fundamental part of Scottish culture and the wider visitor economy and we at VisitScotland are keen to support its promotion and recognition, not only as an important part of our country’s heritage, but also as a living language.

Our Gaelic Language Plan sets out to fulfil our duty to help deliver the objectives of Bòrd na Gàidhlig, the National Gaelic Language Plan and to meet the duties laid out in the Gaelic Language (Scotland) Act 2005. In so doing, we hope to encourage wider recognition of the unique and continuing contribution of Gaelic to Scottish life.

Through this Plan, we therefore aim to support the use and learning of Gaelic within VisitScotland, to promote it further through our interaction with visitors, tourism businesses and our stakeholders across Scotland and throughout the world.

VisitScotland believes that Gaelic has a historical and modern relevance in today’s society. We look forward to playing our part in supporting its revival and growth in the years to come.

Malcolm C Roughead, OBE
Chief Executive
Summary

VisitScotland recognises that Gaelic is an integral part of Scotland’s heritage, national identity and cultural life and we recognise our central role in actively developing and promoting the language as an economic and social asset within the Scottish and international tourism sectors.

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 second iteration of its 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 our 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 Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.

The plan makes a clear commitment to demonstrate equal respect for Gaelic and English with regard to bilingual services and resources.

The plan makes a clear commitment to make an active offer for all bilingual (Gaelic and English) services and resources.

We will ensure that all staff employed by VisitScotland are made aware of this plan and the role they play in helping to deliver its actions. This will be achieved through regular communications via a range of channels, the most important of which is our staff intranet “The Hub”.

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 – Summary of 2012 – 2015 Activities and Actions Not Yet Fully Introduced

This chapter sets out how VisitScotland has used, and enabled the use of, Gaelic in relation to our main business functions during the lifetime of our first plan (February 2012 – February 2015). It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our website.

Chapter 3 – Core Commitments 2015 – 2018

This chapter sets out in the form of an action plan the Gaelic language provision to which we are committed to providing in the lifetime of the Plan.

Chapter 4 – Policy Implications for Gaelic: Implementing The National Gaelic Language Plan

This chapter sets out how VisitScotland will support the implementation of The National Gaelic Language Plan. It also shows how we intend to promote the use of Gaelic in service planning and delivery. 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 5 – 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.

All Gaelic services and resources will demonstrate equal respect for Gaelic and English.

There will be a continuous offer for all Gaelic services and facilities.
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 and sending copies to a range of Gaelic organisations. 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 May 2015.
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 between 850 (peak season) and 640 (off season) members of staff working in more than 88 locations across Scotland.

VISITSCOTLAND PURPOSE

To grow and develop Scotland’s visitor economy sustainably through our core activity of marketing and events and by working in partnership with businesses and communities.

Our activities are wholly aligned with the priorities and key actions set out in Scotland’s Economic Strategy (SES), and with the priority to accelerate economic recovery, to create the jobs our people need, and to secure new opportunities through the low carbon economy. VisitScotland will do this by continuing to deliver its principal role of marketing Scotland to the world as a tourist destination, attracting as many visitors, with as high a visitor spend as possible, and encouraging them to buy local goods and services during their visits. We will show leadership and influence change on key issues affecting the tourism industry and the wider visitor economy.

Our core objective in support of our overarching purpose is: to contribute to the Tourism 2020 Strategy ambition of growing tourism revenues by £1bn by 2020.

To deliver our core objective we will adopt the following strategies:

- **Marketing:** We will market Scotland and its outstanding assets to visitors from all parts of the world, including the promotion of Scotland to people living in Scotland, to visit different parts of the country
- **Customer Experience:** We will provide information and inspiration to visitors both locally and globally via their preferred choice of medium.
- **Quality & Sustainability:** We will provide support and advice to businesses, with the goal of improving the quality and sustainability of the tourism sector in Scotland. We will provide assurance to visitors through our Quality Schemes.
- **Working in Partnership:** We will listen to and work with the industry, partners and communities to shape our offering and support.
- **Events:** We will support the national events strategy and its delivery
and sustain, develop and promote Scotland’s international profile as one of the world’s foremost events destinations.

- **Accessibility:** We will strive to make tourism in Scotland inclusive and available to all.
- **Internationalisation:** We will utilise all our platforms to enable Scottish based tourism businesses to market to a global audience.
- **International Engagement:** We will work within the One Scotland Partnership to optimise the potential afforded by Scotland’s Diaspora and our strategic partnerships at regional, European and global levels.

## Our Organisation

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<thead>
<tr>
<th>Events</th>
<th>Marketing</th>
<th>Partnership</th>
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<tbody>
<tr>
<td><strong>Business Events</strong>&lt;br&gt;Works to maximise the benefit to Scotland from Meetings, Incentives, Conferences and Exhibitions.</td>
<td>Looks after the needs of our visitors at every stage of their journey and works towards connecting the visitor with memorable and unique experiences provided by industry. We create and deliver content across multiple channels that inspires, informs and converts. We conduct research to find out what attracts visitors to Scotland which then shapes how we promote what we have to offer through our marketing. When they arrive, we provide information and inspiration that matches the experience they are seeking. Finally, we find ways to keep in touch once they go home so we can tempt them back again.</td>
<td>Has the key role of developing and delivering strong strategic partnerships with a range of external partners and stakeholders (local authorities, DOs, industry groups and individual tourism businesses) at national, regional and local level. It does this by influencing their activity to appreciate the value of tourism, VisitScotland’s role in supporting sustainable economic growth, and by the direct provision of quality assurance and advice. Responsible for managing the Information Centre network whose aim is to provide excellent customer service and inspired information to visitors.</td>
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<td><strong>EventScotland</strong>&lt;br&gt;Works to influence, lead, coordinate, support and bring together people and organisations in order to support delivery of the national events strategy, maximising the economic benefits from major events to develop and sustain Scotland’s international profile as the perfect stage for events.</td>
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<td><strong>Development</strong>&lt;br&gt;Supporting the industry, works to deliver major projects such as VisitScotland Expo and the Thistle Awards. Growth Fund provides support to groups of businesses for marketing activity.</td>
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VisitScotland’s Gaelic Language Plan 2015 – 18  8
Corporate Services

Meets the needs of our internal customers through the provision of its Facilities and Procurement, Information Technology, Digital Development, Finance and Corporate Planning departments. These are essential services that help make the organisation work effectively and efficiently. A critical function within Corporate Services is the drive for continuous improvement of processes and systems, both to keep costs down but also to avoid duplication of effort.

Chief Executive’s Office

A strategic support function for the organisation. Our HR department ensures we have the skills and knowledge to manage our people and develop us as an organisation. Our Corporate Communications provides strategic communications support and guidance on a range of internal and external issues, working closely with all Directorates to ensure that VisitScotland’s reputation is enhanced. Our Business Affairs Team manages our relationship with the Scottish Government, provides the secretariat function to the Board and supports the activity of the CEO and the Chair.

All Gaelic services and resources will demonstrate equal respect for Gaelic and English.

There will be a continuous offer for all Gaelic services and facilities.

We will ensure that all staff employed by VisitScotland are made aware of this plan and the role they play in helping to deliver its actions. This will be achieved through regular communications via a range of channels, the most important of which is our staff intranet “The Hub”.
Gaelic in Scotland

Gaelic has shown a remarkable resilience in the face of challenges set against it historically and in the modern era, and is showing encouraging signs of renewal in certain demographics.

According to the 2011 Census, there are 57,375 Gaelic speakers in Scotland (approximately 1.1% of the population). There is virtually an even split between the Highlands and the Lowlands with the Highlands showing significant urbanisation of Gaelic speakers with large numbers living in Inverness, Fort William and Oban. By far the highest percentage of Gaelic speakers within the local population are located in the Outer Hebrides, followed by Skye and Lochalsh, the offshore islands of Argyll and Bute and specific areas in other authorities.

Due to a long term shift towards urban areas there are now in the region of 10,000 speakers of Gaelic in the greater Glasgow area, and likewise a substantial number in the Edinburgh area (almost 6,000). Overall, according to the Census approximately 87,000 individuals were claimed to have ‘some knowledge of Gaelic’ in 2011.

In relation to Gaelic education, Bòrd na Gàidhlig highlights the significant provision being made for Gaelic medium education and Gaelic Learner education throughout Scotland. 15 Council areas in 64 locations were providing Gaelic medium education for 4894 pupils in 2011 and 10792 pupils were involved in Gaelic Learner education in the same year.

There is a substantial feeling of goodwill towards Gaelic shown by the majority of the Scottish people as expressed in public attitude surveys (e.g. Attitudes Towards the Gaelic...
Language, 2011). In general this is also being expressed in the tone in which Gaelic is discussed in the press.

Having Gaelic language skills is beneficial as it is part of family and community life in Scotland. It is also a benefit in helping to decode Scotland’s past and in general the benefits of bilingualism within Scottish society are also being increasingly acknowledged.

Gaelic Language Plans are now allowing local approaches to Gaelic to be discussed although much still remains to be done in terms of developing and implementing successful strategies regarding capacity building. The changing nature of Gaelic communities in Scotland, within and out with the traditional Gàidhealtachd are throwing up new challenges to policy and also new opportunities amongst the ‘New Gaels’ in Scotland. The positive role that Gaelic, in particular Gaelic arts and cultural activities, can play in economic activities, particularly in the media and in events such as Celtic Connections are now generally acknowledged by policy makers, although more needs to be done to broaden and increase this awareness. Issues of skills accreditation remain, as do attitudinal issues regarding domains in which Gaelic is not yet seen as being used, or having the potential to be used, as an asset.

The problems facing Gaelic as a minority language within a context of majority English use are not limited to Gaelic alone, but are encountered by other minority languages such as Welsh and Irish. Despite this, a positive framework can be developed around a ‘linguistic political economy of development’ where language, culture and development can co-exist positively and work with each other.

There are many Gaelic organisations operational throughout Scotland. The following provides a snapshot at the time of writing in 2015, Clì 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 has introduced a designator which helps to identify on our consumer facing web site, VisitScotland.com, those businesses
where Gaelic is spoken. This will be augmented during the lifetime of the plan with a new Gaelic Welcome Scheme as part of our suite of Quality Assurance Schemes.

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 on the economic and social value of Gaelic as an asset published by Highlands and Islands Enterprise, in May 2014:

- Almost 70% of businesses consulted said Gaelic is currently an asset to their business
- More than half the businesses and enterprises surveyed stated that Gaelic is used, or features, as a key element of their main activities, products or services
- Potential economic value of Gaelic as an asset to the Scottish economy could be in the region of between £82m and £149m
- Almost two thirds of businesses consulted describe Gaelic as moderately, very, or critically important to the success of their business
- The three aspects that are the most common major benefits for businesses from using Gaelic as an asset are that it:
  - Enhances the distinctiveness/uniqueness of products/services
  - Enhances customer perceptions of authenticity and provenance of products/services
  - Increases the appeal of products/services to target markets
- 60% of businesses stated that business use of/association with Gaelic enhances the value of Gaelic in the community
- 72% increase in pride within local communities by the use of Gaelic by organisations

Working with partner agencies and appropriate Gaelic language organisations we will capitalise on these findings by developing and implementing a series of initiatives, that promote and continuously offer services and facilities which demonstrate equal respect for Gaelic and English. These are outlined in Chapter 3.
Gaelic within VisitScotland

An audit carried out in August 2012, at which time there were 880 people (755 FTE) employed by VisitScotland, showed the following:

There were 305 responses

3 respondents are fluent in all aspects of Gaelic
3 respondents are fluent in speaking and advanced in understanding - reading and writing basic level
14 respondents can understand, speak, read and write Gaelic to a basic level
6 respondents can understand, speak and read Gaelic to a basic level
7 respondents can understand and speak Gaelic to a basic level
1 respondent can understand and read Gaelic to a basic level
1 respondent can understand Gaelic to a basic level
2 respondents can understand Gaelic to an advanced level and speak and read Gaelic to a basic level

There are 6 fluent Gaelic Speakers in the organisation on the basis of this audit
There are 27 Gaelic Speakers who claim basic level
Total Gaelic speakers 33

There are 37 respondents who understand Gaelic, 8 of which are advanced

There are 27 respondents who can read Gaelic, of which 6 are advanced

20 persons can write Gaelic, 6 of those to an advanced standard

Of the 175 respondents who placed a positive on the audit, 164 would attend a course. Of these, 26 would like to become fluent with the remainder (138) happy to attend basic level course.

15 respondents have completed Gaelic Awareness Training.

VisitScotland is committed to updating this audit in the early stages of this new plan and will publish the results of this audit in the Gaelic sections of its intranet and corporate website.

Currently there are no roles within the organisation where the use of Gaelic is a designated responsibility or essential requirement. A number of posts within our visitor information centre network benefit from having Gaelic language speakers and these are appropriately designated by a “Gaelic Spoken” badge.

For roles based in locations where Gaelic is an integral part of the local community e.g. Outer Hebrides, we will ensure the job specification is adjusted to show “Gaelic spoken” or “knowledge of the Gaelic language” is a desirable element.
Once we have finalised the job specification for a shared Gaelic resource to help drive our Gaelic language plan implementation, then Gaelic will be deemed to be an “essential” element of the job description.

All Gaelic services and resources will demonstrate equal respect for Gaelic and English.

There will be a continuous offer for all Gaelic services and facilities.

We will ensure that all staff employed by VisitScotland are made aware of this plan and the role they play in helping to deliver its actions. This will be achieved through regular communications via a range of channels, the most important of which is our staff intranet “The Hub”.
CHAPTER 2 – SUMMARY OF 2012 - 2015 ACTIVITIES

This chapter sets out how VisitScotland has used, and enabled the use of, Gaelic in relation to our main business functions during the lifetime of our first plan (February 2012 – February 2015). It covers key areas of operation such as corporate identity, signage, communication with the public and the use of Gaelic on our websites. The various policies identified with * are included as an appendix to the Plan and have formed an integral part of our regular update submissions to Bòrd na Gàidhlig over the past 3 years.

Achievements – actions we introduced in 2012 - 2015

Identity

Corporate identity
- We now have a policy* for the use of Gaelic in our corporate identity
- We have a bilingual corporate logo used in signage, presentations, and stationery
- All our Gaelic speaking staff have been issued with and are actively encouraged to wear a “Gaelic Speaker” designator badge

Signage
- We now have an agreed policy* for the use of Gaelic in signage
- We carried out an audit of all external and entrance signage on VisitScotland buildings for the use of Gaelic
- As part of our normal replacement and upgrading process we have introduced bilingual signage at all VisitScotland Information Centres (VICs), that have been refurbished over the past 3 years
- Welcome/Failte signage has been introduced to our VIC network
- Toolkits for Information Points in partnership have included guidance on signage and Gaelic promotion

Communications

Reception
- We have made provision for Gaelic in our reception areas and guidance to staff on dealing with enquiries in Gaelic
- We have provided Gaelic awareness training for staff
- Gaelic speakers in our VIC network have been provided with designator badges
- Gaelic speaking staff across the network have been identified and a list with contact details has been provide to our front of house staff

Telephone
- We have made provision for handling calls in Gaelic
• We have introduced on our automated switchboard an offering of messages being left in Gaelic with a commitment to return the call in Gaelic
• A team of people who can take calls in Gaelic has been identified
• Staff answering calls have received Gaelic awareness training and know where to assign Gaelic calls

Mail and email
• We have introduced an agreed policy* on how to respond to Gaelic mail and email
• Our policy included a commitment to accept correspondence in Gaelic
• Our policy includes a commitment to reply to Gaelic correspondence within same timescales as English
• Our policy includes a provision to include appropriate automatically generated content in Gaelic
• Disclaimer translated in Gaelic

Forms
• We have a policy* for the use of Gaelic in forms
• This policy includes a commitment that we will accept the completion of forms in Gaelic

Public meetings
• We now have in place a provision for Gaelic in public meetings
• In the invitation to attend meetings there is a prompt for those requiring Gaelic and in those cases we will provide a Gaelic speaking member of staff or translator at public meetings
• We have introduced a system, at the point of booking for public meetings, prompting a request in advance for the presence of a Gaelic speaker at appropriate meetings
• Where no Gaelic speaker is available we have given a commitment to respond in Gaelic to any questions raised

Complaints procedure
• We have in place a provision for including Gaelic in our complaints procedures
• We have translated our complaints procedures into Gaelic, this is promoted on our corporate website, VisitScotland.org
• We have committed to responding in Gaelic to all complaints received in Gaelic

Publications

Public relations and media
• We now have in place a policy* for dealing with Gaelic as it relates to our PR and media activity
• Gaelic speakers are available to give interviews for Gaelic medium radio and TV
• Our notes to editors on press releases make it clear that a Gaelic speaker will be available for radio and TV interviews
• We have developed guidance for staff on the circumstances in which it is appropriate to produce a Gaelic or bilingual press release
• We have established an area on our media centre microsite; [http://mediacentre.visitscotland.org](http://mediacentre.visitscotland.org), for storing Gaelic news releases

Printed material
• We now have in place an agreed policy* for the use of Gaelic in our printed material, this includes guidelines for the production of publications in Gaelic and English, both at corporate and consumer level
• We have translated titles, headings and sub headings into Gaelic in our corporate and consumer publications demonstrating equal respect for Gaelic and English
• We have translated in full the following publications: Delivering for Scotland, Homecoming Scotland 2014 Highlights report – these are available on-line at VisitScotland.org, link below: [http://www.visitscotland.org/what_we_do/deliveringforscotland.aspx](http://www.visitscotland.org/what_we_do/deliveringforscotland.aspx)
• We have produced a free printed (bilingual) publication for visitors promoting the history, heritage and cultural associations of Gaelic. This has been distributed via our network of Visitor Information Centres

Web sites
• We have increased the content and coverage of the Gaelic language on our consumer facing web site, VisitScotland.com, our corporate web site, VisitScotland.org, and our internal staff intranet site, the Hub
• We have translated the main strapline – the official site of Scotland’s National Tourism Organisation and this now appears on VisitScotland.com
• We have enhanced the Gaelic section on VisitScotland.com to include a section of useful words and phrases
• We have integrated previous Gaelic web site content into the single domain VisitScotland.com
• We have created a dedicated Gaelic plan section, in both English and Gaelic, demonstrating equal respect for both languages, on our corporate website – visitscotland.org
• Advice provided by third party organisation’s which is published on our corporate web site, VisitScotland.org, will be translated
into Gaelic on demand

- There is a separate and detailed section on Gaelic in our staff intranet, the Hub

**Exhibitions**

- We have made limited provision in form of translated titles and our corporate logo within our exhibition promotional material

**Staffing**

**Training**

- We have introduced and implemented a limited programme of training on Gaelic issues for staff
- We have conducted an audit of all staff employed by VisitScotland to identify existing levels of Gaelic awareness
- We have provided a series of Gaelic awareness training for staff
- The audit provided an initial benchmark for the development of a training programme
- As part of our on-line learning resource, on our staff intranet, we have made available Gaelic awareness material for all staff
- We have developed and promoted via emails and staff updates, guidance notes on our Gaelic language Plan and new policies and procedures
- The “all things Gaelic” section of our staff intranet – The Hub, includes a series of articles on our activity relating to the Gaelic language

**Language and Learning**

- We have introduced a policy* to offer Gaelic language training to staff
- The audit of staff Gaelic skills and awareness provided us with a benchmark for the future training programme development
- Gaelic language training has been provide as part of our learning and development strategy
- As part of our learning and development programme we have provided staff who already have a knowledge of Gaelic to further develop their skills

**Recruitment**

- Where a certain level of Gaelic skills is required for a post this has been specified in recruitment material (please refer to pages 13 and 14 “Gaelic within VisitScotland”)

**Advertising**

- Where a certain level of Gaelic skills is part of a job description this is advertised bilingually please refer to pages 13 and 14 “Gaelic within VisitScotland”)

VisitScotland’s Gaelic Language Plan 2015 – 18
**Actions Not Yet Fully Introduced**

**Identity**

Corporate identity
- Use of Gaelic interpretation in UK and overseas marketing activity
- Promotion of “Gaelic spoken” within our Quality Assurance schemes

Signage
- The need to review and more effectively integrate the use of bilingual signage in our VIC network in-line with our new approach to customer experience

**Publications**

Printed material
- The need to review our approach to providing Gaelic content in our printed material which is now all produced by third parties

Web sites
- Gaelic metadata tags have been added to reference Gaelic content published on our corporate web site VisitScotland.org; this allows our search function and search engines to find our Gaelic content

Exhibitions and Industry Events
- The incorporation of Gaelic language content in outreach events equipment
- Further development of our policy* in relation to Gaelic content in our consumer and industry facing exhibition and events materials

**Staff**

Training
- Provision of a more targeted Gaelic awareness training programme for the Senior Management Team and appropriate VIC staff
- 3rd parties have the ability to signpost to Gaelic awareness/Gaelic language courses aimed at tourism businesses on our corporate web site, VisitScotland.org through our industry Event calendar

N.B. all of the above actions will be delivered, in full, within the timescales of this Plan.
CHAPTER 3 – CORE COMMITMENTS 2015 - 2018

This chapter sets out the Gaelic language provision which we are committed to providing in this iteration of the Plan 2015 - 2018.

Each commitment is listed by the Directorate responsible for its delivery and is presented in the form of an action plan that identifies the year of delivery and the lead team responsible for its implementation.

Key Drivers

Much has changed in the structure, policies and approach of VisitScotland since the first Gaelic Language Plan was written and approved since February 2012.
Progress has been made on a number of fronts to establish a foundation for the further development and promotion of Gaelic and Gaelic services within and by VisitScotland.

It is recognised, however, that much still needs to be done to fully embed Gaelic into all parts of the organisation in a way that it becomes an integral part of all our strategic thinking, decision making and delivery plans.
Bòrd na Gàidhlig has identified a series of high level aims which it has asked VisitScotland to include in this new plan.

New Plan

Using each of the above drivers, a series of new actions, to be delivered over the next 3 years, is outlined below.

To encourage more organisation wide buy-in and collaboration in relation to the delivery of Gaelic services and resources, this plan has been structured around the 5 main functional directorates of VisitScotland. As a result it links much more directly to the organisation’s core objectives and strategies, outlined in Chapter 1.

All of the previous core commitments ordered under identity, communications, publications and staffing are fully covered and integrated within this new approach.
All Gaelic services and resources will demonstrate equal respect for Gaelic and English.

There will be a continuous offer for all Gaelic services and facilities.

We will ensure that all staff employed by VisitScotland are made aware of this plan and the role they play in helping to deliver its actions. This will be achieved through regular communications via a range of channels, the most important of which is our staff intranet “The Hub”.

VisitScotland’s Gaelic Language Plan 2015 – 18

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## ACTION PLAN 2015 - 2018

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<th>ACTION</th>
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<td>2015</td>
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<td><strong>Chief Executive’s Office</strong></td>
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<td>1.</td>
<td>We will deliver a Gaelic Awareness programme for Board members</td>
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<td>2.</td>
<td>We will identify a Gaelic Ambassador on the VisitScotland Board who will work closely with a dedicated Gaelic advisor to ensure this iteration of our Plan is fully delivered</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>We will translate in full our Corporate Plan and publish on our corporate web site, VisitScotland.org</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>4.</td>
<td>We will continue to enhance the promotion of Gaelic in our corporate press and PR activity by ensuring that Gaelic translations are provided on request in all press material. Priority will be given to providing a selection of high profile national press releases bilingually. In addition, stories that focus on communication where Gaelic is spoken by 20% + of the population or that have a particular emphasis on Gaelic related activity will automatically be translated</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>5.</td>
<td>We will increase the Gaelic language content on our corporate web site, VisitScotland.org, demonstrating equal respect for Gaelic and English</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>6.</td>
<td>We will review the current use and promotion of our corporate identity before the end of 2015, demonstrating equal respect for Gaelic and English on a new or renewal basis, with the aim of strengthening the visibility of Gaelic</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>7.</td>
<td>We will further develop our existing policy* and implement an action plan in relation to the content of business / stakeholder facing exhibition, event and outreach material</td>
<td>X</td>
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<tr>
<td>No</td>
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<tr>
<td>8.</td>
<td>We will carry out an audit of our staff to update our records in relation to knowledge of</td>
<td>X</td>
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<tr>
<td></td>
<td>the Gaelic language and standard of ability and collect information on Gaelic language</td>
<td></td>
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<tr>
<td></td>
<td>skills training for staff</td>
<td></td>
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<tr>
<td>9.</td>
<td>We will deliver an ongoing programme of Gaelic awareness and training for the Senior</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Management Team, appropriate VIC and customer facing staff</td>
<td></td>
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<tr>
<td>10.</td>
<td>For staff who wish to pursue a course which helps them to learn Gaelic we will ensure</td>
<td>X</td>
<td>X</td>
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<td></td>
<td>there are simple procedures in place linked to their personal development and business</td>
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<td></td>
<td>needs, these will be identified with reference to the VisitScotland Gaelic Language Plan</td>
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<td></td>
<td>commitments and the outcomes of the staff survey</td>
<td></td>
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<tr>
<td>11.</td>
<td>Seasonal employees will be encouraged to take part in training and informed about the</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>VisitScotland Gaelic Language Plan as part of their induction</td>
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<tr>
<td>12.</td>
<td>Gaelic language skills will be included in job descriptions for jobs advertised in areas</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>where Gaelic is used by 20% or more of the population</td>
<td></td>
<td></td>
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<tr>
<td>13.</td>
<td>Once we have finalised the job specification for a shared Gaelic resource to help drive</td>
<td>X</td>
<td>X</td>
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<tr>
<td></td>
<td>our Gaelic language plan implementation, then Gaelic will be deemed to be an “essential”</td>
<td></td>
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<tr>
<td></td>
<td>element of the job description</td>
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</table>
### Partnerships

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<tr>
<th>No</th>
<th>ACTION</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>LEAD TEAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.</td>
<td>We will develop a new “Gaelic Spoken Here” Welcome Scheme within our existing Quality Assurance schemes and promote the results via VisitScotland.com</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Strategic Partnerships / Customer Experience</td>
</tr>
<tr>
<td>15.</td>
<td>We will enhance the promotion of Gaelic awareness/training provision for businesses via our advisory and business engagement teams</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Strategic Partnerships / Information &amp; Quality</td>
</tr>
<tr>
<td>16.</td>
<td>We will work in partnership with other public authorities with Gaelic Language Plans and the Scottish Tourism Alliance with the aim of developing a strategy for Gaelic Tourism in Scotland</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Strategic Partnerships / Business Affairs</td>
</tr>
<tr>
<td>17.</td>
<td>Working with partners (Scottish Enterprise, Highlands and Islands Enterprise and the Scottish Tourism Alliance), we will promote, under the Tourism Intelligence Scotland banner, the soon to be published Gaelic and Scots Language Guide to tourism service providers through our various channels</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>Strategic Partnerships / Corporate Communications</td>
</tr>
<tr>
<td>18.</td>
<td>Working with partners we will introduce a series of initiatives to support and promote Gaelic speaking and using businesses</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Strategic Partnerships / Information &amp; Quality</td>
</tr>
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</table>

### Events

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<thead>
<tr>
<th>No</th>
<th>ACTION</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>LEAD TEAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.</td>
<td>Through representation on the National Gaelic Arts Strategy Group, we will identify opportunities to help Gaelic events develop and grow</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>Events</td>
</tr>
<tr>
<td>20.</td>
<td>We will provide annual support to the Royal National MOD to assist</td>
<td></td>
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</table>
### Action Plan

<table>
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<tr>
<th>No</th>
<th>ACTION</th>
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<th>LEAD TEAM</th>
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<td>2015</td>
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<td>2.</td>
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<td>3.</td>
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</table>

**Marketing**

<table>
<thead>
<tr>
<th>No</th>
<th>ACTION</th>
<th>YEAR</th>
<th>LEAD TEAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.</td>
<td>Working closely with colleagues in partner agencies and Gaelic language organisations we will promote the story of Scotland's Gaelic heritage and language in our consumer facing marketing activity</td>
<td>2015</td>
<td>2016</td>
</tr>
<tr>
<td>22.</td>
<td>We will promote the story of Scotland’s Gaelic heritage and language in our consumer facing channels including social, email, website and publications</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>23.</td>
<td>In line with the implementation plan which will support delivery of our new Customer Experience Strategy we will extend the use of bilingual signage in our VIC network showing equal respect for Gaelic and English</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>24.</td>
<td>Working closely with Bòrd na Gàidhlig and other partner agencies we will increase Gaelic content on our consumer facing web site, VisitScotland.com and related digital marketing</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>No.</td>
<td>ACTION</td>
<td>YEAR</td>
<td>LEAD TEAM</td>
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<td></td>
<td><strong>Organisation Wide</strong></td>
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<tr>
<td>25.</td>
<td>We will introduce a series of questions relating to interest in and appeal of the Gaelic language to visitors in our biennial visitor survey</td>
<td>2015</td>
<td>X</td>
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<td></td>
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<td>2016</td>
<td>X</td>
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<td>2017</td>
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<td>2018</td>
<td>X</td>
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<td></td>
<td></td>
<td></td>
<td>Insight</td>
</tr>
<tr>
<td>26.</td>
<td>We will continuously publicise this plan within and out with the organisation</td>
<td>2015</td>
<td>X</td>
</tr>
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<td></td>
<td></td>
<td>2016</td>
<td>X</td>
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<td></td>
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<td>2017</td>
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<td>2018</td>
<td>X</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Corporate Communications / Gaelic Team</td>
</tr>
<tr>
<td>27.</td>
<td>We will develop a management plan that demonstrates how we will incorporate the Gaelic language nationally and internationally, including promoting Gaelic as an asset</td>
<td>2015</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Gaelic Team</td>
</tr>
<tr>
<td>28.</td>
<td>We will identify a Gaelic ambassador in each Directorate who will represent the interests of their Directorate in a Gaelic Language Plan Implementation Team, chaired by the Director of Partnerships</td>
<td>2015</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Gaelic Team</td>
</tr>
<tr>
<td>29.</td>
<td>We will look to employ, on a job share basis with another NDPB, a Gaelic Language Officer to support and coordinate the implementation of the actions outlined in this plan (NB in response to the consultation exercise that formed part of the drafting of this plan offers of a joint approach and shared resource have already been made by NDPB partners)</td>
<td>2015</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Human Resources</td>
</tr>
<tr>
<td>30.</td>
<td>As part of our ongoing support for Gaelic speaking staff we will ensure that our IT systems are suitably formatted to use Gaelic efficiently on desktops, laptops and iPads</td>
<td>2015</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2016</td>
<td>X</td>
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<td></td>
<td></td>
<td>2017</td>
<td>X</td>
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<td></td>
<td></td>
<td>2018</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>IT / Corporate Communications</td>
</tr>
</tbody>
</table>
Chapter 4 – Policy Implications for Gaelic: Implementation of The National Gaelic Language Plan

Policy implications for Gaelic

VisitScotland recognises that the various priority areas identified in The National Gaelic Language Plan will be primarily implemented through our Gaelic Language Plan but that opportunities will arise from time to time to promote and develop the language through other policy measures. VisitScotland will examine its current policy commitments to identify areas where Gaelic can be pro-actively incorporated and the priorities of The National Gaelic Language Plan 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.

Commitment to the Objectives of The National Gaelic Language Plan

VisitScotland is committed to ensuring that The National Gaelic Language 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 expanding the current Gaelic content on our website, we will contribute to increased usage of Gaelic in the home by enabling Gaelic users and learners to access 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 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. VisitScotland will ensure that Gaelic is identified to visitors and staff so as to maximise its economic value.

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

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.

- 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 – we will continue to promote the profile and prestige of Gaelic through our various corporate and consumer facing communication channels
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. We will adhere to the guidance in “Gaelic Orthographic Conventions”.

- Gaelic in Surveys and Research - VisitScotland will include in the next and future versions of its Visitor Experience Survey questions regarding the importance of Gaelic to visitors
- VisitScotland will conduct internal audits of Gaelic awareness and Gaelic language skills across its own staff
- VisitScotland will commit to using Ainmean-Àite na h-Alba, the national advisory group for Gaelic place names for all place name requirements to ensure consistency of approach
- VisitScotland will investigate a simplified approach to the current translation of its corporate name and will seek to use Alba more in its branding, marketing and signage to raise awareness of the Gaelic name for Scotland

General

VisitScotland will seek to participate in planned collaborative sessions with partner organisations and in particular to become a regular member of the “National Gaelic as an Asset” Partnership Group.

All Gaelic services and resources will demonstrate equal respect for Gaelic and English.

There will be a continuous offer for all Gaelic services and facilities.

We will ensure that all staff employed by VisitScotland are made aware of this plan and the role they play in helping to deliver its actions. This will be achieved through regular communications via a range of channels, the most important of which is our staff intranet “The Hub”.

VisitScotland’s Gaelic Language Plan 2015 – 18
CHAPTER 5 – 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 Chapters 2 and 3, we have set out the timetable for when we expect to implement specific commitments.

Publicising the Plan

VisitScotland’s Gaelic Language Plan will be published bilingually on VisitScotland’s corporate website, http://www.visitscotland.org/

In addition, we shall:

- issue a bilingual press release announcing the plan;
- make copies of the plan available in the reception area of our only public administrative office at Ocean Point, Edinburgh;
- make the plan known to employees via VisitScotland’s Intranet, the Hub;
- distribute copies electronically of the plan to other Non-Departmental Public Bodies, Partners and Stakeholders;
- distribute copies of the Plan to Gaelic organisations;
- distribute on request copies of the plan to other interested bodies and individuals;
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 the content of the plan and the implications of this to their daily activity 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 has 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 then we will encourage them to operate in the spirit of the activities outlined.

Resourcing the Plan

We will introduce a new Gaelic Language Plan Implementation Team to oversee the coordination and delivery of all the actions contained in this plan. Early on in the lifetime of his plan, VisitScotland will investigate the creation of a dedicated Gaelic Language Officer post to oversee and co-ordinate the implementation of the various activities outlined in the action plan section.

Monitoring the Implementation of the Plan

VisitScotland will send Bòrd na Gàidhlig a yearly monitoring report on the date on which the plan was approved by the Bòrd.
Contact details

The officer with responsibility for overseeing the preparation, delivery, monitoring and day to day operation of VisitScotland’s Gaelic Language Plan is:

Riddell Graham  
Director of Partnerships  
VisitScotland  
Ocean Point One  
94 Ocean Drive  
Edinburgh  
EH6 6JH

0131 472 2208  
riddell.graham@visitscotland.com
Appendix

Policies on Gaelic within VisitScotland

General statement
We are actively revising our policies in line with our commitment to support the principles of equal respect for Gaelic and English and on active offer for services. We will publish the revised version of these policies alongside the plan once they have been finalised. These policies underpin and are key to the effective implementation of VisitScotland’s Gaelic Language Plan.

Communication
It is VisitScotland’s policy that we communicate regularly with our staff through our intranet, the Hub, monthly email digest, VS View, VSTV and Yammer to remind them of our ambition to promote Gaelic. Copies of our Gaelic Language Plan are permanently hosted on our staff intranet and highlighted prominently on the opening page.

It is VisitScotland’s policy that external partners and stakeholders are able to access our Gaelic Language Plan via a dedicated section on our corporate web site, VisitScotland.org. Printed copies of the plan are available in our main office reception at Ocean Point, Edinburgh and in our office in Stornoway, Western Isles. Additional copies can be made available by an email request to Susan Duffie, susan.duffie@visitscotland.com

It is VisitScotland’s policy that copies of our plan have been distributed electronically to key Gaelic language bodies and agencies, national partners and the media. Once the new plan is approved the distribution plan outlined on page 29 will be implemented in full.

Corporate Identity - Policy
We created a new corporate logo incorporating a Gaelic translation in 2013 and it is our policy to integrate this, as part of our business cycle, into the following applications: publications, websites, exhibition materials, and stationery. In addition, those staff who have some knowledge of Gaelic wear a ‘Gaelic speaker’ badge, (see Gaelic logo guidelines attached).

Signage – Policy
We occupy over 80 sites across Scotland, a mix of offices and VisitScotland Information Centres (VICs). It is our policy to add the new corporate logo, where appropriate, as a rolling programme, as and when signage requires to be replaced. In addition, all our VICs have been issued with a Gaelic language welcome plaque or vinyl.

Consumer Activities – Policy
It is our policy to use the VisitScotland corporate logo in consumer channels and materials. We have incorporated a Gaelic welcome in our VICs, created a Gaelic awareness leaflet for use in our VICs and offices, Gaelic content in our regional See & Do guides with headings and titles translated into Gaelic for key areas of Scotland, namely Argyll, Glasgow and the
Outer Hebrides. We will also translate and promote projects, for example, the Themed Years (2015 is the Year of Food and Drink). Our priority is to continue to promote Gaelic culture and language within our consumer marketing and to ensure that www.visitscotland.com contains a good level of information with relevant links so that our visitors can find out more.

Email Disclaimer
It is our policy to translate our current email disclaimer into Gaelic.

Correspondence – Policy
It is our policy to accept correspondence in Gaelic (by letter or email) and a response will be issued within 5-20 working days, this is entirely in-line with our English language policy and reflects our approach of equal respect for Gaelic and English). Staff are reminded of this process by regular communications (and also in the policy section on our staff intranet) on what to do if they receive Gaelic correspondence and how they should go about having correspondence translated.

Correspondence (Forms) – Policy
It is our policy to accept the completion of a form in Gaelic which could be used to communicate with VisitScotland on any topic. This facility is available in the Gaelic section of our corporate website (www.VisitScotland.org).

Public Relations and the Media – Policy
It is our policy to encourage our two PR teams (corporate and consumer) to look for opportunities to highlight activities from the key Gaelic speaking areas of Scotland or projects with a Gaelic element. We have the information translated, or offer a media interview, or post it via our channels, as appropriate.

Print – Policy
It is our policy to incorporate Gaelic, in our printed material for both corporate and consumer publications. The Print and Publishing Manager works with teams across the business to manage these opportunities.

Language Training to VS Staff
It is our policy, in-line with our Gaelic learning strategy, to offer Gaelic awareness and Gaelic language training to all our staff. This is supported by regular HR communications activity via our staff intranet.

Web sites – staff intranet
It is our policy to promote all our Gaelic activity, including links to our plan, training opportunities for staff to learn Gaelic and stories related to Gaelic on our staff intranet, the Hub. All policy and policy commitments are published and readily accessible to all staff on this site.

Exhibitions – Policy
It is our policy to use material (pop-ups or signage and our Gaelic leaflet) at our industry events programme. We also offer the services of a Gaelic translator at an event or
exhibition, when this is specifically requested in advance of the event through our event booking process.

**Complaints**
We have an existing customer complaints policy which is outlined on our corporate web site, VisitScotland.org, [http://www.visitscotland.org/about_us/our_policies/freedom_of_information.aspx](http://www.visitscotland.org/about_us/our_policies/freedom_of_information.aspx)

We have a policy (showing equal respect to Gaelic and English) of accepting such complaints in Gaelic, this is highlighted in the Customer Complaints Policy page of VisitScotland.org, [http://www.visitscotland.org/about_us/our_policies/complaints_and_feedback.aspx](http://www.visitscotland.org/about_us/our_policies/complaints_and_feedback.aspx)

**Corporate Documents**
We have a policy of translating our 2 key corporate documents – our “Corporate Plan” and our “Delivering For” into Gaelic. Versions are published on our corporate web site, VisitScotland.org.

[http://www.visitscotland.org/what_we_do/deliveringforscotland/delivering_for_our_regions.aspx](http://www.visitscotland.org/what_we_do/deliveringforscotland/delivering_for_our_regions.aspx)

Our 2015-18 Corporate Plan has only just been approved by Minsters and is currently being translated in full into Gaelic. As soon as this is available it will be published alongside the English translation, which currently appears on the site.

**Human Resources (HR)**
It is our policy for roles based in locations where Gaelic is an integral part of the local community e.g. Outer Hebrides, we will ensure the job specification is adjusted to show “Gaelic spoken” or “knowledge of the Gaelic language” is a desirable element.

Once we have finalised the job specification for a shared Gaelic resource to help drive our Gaelic language plan implementation, then Gaelic will be deemed to be an “essential” element of the job description.

**Freedom of Information**
In-line with the Freedom of Information (Scotland) Act 2002, we have a policy for dealing with FOI requests. Details of this are published on our corporate web site, VisitScotland.org. Our policy, showing equal respect for Gaelic and English, is to accept FOI requests in Gaelic.
**VISITSCOTLAND**

**CORPORATE LOGO TECHNICAL GUIDELINES**

**USAGE**

To be used on all official corporate communications.

**PRIMARY LOGO**

The primary logo can be used across all types of communications, including print collateral, online and print advertising. Our preference is for the primary logo to be used on a white background.

**REVERSED LOGO**

This version of the logo in white should be used over images or in any instance where there is a coloured background and especially when the background is dark. This logo demonstrates the effect of the white text on a coloured background. We have used the purple colour above as an example background.

**LOGO EXCLUSION AREA & MINIMUM SIZE**

When positioning the logo in relation to other objects, please do not allow any other elements to enter the logo exclusion area shown here.

When reducing the size of the logo, please ensure that it never appears smaller than 25mm in width.
**COLOUR SPECIFICATION**

- C: 55%
- M: 100%
- Y: 35%
- K: 24%
- R: 112
- G: 14
- B: 87

**LOGO TYPEFACE**

**ITC Stone Informal Italic**

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
0123456789012345678901234567890

**EXAMPLE APPLICATIONS**

The logo should be placed over a simple background.

Please use the white logo where images are being used.

A footer can be added where additional contrast is required.

**CAMPAIGN MESSAGE**

A footer can be used for multiple logo placement as shown here.
INCORRECT USE EXAMPLES

Please ensure that the logo is placed over an appropriate background. For example, the logo should not appear over background colours which compromise legibility.

When placing the logo over an image, ensure that the background detail does not compromise legibility.

Please only use the white logo where images are being used.

Please do not allow any other elements to enter the logo exclusion area as shown here.

The logo should not be placed in a box.

USING THE CORPORATE LOGO ALONGSIDE THE CTA

When the Corporate logo appears alongside the International or UK CTA, please ensure that the Corporate logo is positioned to the left of the CTA. Where possible, ensure each logo is placed on opposite corners of the page (bottom right for the CTA and bottom left for the Corporate logo). Where this is not possible, please observe exclusion zones.

CAMPAIGN MESSAGE

Where the logos cannot be positioned at opposite corners, please observe the exclusion zones as outlined.

Please ensure that the Corporate logo is farthest left while the CTA is farthest right on the page.