



HISTORIC ENVIRONMENT SCOTLAND DRAFT GAELIC LANGUAGE PLAN 2018-2023

THIS DRAFT PLAN HAS BEEN PREPARED UNDER SECTION 3
OF THE GAELIC LANGUAGE (SCOTLAND) ACT 2005



HISTORIC
ENVIRONMENT
SCOTLAND

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WELCOME



Welcome to our draft Gaelic Language Plan, where we outline our commitment to acknowledging and promoting Gaelic language and culture as part of the historic environment.

THE mission, priorities and commitments that we have identified have been developed over the past year, taking into consideration the feedback from internal and external stakeholders and partner organisations, as well as Bòrd na Gàidhlig.

The structure and alignment of our objectives are tied to our five strategic themes: Lead, Understand, Protect, Value and Perform. This

will further support integration of Gaelic policy throughout the organisation, and will give greater understanding for our staff as to how Gaelic can be applied within their roles.

To ensure that we are doing all that we can for Gaelic, we invite you to read through the draft plan in full, and to submit feedback on the questions provided.



ABOUT HISTORIC ENVIRONMENT SCOTLAND

We are the **lead public body for Scotland's historic environment.**

Scotland's historic environment is part and parcel of our daily lives: it's our castles, standing stones and landscapes; our factories, mills and shipyards; our homes, our streets and other stories. It is a catalyst for economic growth, driving tourism, regeneration and sustainable development and fuelling improvements.

We:

- are a charity dedicated to protecting Scotland's places now and sustaining the historic environment and its benefits for future generations
- lead the delivery of Scotland's historic environment strategy *Our Place in Time* working with our partners to understand, protect and share the immense value the historic environment generates
- are at the forefront of researching and understanding the historic environment and addressing the impact of climate change on its future
- care for more than 300 properties of national importance all across the country
- look after internationally significant collections of archive material relating to the historic environment, including more than five million drawings, photographs and manuscripts
- are the largest operator of paid visitor attractions in Scotland, with 71 sites operated commercially
- provide grants of in excess of £14 million a year, stimulating regeneration, delivering benefits for communities, promoting sustainable economic and rural development and reinforcing local identity and a sense of place
- protect our places and promote sustainable development through the designation of historic environment assets, consents relating to scheduled monuments, and our role as a statutory consultee
- provide advice, guidance and training and promote participation through programmes of education, engagement and skills-sharing.



OUR PRIORITIES FOR GAELIC



Gaelic has an important role in shaping Scotland's history and heritage, including many of its landscapes, communities, arts and ways of life. Through this Plan, and delivery of our priorities for Gaelic, we aim to promote greater understanding and ownership of the language and culture, both by the people of Scotland and those who visit

1. Promoting Gaelic as part of the historic environment

We acknowledge the place of Gaelic language and culture as a distinct and unique part of Scotland's history and living culture, as well as its association with many of the properties and archives we have in our care. We are therefore committed to continuing to encourage a greater understanding of the role of Gaelic within our historic environment and to initiate new activities that will further enhance the promotion of Gaelic

2. Supporting the National Gaelic Language Plan 2017-2022

We have aligned our plan Key Performance Indicators to support Bòrd na Gàidhlig's National Gaelic Language Plan 2017-2022, which includes:

- promoting a positive image of Gaelic
- increasing the learning of Gaelic
- increasing the use of Gaelic.

3. Supporting Gaelic medium education

We will review our Gaelic learning programme to improve relevance and impact in order to support Gaelic medium education, in turn securing the brightest future for Gaelic in Scotland.

4. Establishing and promoting the value of Gaelic

Research undertaken by VisitScotland and Highlands and Islands Enterprise has indicated that Gaelic language and culture is a popular draw for Scotland's many visitors, and can be a potential income generator for business. We will gather, analyse and share audience research data, as well as information pertaining to the access and use of our Gaelic content, products and services with partner organisations.

5. Honouring past commitments and forming new partnerships

We will carry over key commitments from the Historic Scotland Gaelic Language Plan 2012-2017 that relate to our bilingual offer of public services, including signage, and we will continue to cultivate new relationships across our sectors, and to form partnerships that will enable us to share resources and information.



HOW WE PROMOTE GAELIC



We will use our resources to promote Gaelic through:

Our staff

We recognise that our efforts to support Gaelic are only as effective as the capacity, knowledge, skills and awareness of our staff.

That is why we will lead in developing a new training programme with courses and resources that will identify opportunities for the application of Gaelic to daily operations and to projects within heritage and tourism.

Our visitor experience

Telling the stories of Scotland through our sites must include the cultural and linguistic context in which they are situated.

Gaelic is very much part of this and, as is the case for Kisimul castle in Barra or Arnol Blackhouse in Lewis, it would be impossible to give an idea as to the true identity of these historical sites without making the connection to Gaelic language and culture apparent.

A number of HES properties are located within areas that are commonly associated with Gaelic culture and this is recognised through our visitor experiences. However, the reach of Gaelic historically extends beyond what is commonly understood, and further associations are waiting to be discovered.

Through projects involving research and investigation, we will aim to connect Gaelic culture through our visitor experiences with new areas and with visitors from all walks of

life. We will also work together to increase the visibility and use of Gaelic through visitor experiences where it is used currently.

At Urquhart Castle, this will take the form of a pilot project involving the expertise and resources of HES learning services, retail, interpretation and training. By working in collaboration with the staff of Urquhart Castle, and with solid evaluation of what works, we aim to create a template way of working that can be emulated at other sites across the country.

Our archives and collections

Items significant to Gaelic culture form part of thousands of objects and more than five million other items under our care and protection as part of Collections and The National Records.

We aim to identify those items that hold particular relevance to Gaelic language and culture and promote these unique connections wherever they are exhibited.

Our Communications

Gaelic content consistently performs well on our social and online media and communication platforms, with seven out of 10 of our most watched You Tube videos being Gaelic related.


We will utilise analytics to build a picture of the demand for high-quality Gaelic content online. By understanding the demographics both domestic and international, we can create rich and creative Gaelic media that will promote Gaelic language and culture to new audiences.




OUR CORE COMMITMENTS




Below are our core commitments that detail how we will deliver our Gaelic Language Plan. We have chosen to align our commitments to the organisation's five strategic corporate themes. This will enable us to feed Gaelic policy through the work of each directorate within the organisation, ensuring a corporate approach that will aid in staff understanding, acknowledgment and, ultimately, action of our plan commitments.

LEAD						
OBJECTIVE 	Supporting, empowering and collaborating with others to secure the brightest future for Gaelic	Delivered in year				
Commitments	Achieved by	1	2	3	4	5
We will enable those with Gaelic skills to contribute to the historic environment	Collaborating with Gaelic experts in the fields of translation, history, intangible heritage, the arts, place-names, education and policy to inform HES' approach to increasing the contribution Gaelic culture makes to the historic environment	✓	✓	✓	✓	✓
	Empowering those with Gaelic skills through our Volunteers Strategy to be involved and contribute towards HES visitor engagement activity				✓	✓
We will promote the value of Gaelic to Scotland's historic environment	Collaborating with sector partners and Gaelic organisations to help develop and implement a national Gaelic tourism strategy, and also by supporting Visit Scotland's <i>Experiencing Gaelic scheme</i> that aims to form a national network for the promotion of Gaelic to Scotland's visitors	✓	✓	✓	✓	✓
	Targeting demographics and reaching new audiences with original and creative online content, Gaelic souvenir products, and through event workshops that aim to demonstrate the value of Gaelic culture to Scotland's past and present.		✓	✓	✓	✓
	Supporting the Scottish Governments themed years with Gaelic content and projects	✓	✓	✓	✓	✓

UNDERSTAND						
OBJECTIVE 	Initiating new investigations, research, recording, sharing and promotional activities that support greater understanding of and engagement with Gaelic	Delivered in year				
Commitments	Achieved by	1	2	3	4	5
We will promote an evidence-based understanding of Gaelic	Initiating new investigations, research, recording, sharing and promotional activities that support greater understanding of and engagement with Gaelic		✓	✓	✓	✓
We will provide clarity regarding the application of Gaelic to HES content, services, projects and activities	Working across HES, and in collaboration with National Museums Scotland, to identify opportunities to apply Gaelic to roles within heritage and tourism, and to develop and implement a bespoke training programme with courses and resources that will encourage staff to do so		✓	✓	✓	✓
	Introducing a Gaelic sense check as part of HES' business case procedure covering all notable HES projects and activities including signage	✓	✓	✓	✓	✓
We will better understand the audience for Gaelic content, services, projects and activities	Collecting data pertaining to the access, use and engagement of HES Gaelic content, services, projects and activities to develop a picture of effective content. Sources include: <ul style="list-style-type: none">• HES website• Gaelic social media content• SCRAN• site audience research• Gaelic internal forms• Gaelic publications• sale of Gaelic souvenir products	✓	✓	✓	✓	✓
	Investigating opportunities to share data and research with partner organisations across Scotland in order to understand visitor engagement with Gaelic nationally			✓	✓	✓
We will further understand the links between Gaelic and the historic environment including our estate, collections and records	Conducting an investigation into the National Records to ascertain which primary sources are related to Gaelic culture and how we capture and exhibit this as a unique collection		✓	✓	✓	✓
	Commissioning additional research surrounding HES properties that sit outwith areas with 20 per cent+ Gaelic-speaking population and utilising the visitor experience to highlight links between these properties and Gaelic culture, or to indicate if Gaelic was spoken within the vicinity of a property and, if so, when	✓	✓	✓	✓	✓

PROTECT						
OBJECTIVE 	Protecting Gaelic's place in HES, and within the historic environment through key investments	Delivered in year				
Commitments	Achieved by	1	2	3	4	5
We will invest in Gaelic language acquisition	Investing in language skills development and acquisition by way of a <i>Gaelic improvement bursary</i> for staff who have demonstrated an interest to develop their Gaelic language skills and how this will relate to their work		✓	✓	✓	✓
We will support communities to engage with Gaelic heritage projects	Utilising our Organisational Support Fund guidance and examples, we will reach out to communities who use Gaelic, as well as Scots, Doric and Lallans to encourage community heritage groups to develop heritage projects which also have a linguistic and cultural benefit	✓	✓	✓	✓	✓

VALUE						
OBJECTIVE 	Promoting the value of Gaelic through our assets, learning, outreach and skill sharing activities	Delivered in year				
Commitments	Achieved by	1	2	3	4	5
We will share resources that promote the value of Gaelic to the cultural experience of Scotland	Feeding into a tool-kit resource by Highlands and Islands Enterprise that promotes the value of Gaelic to Scottish businesses and tourism by incorporating data and research shared across organisations that adds to guidance on how to engage audiences with Gaelic culture			✓	✓	✓
We will strengthen the HES visitor experience to encourage use of Gaelic	Establishing a pilot project at Urquhart Castle that brings together interpretation, learning, retail and training with the aim of strengthening the Gaelic visitor experience at the castle over the course of five years. The project will culminate in the production of a template plan in year five to be rolled out to further sites across the country	✓	✓	✓	✓	✓
	Reviewing current Gaelic provisions related to our visitor experience including audio, visual and visitor publications and producing a new plan with key recommendations based upon: <ul style="list-style-type: none"> increasing access to Gaelic interpretive content establishing best practice principles of translation incorporating Intangible cultural heritage 			✓	✓	✓
We will improve our support for Gaelic education	Commissioning an independent review of HES Gaelic learning services including audience and stakeholder engagement to produce a report with key recommendations. These recommendations will form the basis for a new Gaelic learning programme to be carried forward in year four	✓	✓	✓	✓	✓

PERFORM						
OBJECTIVE 	Improving the way we work to meet day-to-day and future challenges in respect of Gaelic	Delivered in year				
Commitments	Achieved by	1	2	3	4	5
We will improve our offer of bilingual services to the public	Investigating the potential for bilingual voicemail capabilities at HES head offices in Edinburgh and the Engine Shed in Stirling			✓	✓	✓
	Increasing the presence of Gaelic across HES online platforms including the corporate website and SCRAN database	✓	✓	✓	✓	✓
We will increase the use and prominence of Gaelic in our corporate identity and communications	Mainstreaming Gaelic into our communications output by: <ul style="list-style-type: none">• issuing targeted bilingual national, regional and local press-releases with use determined by location of story, direct referencing of Gaelic, and inclusion of Gaelic within the activity we wish to publicise• using our membership platforms to promote Gaelic to HES members• including Gaelic hashtags and straplines into HES led national campaigns	✓	✓	✓	✓	✓
We will increase staff capacity for Gaelic and encourage shared ownership of the language	Implementing a survey and audit of HES staff Gaelic language skills, capacity, knowledge and training requirements	✓				
	Integrating Gaelic further into the recruitment process by: <ul style="list-style-type: none">• involving Gaelic-speaking staff in recruitment drives and marketing and media content• offering and providing translations of all HES job descriptions, and enabling returned applications in Gaelic	✓	✓	✓	✓	✓
	Encouraging the use of Gaelic within HES activities by: <ul style="list-style-type: none">• translating the 10 most commonly used internal forms with the exception of travel and subsistence• issuing an active offer to translate all HES job titles and staff collateral including business cards• providing template resources and guidance regarding the implementation of Gaelic into communications and e-mail	✓	✓	✓	✓	✓
	Establishing a Gaelic working group with representatives across the organisation to deliver on targets and objectives for Gaelic policy	✓	✓	✓	✓	✓



MEASURING OUR SUCCESS



We have designed our Key Performance Indicators (KPIs) to measure along the three main aims of the National Gaelic Language Plan 2017-2022 and to span across our five corporate themes.

Promoting a positive image for Gaelic			
KPI No	Measured by	Baseline set: year	Target outcome (year 5)
KPI 1 – increased promotion of an evidence based understanding of Gaelic	Access to online Gaelic information portal, sharing of its resources and measurements by Answer The Public online resource	2	The public and visitors are more aware regarding the place and extent of Gaelic within the historic environment
KPI 2 – increased output of HES Gaelic content, services, projects and activities that engages new audiences	Internal reporting structure	1	We have achieved a two-fold increase in audience engagement with HES Gaelic output from baseline set in first year

Increasing the learning of Gaelic			
KPI No	Measured by	Baseline set: year	Target outcome (year 5)
KPI 3 – increased relevance, impact and sharing legacy of Gaelic learning programme	Audit and review process	1–3	The implementation of a new Gaelic learning programme that will better support Gaelic Medium Education
KPI 4 – increased knowledge, ability, acquisition and confidence in applying Gaelic by HES staff	Staff survey & Gaelic bursary	1	Achievement targets: Knowledge of Gaelic: + 20% Language abilities: + 10% Acquisition: + 15 staff Confidence to apply Gaelic: + 50%

Increasing the use and application of Gaelic			
KPI No	Measured by	Baseline set: year	Target outcome (year 5)
KPI 5 – increased use of Gaelic in visitor operations	Urquhart Castle scheme and Volunteers Strategy outcomes	1	The report from year 5 of the Urquhart Castle scheme and the input of Gaelic volunteers will set a precedent for other sites in years to come
KPI 6 – increased use and application of Gaelic within HES	Staff use of Gaelic job titles, branded collateral and internal forms	5	Gaelic translation team to translate all HES job titles and top 10 most commonly used forms by year 5
KPI 7 – increased support for Gaelic use and application in heritage and tourism	Support of cross-sector Gaelic use strategies	1	HES is involved and contributes fully to the Gaelic tourism strategy and other cross-sector strategies for Gaelic use
KPI 8 – increased use and exhibition of Gaelic within our collections and our national records	Investigation and tagging procedures	2	We have devised methods of capturing and exhibiting Gaelic items as unique collections and publicise this



IMPLEMENTING AND MONITORING OUR GAELIC LANGUAGE PLAN



Gaelic working group

The Gaelic working group will consist of representatives across the organisation and will be responsible creating a Gaelic language implementation plan and enacting policy within their directorates and sub-teams. These representatives will become champions of Gaelic language and culture within their areas and will share the responsibility for moving the plan forward and mainstreaming its objectives.

Monitoring and evaluation

An annual monitoring report will be completed by the Gaelic officer and sent to Bòrd na Gàidhlig. This will assess progress of the plan against our KPI measures, and against our time-table for delivery.

The Gaelic officer will also send quarterly updates to the HES board and an annual report to keep them informed of progress with the plan.

Resourcing the plan

All directorates will share the responsibility for plan resourcing by allocating core funds within baseline budgets. When additional funds are required to achieve project goals or bolster the ambition of our Gaelic projects,

the Gaelic language and policy officer can assist with support and advice on external sources of funding.

Strategic Environmental Assessment (SEA)

With regard to the criteria specified in Schedule 2 of the Environmental Assessment (Scotland) Act 2005, we have determined that the HES Gaelic Language Plan 2018-2023 will have no or minimal effects on the environment. Our determination to this effect was notified to the relevant SEA Consultation Authorities on 15 August 2016. Accordingly, under Section 7 of the Environmental Assessment (Scotland) Act 2005, an environmental assessment is not required prior to adoption of the plan.

Equalities Impact Assessment (EqIA)

We have completed a screening report in respect of our duties under the Equalities Act 2010. From this, it was concluded that there is little evidence in support of a full EqIA assessment; however, we will supply our findings along with our consultation documents and encourage public and sector partners to respond by suggesting changes, amendments or further investigation.

The senior officer with overall responsibility
for HES's Gaelic Language Plan is:

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