

Section I - 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.

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

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
<i>Corporate Identity</i>					
Current practice	We have a Gaelic version of the corporate CNPA logo and have guidance on its use. The Gaelic logo is featured on our website, letters, compliment slips, business cards and publications. The Park entry point signage also uses Gaelic. The approved National Park brand for the Park is in English but provision has been made to also use Gaelic on a case by case basis for specific and relevant visitor-facing purposes. There is one version of the family CNP brand which uses Gaelic.				
Key areas of development	Re-issue logo guidance to all staff and training where necessary/requested	Issue guidance	Staff able to use Gaelic version of logo without advice/assistance	Communications team	Throughout Plan period
	We will continue to use our bi-lingual logo and brand where relevant and appropriate		Increase visibility of Gaelic	Communications team	Throughout Plan period
	We will work with partners to develop a methodology for when, where and how to use of Gaelic in the Park brand	Guidance to be produced and Gaelic version of brand used where relevant and appropriate	Increase use of Gaelic in brand opportunities	Sustainable Rural Development Team	Throughout Plan period

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Relevant Strategic Objectives assisted	Objectives 1,2 Outcomes 7, 11, 12, 13, 15
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Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Signage (internal and external):					
Current practice	No guidance currently available for use of Gaelic on signage				
Key areas of development	We will develop guidance on the use of Gaelic on internal and external signage	Guidance to be produced and issued to staff	Guidance produced	Corporate Services	By September 2011
	We will install Gaelic internal and external signage where relevant and appropriate		Increase visibility of Gaelic in CNPA offices	Corporate Services	Throughout Plan period
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 13, 15			

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.

The CNPA 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	No guidance currently available for dealing with enquiries in Gaelic				
Key areas of development	All staff, including reception staff, to attend Gaelic awareness training	Training to be provided for staff and board	<ol style="list-style-type: none"> 1. Gaelic Awareness courses run for all staff. 2. Staff have increased understanding of Gaelic Language and Culture 	Corporate Services	April 2011

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	We will develop guidance for reception staff on how to deal with enquiries from Gaelic users.	Produce guidance for reception staff.	<ol style="list-style-type: none"> 1. Monitor and record the number of enquiries made in Gaelic. 2. Staff able to deal with Gaelic enquiries 	Communications Team	June 2011
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 15			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Telephone:					
Current practice	No guidance currently available for dealing with telephone calls in Gaelic				
Key areas of development	We will develop guidance for staff on how to deal with calls in Gaelic	<ol style="list-style-type: none"> 1. Produce guidance for staff. 2. All telephone queries will be either dealt with directly or transferred to someone who can respond to the caller. 	Monitor and record the number of calls made in Gaelic.	Communications Team	June 2011

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Relevant Strategic Objectives and Outcomes assisted:	Objectives 1,2 Outcomes 7, 11, 12, 15
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Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Mail and E-mail:					
Current practice	Bi-lingual logo is used on letter heads.				
Key areas of development	We will develop guidance for staff on how to deal with letters and emails in Gaelic	Produce guidance for reception staff	Monitor number of emails/letters in Gaelic	Communications Team	June 2011
	All Gaelic letters or emails sent to staff member and/or reputable translation service for response	<ol style="list-style-type: none"> 1. Promote our acceptance for receiving and responding to communications in Gaelic 2. Contract with reputable translation service 	Monitor number of emails/letters in Gaelic	Communications team	Throughout Plan period
	Continue with bilingual letter-heading	On-going			Throughout Plan period
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 15			

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Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Forms:					
Current practice	No guidance currently available for use of Gaelic in forms				
Key areas of development	We will develop guidance for staff on how to deal with forms from Gaelic users.	Produce guidance for staff	Monitor and record number of forms in Gaelic	Communications Team	June 2011
	We will actively promote our commitment to accept forms in Gaelic.	Statement on job, grant and training applications and website	Statement clearly visible on forms and website.	Communications Team and Corporate Services	June 2011
	Accept all forms completed in Gaelic and respond in Gaelic using assistance of translation service	<ol style="list-style-type: none"> 1. Produce guidance to staff 2. Contract with reputable translation service 	Monitor and record number of forms	Communications Team	June 2011
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 15			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Public Meetings:					
Current practice	No policy currently available				
Key areas of development	Gaelic spokesperson / instant translation service to be made available at meetings where other parties, organisers or members of	Introduce on a trial basis and assess success for 2013	Monitor success	Corporate Services	2013

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	the public have made a request for this service and where relevant and appropriate				
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 15			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Complaints Procedure:					
Current practice	No guidance currently available				
Key areas of development	We will develop guidance for staff on how to deal with complaints in Gaelic	Produce guidance for staff	Monitor number of emails/letters in Gaelic	Communications Team	June 2011
	We will actively promote our commitment to accept complaints completed in Gaelic.	Statement on website	1. Statement clearly visible on website 2. Standard complaints monitoring procedures,	Communications Team	June 2011
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 15			

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.

The CNPA 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
Public Relations and Media:					
Current practice	No guidance currently available				
Key areas of development	We will be proactive in our approach with BBC Alba and other Gaelic media channels	Identity and promote news stories of interest to Gaelic news and press	Monitor Gaelic press coverage	Communications Team	On-going
	We will include a Gaelic translation in all 'Notes to editors' where relevant and appropriate	Create text for press release	Monitor Gaelic press coverage	Communications Team	March 2011
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 13, 15			

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Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Printed Material: Policy and statutory documents					
Current practice	All policy and statutory documents include a Gaelic foreword				
Key areas of development	We will continue to provide Gaelic forewords in our policy and statutory documents	On-going		Communications Team	On-going
	We will provide, where relevant and appropriate, downloadable Gaelic versions of statutory documents	1. Produce guidelines for publications 3. Contract with reputable translation service	Bilingual corporate publications available	Communications team	On-going
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 13, 15			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Printed Material: Visitor publications					
Current practice	We currently produce the Place Names of the Cairngorms, a visitor publication celebrating the Park's Gaelic place names				
Key areas of development	We will produce an updated version of the Place Names leaflet	Produce updated leaflet		Sustainable Rural Development Team	June 2011
	We will produce guidance for staff on how to include Gaelic elements (names, welcome and bilingual captions) in publications	Produce guidance	Increase in printed media	Communications and Sustainable Rural Development Team	September 2011

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	We will develop a methodology with partners for use of Gaelic where relevant and appropriate in partner publications	Develop methodology	Record number of publications	Communications Team	Throughout Plan period
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 13, 15			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Websites:					
Current practice	No guidance currently available for use of Gaelic on CNPA website or Park portal, but CNPA website does feature the bi-lingual corporate logo.				
Key areas of development	We will produce a policy for staff for Gaelic on the website	Produce web policy	1. Web policy in place 2. Increased use and presence of Gaelic on website	Communications team	June 2011
	We will introduce Gaelic into the CNPA's web content where relevant and appropriate	Maintain content	Increased use and presence of Gaelic on website	Communications team	On-going
	The draft and approved Gaelic Language Plan will be on web-site.	Maintain content		Communications team	Throughout Plan period
	We will develop a methodology with partners for use of Gaelic on the Park portal where relevant and appropriate	1. Guidance to be produced 2. Maintain content	Increased use and presence of Gaelic on website	Communications team	Throughout Plan period
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 13, 15			

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Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Exhibitions:					
Current practice	No guidance currently available				
Key areas of development	We will produce guidance for use of Gaelic at events where relevant and appropriate	Produce guidance	Inclusion of Gaelic in design material used at shows/events.	Communications team	June 2011
	We will continue to link with SEARS partners when attending national shows/events and develop a co-operative approach to delivering Gaelic		Increase use of Gaelic interpretation at shows attended	Communications team	On-going
	We will develop materials for events where relevant and appropriate	Produce materials	Gaelic promotion and materials at local and national events	Communications team	On-going
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 13, 15			

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 users 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.

The CNPA recognises the importance of seeing Gaelic as an important job skill and of identifying situations in which its use is essential or desirable. The CNPA 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	The CNPA funds Gaelic awareness and language courses for staff.				
Key areas of development	We will continue to provide a programme of Gaelic awareness courses for existing and new staff and board	All staff and board to attend Gaelic Awareness training	Skills Audit	Corporate Services	Throughout Plan period
	We will provide information to staff on Gaelic courses available	Promotion of training on intranet, staff	Record demand for courses and attendance	Corporate services	Throughout Plan period

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		meetings, internal notice boards			
	We will encourage and support staff to develop their Gaelic skills through further training	Provide funding and training opportunities	Skills Audit	Corporate services	Throughout Plan period
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 13, 15			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Language Learning:					
Current practice	The CNPA has funded Gaelic languages courses for staff				
Key areas of development	We will carry out a staff audit to determine Gaelic language ability amongst staff and board	Carry out audit	Skills audit	Corporate services	February 2011
	We will provide information to staff on Gaelic courses available	Promotion of training on intranet, staff meetings, internal notice boards	Monitor and record demand for courses and attendance	Corporate services	On-going
	We will encourage and support staff to develop their Gaelic skills through further training	Provide funding and training opportunities	Skills Audit	Corporate services	On-going
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 15			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Recruitment:					
Current practice	We adhere to the Civil Service rules on fair and open competition. This means that the best person is chosen to fill the vacancy. If the ability to speak or write Gaelic is a genuine occupational requirement then the linguistic ability will be properly taken into account.				
Key areas of	Adopt an appointments	Produce recruitment	1. Appointments	Corporate	March 2011

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development	policy that recognises Gaelic as a desirable job attribute	guidance which states Gaelic as a desirable job attribute	policy available 2. Monitor Gaelic skills of applicants	Services	March 2011
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 15			

Development Function	Actions	Targets	Performance Indicators	Lead Officer	Timescale
Advertising:					
Current practice	No guidance currently available.				
Key areas of development	We will advertise bilingually for posts where Gaelic is essential	Guidance to be written for staff on the use of Gaelic in job adverts	Monitor the number of job adverts	Corporate Services	On-going
	We will provide and accept job applications forms in Gaelic	<ol style="list-style-type: none"> 1. Produce applications in Gaelic 2. Promote the service on CNPA website 4. Contract with reputable translation service 	<ol style="list-style-type: none"> 1. Statement clearly visible on website and advert 2. Record requests for Gaelic applications and applications received by CNPA 	Corporate Services	On-going
Relevant Strategic Objectives and Outcomes assisted:		Objectives 1,2 Outcomes 7, 11, 12, 15			