AM PLANA LEASACHAIDH

Tha am frèam seo a' mìneachadh gnìomhachd a nì Bòrd na Gàidhlig gus leasachadh a stiùireadh air feadh na buidhne.

Às dèidh sgrùdadh san Earrach 2019, dh'obraich an luchd-sgrùdaidh bhon taobh a-muigh Deloitte LLP leis an Sgioba Stiùiridh aig Bòrd na Gàidhlig gus am Plana Leasachaidh seo a chruthachadh, ag aontachadh dòigh-obrach èifeachdach gus atharrachaidhean seasmhach a dhèanamh gus aghaidh a chur air na dùbhlain taobh a-staigh na h-ùine a chaidh a chomharrachadh airson gnìomhan aontaichte a lìbhrigeadh.

Chur am Bòrd Stiùiridh fàilte air a' phlana agus chaidh aontachadh gu foirmeil leis a' Chomataidh Sgrùdaidh is Rianachd Chunnartan aig a' choinneimh aca air 12 Iuchar 2019. Tha am Bòrd Stiùiridh agus an Sgioba Stiùiridh a' toirt làn thaic don Phlana mar inneal feumail gus riaghladh taobh a-staigh na buidhne a neartachadh.

Bidh am Sgioba Stiùiridh a' cumail sùil air a' Phlana Leasachaidh, le aithris chunbhalach air adhartas do Bhuidheann Stiùiridh a' Phlana Leasachaidh, agus gach ràithe don Chomataidh Sgrùdaidh is Dearbhachd agus don Bhòrd Stiùiridh.

IMPROVEMENT PLAN

This framework sets out activity Bòrd na Gàidhlig will undertake to drive improvement throughout the organisation.

Following an audit in Spring 2019, external auditor Deloitte LLP worked with the Leadership Team at Bòrd na Gàidhlig to develop this Improvement Plan, agreeing an effective approach to make sustainable changes to meet the challenges within the timeframe set out for delivering on agreed actions.

The plan was welcomed by the Board and formally agreed by the Audit & Risk Management Committee at their meeting on 12 July 2019. The Board and Leadership Team fully endorse the Plan as a useful tool to enhance governance within the organisation.

The Improvement Plan is monitored by the Leadership Team, with regular reporting on progress to the Improvement Plan Steering Group, and quarterly to the Audit & Assurance Committee and the Board.

Chaidh am Plana seo ùrachadh mu dheireadh air 06-05-2020.

This Plan was last updated on 06-05-2020.

Bòrd na Gàidhlig– Strategic Areas for Improvement

Overview for Improvement Plan

Action	Update and impact as at 06.05.2020
1. Governance and transparency:	
• Having a clear working relationship between Sponsor, Board and Senior Management;	Regular contact between the Ceannard and Board Chair. Leadership team meet weekly informally, with a formal meeting once a month. All papers for the Bòrd and committees are reviewed by the Leadership team before circulation Formal system of quarterly meetings between Sponsor Division and Leadership Team established. Regular informal communications on issues as they arise between the Ceannard and Sponsor Division head. Framework document (the formal agreement governing the relationship between BnG and Sponsor Division) has been reviewed and suggestions for update submitted to Sponsor Division. Sponsor Division receive all committee and board papers; plus update following meetings on decisions made
• Ensuring individual Board members and the Board as a whole are effective;	Programme of individual board member appraisals undertaken annually by the Chair. Individual board members have Personal Development Plans and undertake training Programme of effectiveness reviews for committees and for board. Training and development events delivered and more planned.

Updated 14052020

Bòrd na Gàidhlig– Strategic Areas for Improvement

Overview for Improvement Plan

• Having a robust Board, sub-Committee and Senior Management Team governance framework in place;	Committee structure reviewed and redesigned in August 2019. Terms of reference for board and committee meetings revised to reflect changes. All terms of reference are updated annually and on change of membership Annual workplans created for the Board and each committee Cover papers for board and committee meetings developed and provide systematic assessments of strategic impact on a range of factors including finance, staff, training and the National Performance Framework. Standing Orders (the rules which govern how the Board and Committees operate e.g. timescales for papers). These require that the following are addressed: • that minutes of meetings, committee and board papers are issued within the required timescales • that the Gaelic and English in bilingual policies/strategies/governance documents are consistent between the two versions. Standing Orders will be updated to take account of v-c attendance and public meetings and be presented to the board in May 2020. Code of Conduct (outlining the rules, responsibilities, and practices of Board members) was agreed by the Board, Standards Commissioner and Scottish Parliament. This is likely to be updated as Standards Commission is consulting on a revised version Internal Audit report on Corporate Governance undertaken by Wiley Bissett, was submitted to the Audit and Assurance Committee in February 2020 and was rated Substantial (second highest level out of four grades) Commissioner for Ethical Standards dismissed the complaint about a board member being 'clearly conflicted'

Bòrd na Gàidhlig– Strategic Areas for Improvement

Overview for Improvement Plan

	Commissioner for Ethical Standards advised holding board meetings in public or private was a matter for internal corporate governance and that no breaches of the Code were made by Bòrd na Gàidhlig. Policies should be easily accessible to staff – and this is in progress. A Conflict of Interests Policy has been drafted will be considered for final approval by the Board on 26 May 2020

• Ensuring effective communications of Board and Senior Management decisions through public board meetings and online information.	The Board has agreed that their meeting on 26th May will be open to the public. The papers for these items will also be available on-line prior to the meeting. There will be some papers taken in Closed session (ie board members and officers).
	
	Bòrd na Gàidhlig has adopted The Model Publication Scheme developed by the Scottish Information Commissioner. This defines the information that should be available to the public. Work is ongoing to ensure that all this information is available on the website, with links being checked and repaired where required.
	
	The following information is now available on the Bòrd na Gàidhlig website:-
	   • Most recent approved minutes of board meetings
	   • Dates for up-coming committee and board meetings
	   • Information on decisions on grant applications available online
	
	Information on main funded organisations contracts will be put online shortly.
	
	The Bòrd na Gàidhlig Publication Scheme is being updated currently.

Training and Development.	
• Having an organisational training plan that is regularly updated and its impact monitored	Training co-ordinator role has been created Training plan was circulated on Sharepoint to all staff in February and approved by the Board

Updated 14052020

Bòrd na Gàidhlig– Strategic Areas for Improvement

Overview for Improvement Plan

	An update will be given to the Board on 26th May on the impact of training plan to date Next stage will be updating the Plan for 20/21 with outputs from POPs and generic training and development needs
• Ensuring individual training and development needs are identified and delivered.	The main mechanism for identifying individual staff members' training and development needs are through the regular POP meetings with line managers. Main mechanism for identifying individual board members' training and development needs are through personal appraisals with the Chair. Organisational level training needs are identified through: • cover papers considered by the Leadership Team; Committees; and Board at their meetings • new organisational developments e.g. projects, technology, changes in systems, external requirements • statutory requirements (e.g. first aid, health and safety, new legislation) Ensuring delivery is by inclusion in the training plan; using informal and self-directed learning; organised courses; sessions at Dè tha Dol; and information sessions Session on training and development policy at staff conference
• Reviewing the effectiveness of training and development	Evaluation forms are now circulated to staff after training and the results collated by the training co-ordinator. In addition, the regular POP meetings allow informal discussion with line manager to ascertain the impact of training and development - these happen but need to be more firmly embedded and recognised in the organisation.

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Bòrd na Gàidhlig– Strategic Areas for Improvement

Overview for Improvement Plan

• Ensuring key learning points from training and development opportunities are shared	This happens to some extent, but the system needs to be more rigorous and strengthened e.g. through team meetings and informal conversations The aim is to establish more regular whole staff training sessions (perhaps ½ day per quarter) in addition to the annual 2-day staff conference.
Internal Communication	
• Ensuring regular two-way communications on the day to day working of BnG between Senior Management Team and staff;	System of 6-weekly POPs established since summer 2019. Currently the Dè tha Dol? whole staff meetings take place weekly, alternating between formal and informal each week. Fios bhon Cheannard is posted on the staff intranet (Sharepoint) on a weekly basis and the Ceannard sets aside time each month for staff to speak with her directly. Information circulated to all staff via Sharepoint when committee and board papers are available to read. Union representative attends monthly formal Leadership Team meetings to formally convey views. A Managers' team has been established recently and has been working along with the Leadership Team and an external facilitator to develop more effective collaboration. Internal "Faster Rate of Progress" teams have been established, with all teams meeting on a fortnightly basis to exchange information. Suggestion box system has been established, with these being considered and responded to by the Leadership Team at their formal monthly meetings. All staff are consulted on new HR policies.

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Bòrd na Gàidhlig– Strategic Areas for Improvement

Overview for Improvement Plan

• Communicating with staff on Board, Committee and Senior Management Team decisions.	All-team have been involved in the development of the 2020-21 operational plan; both the original and updated for Covid-19 All press releases are posted on Sharepoint ahead of circulation. Decisions from Leadership Team, Committee and Board meetings will be posted on Sharepoint for staff to access as soon as possible after meetings.
Value for Money	
• Ensuring clear links between 3-year funding agreements and BnG corporate priorities and KPIs;	Financial year 2020/21 began on 1st April 2020 and this is the 2nd year of the 3-year agreements. Prior to the Board confirming the year 2 funding, a programme of meetings was held with main funded organisations, to strengthen links to the BnG Corporate Plan and to review KPIs. Much of the work undertaken by 3-year funded organisations has been altered due to COVID-19. This process will be repeated as we enter year 3 of agreements. Internal audit report on Monitoring Performance of Main funded Organisations was rated Strong (highest rating).
• Ensuring continuous improvement in delivery of funded services/projects is demonstrated.	Internal audit report on Grants to Gaelic Organisations was rated Strong (highest rating). Criteria for all grant schemes have been revised and updated to ensure links with corporate objectives Reporting mechanisms for grant recipients are more closely linked to demonstrating outputs in relation to corporate plan objectives. Regular discussions with organisations receiving funding about outputs, particularly with regards COVID-19 adjustments.

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Bòrd na Gàidhlig– Strategic Areas for Improvement

Overview for Improvement Plan

	In Summer 2020 we will commence work regarding 3-year agreements from 1st April 2022 onwards. This will include discussions with key stakeholders served by these organisations (e.g. young people, parents, teachers, and other funders) to ascertain if these organisations are delivering best value for their service users.