

Clàr-gnothaich Coinneamh a' Bhùird-stiùiridh
Diardaoin 7mh Màrt 2024
Air loidhne tro MS Teams

SEISEAN FOSGAILTE

1. CÙISEAN TÒISEACHAIDH

- 1.1 Fàilte bhon Chathraiche
- 1.2 Leisgeulan
- 1.3 A' nochdadh chom-pàirtean

2. IONMHAS

- 2.1 Aithisg Ionmhais (Airson Fiosrachadh*)
PT1 Aithisg Ionmhais gu 31 Dùbhlachd 2023
Nicola Pearson, Ceann an Ionmhais & Chùisean Corporra

3. PLANA CORPORA IS COILEANADH

- 3.1 Fios as ùr air foghlam (Airson Fiosrachadh*)
Jennifer McHarrie, Stiùiriche Foghlam
- 3.2 Adhartas Plana Nàiseanta na Gàidhlig – aithris labhairteach (Airson Fiosrachadh*)
Ealasaid Dhòmhnallach, Ceannard

4. RIANACHD MHÌ-CHINNTEAN

- 4.1 Clàr mhì-chinntean Ro-innleachdail (Ri Aontachadh)
PT1 Clàr mhì-chinntean ro-innleachdail
Nicola Pearson, Ceann an Ionmhais is Chùisean Corporra

5. CORPORA

- 5.1 Èifeachdas is Trèanadh a' Bhùird-stiùiridh – aithris labhairteach (Airson Fiosrachadh*)
Nicola Pearson, Ceann an Ionmhais is Chùisean Corporra
- 5.2 Plana-obrach a' Bhùird-stiùiridh (Ri Aontachadh)
PT1 Plana-obrach a' Bhùird-stiùiridh 23/24
PT2 Plana-obrach a' Bhùird-stiùiridh 24/25
Ealasaid Dhòmhnallach, Ceannard

Board Meeting Agenda
Thursday 7th March 2024 at 09.30
Online via MS Teams

OPEN SESSION

1. OPENING ITEMS

- 1.1 Welcome
- 1.2 Apologies
- 1.3 Declarations of interest

2. FINANCE

- 2.1 Finance Report (For Information*)
PT1 Finance Report to 31 December 2023
Nicola Pearson, Head of Finance & Corporate Affairs

3. CORPORATE PLAN AND PERFORMANCE

- 3.1 Education Update (For Information*)
Jennifer McHarrie, Director of Education
- 3.2 National Gaelic Language Plan Progress – verbal update (For Information)
Ealasaid MacDonald, Ceannard

4. RISK MANAGEMENT

- 4.1 Strategic Risk Register (For Decision)
PT1 Strategic risk register
Nicola Pearson, Head of Finance & Corporate Affairs

5. CORPORATE

- 5.1 Board Training and Effectiveness – verbal Update (For Information*)
Nicola Pearson, Head of Finance & Corporate Affairs
- 5.2 Board Workplan (For Decision)
PT1 Board workplan 23/24
PT2 Board workplan 24/25
Ealasaid MacDonald, Ceannard



For	Board Meeting
Date of Meeting	07/03/2024
Location:	Online
Item on Agenda	2.1

Paper Title		Finance Report to 31 December 2023																			
Recommendation		For Information *																			
Spokesperson		Nicola Pearson, Head of Finance & Corporate Affairs																			
Governance Route		Date of Meeting	Decision																		
Policy & Resources Committee		06/02/2024	For Information																		
Leadership Team		25/01/2024	For Information																		
Appendices:		PT1 – Finance summary																			
1.0	Purpose																				
1.1	To give information to the Committee on the financial position as at 31 December 2023. The paper is in English as it will be presented by the Head of Finance and Corporate Affairs.																				
2.0	Background																				
2.1	Bòrd na Gàidhlig has a total budget of £5,622k for the financial year 2023/24. This is the baseline Grant in Aid (GiA) of £5,179k plus additional GiA for this year of £345k and £98k brought forward from the last financial year. The adjusted high level income and expenditure budgets are detailed below: <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Income:</td> <td style="text-align: right;">£m</td> </tr> <tr> <td>Grant-in-aid</td> <td style="text-align: right;">5.524</td> </tr> <tr> <td>Other income</td> <td style="text-align: right;">0.098</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">5.622</td> </tr> <tr> <td colspan="2"> </td> </tr> <tr> <td>Expenditure:</td> <td style="text-align: right;">£m</td> </tr> <tr> <td>Development</td> <td style="text-align: right;">3.790</td> </tr> <tr> <td>Running Costs</td> <td style="text-align: right;">1.832</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">5.622</td> </tr> </table>			Income:	£m	Grant-in-aid	5.524	Other income	0.098	Total	5.622	 		Expenditure:	£m	Development	3.790	Running Costs	1.832	Total	5.622
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3.0	Main Points																				
3.1	To the end of December 2023, total spend was £250k behind budget. This was driven by Development cost spend which was underspent by £228k. This was added to by an £22k underspend in running costs to the end of December.																				
4.0	Recommendation																				
4.1	The Board are requested to consider the report and note the information.																				
5.0	Main Strategic Impacts																				
5.1	Impact on Finance																				
	As described above.																				

5.2	Impact on Staff			
	N/a			
5.3	Impact on Training			
	N/a			
5.4	Links to Strategic and Corporate Aims			
	This paper supports the Committee in fulfilling the aims for the year.			
5.5	Ceanglaichean ri Frèam-obrach Coileanaidh Nàiseanta/ Links to the National Performance Framework			
	Our Purpose		Our Values	
	To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth		We are a society which treats all our people with kindness, dignity and compassion, respects the rule of law, and acts in an open and transparent way	
	AR LUACHAN BUILEAN NÀISEANTA			
	Human Rights	<input type="checkbox"/>	Children & Young People	<input type="checkbox"/>
	Culture	<input type="checkbox"/>	Communities	<input type="checkbox"/>
	Environment	<input type="checkbox"/>	Poverty	<input type="checkbox"/>
	Health	<input type="checkbox"/>	International	<input type="checkbox"/>
	Learning	<input type="checkbox"/>	Economy	<input checked="" type="checkbox"/>
	Successful innovative businesses	<input checked="" type="checkbox"/>		
5.6	Buaidhean air Cliù/Impacts on Reputation			
	It is important the BnG continues to demonstrate effective management of its finances.			
5.7	Buaidhean air Slàinte is Sàbhailteachd/Impacts on Health and Safety			
	N/a			
5.8	Buaidhean Laghail/Legal Impacts			
	N/a			
5.9	Buaidhean air Co-ionannas/Impacts on Equality			
	N/a			
5.10	Buaidhean air Àrainneachd/Impacts on the Environment			
	N/a			

31 December 2023

		TO 31.12.23				FULL YEAR PROJECTION						
		BUDGET £'000	ACTUAL £'000	VAR £'000	VAR %	BUDGET £'000	ACTUAL £'000	ACTUAL + COMMITTED £'000	EAU £'000	FORECAST £'000	VAR £'000	VAR %
FUNDING / INCOME	Funding brought forward	98	98	0	0%	98	98	98	-	98	0	0%
	Grant in Aid	4,210	4,210	0	0%	5,425	4,210	4,210	-	5,425	0	0%
	Other Grant In Aid	99	99	0	0%	99	99	99	-	99	0	0%
	Reclaimed Funding	-	-	0	0%	-	-	-	-	-	0	0%
	TOTAL AVAILABLE BUDGET	4,407	4,407	0	0%	5,622	4,407	4,407	-	5,622	0	0%
EXPENDITURE	Gaelic Usage	1,544	1,515	-29	-2%	1,890	1,515	1,945	142	2,087	197	10%
	Gaelic Learning	1,234	1,112	-122	-10%	1,546	1,112	1,347	41	1,388	-158	-10%
	Gaelic Promotion	298	221	-77	-26%	354	221	265	50	315	-39	-11%
	TOTAL DEVELOPMENT COSTS	3,076	2,848	-228	-7%	3,790	2,848	3,557	233	3,790	0	0%
	Staff Costs	1,038	1,039	1	0%	1,410	1,039	1,396	-	1,396	-14	-1%
	Other Running Costs	313	290	-23	-7%	422	290	386	50	436	14	3%
	TOTAL RUNNING COSTS	1,351	1,329	-22	-2%	1,832	1,329	1,782	50	1,832	0	0%
TOTAL COSTS	4,427	4,177	-250	-6%	5,622	4,177	5,339	283	5,622	0	0%	

*Committed funds are those that have had approval, purchase order raised and contract sent to client.

**EAU – expected additional utilisation – funds allocated to a specific project but approval, purchase order and contract not yet in place.



A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	07.03.2024
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	3.1

Tìotal a' Phàipeir	Fios as ùr air foghlam							
Moladh do Bhuill	Airson fiosrachadh*							
Neach-labhairt:	Jennifer McHarrie, Stiùiriche Foghlaim							
Cùrsa Riaghlachais airson na h-Aithris	Ceann-latha na Coinneimh	Seòrsachadh na h-Aithris						
Sgioba-stiùiridh	23.02.2024	Ri Aontachadh						
Pàipear-taice air a cheangal ris	-							
1.0	Adhbhar							
1.1	Tha an aithisg seo a' coimhead air cuid de ghnìomhan co-cheangailte ri foghlam.							
2.0	Cùl-fhiosrachadh							
2.1	Tha an aithisg a' toirt ùrachadh do bhuill a' Bhùird-stiùiridh air cuid de ghnìomhan a chaidh a dhèanamh bho chionn ghoirid.							
3.0	Prìomh Aithris/Fiosrachadh							
3.1	<p>Freagairtean Co-chomhairle bhon Dàmhair 2023 air adhart: Freagairtean air an cur a-steach chun nan co-chomhairlean a leanas co-cheangailte ri rudan a tha a' toirt buaidh air FtG</p> <ul style="list-style-type: none"> Co-chomhairleachadh-sgìrean sgoile ann an Comhairle na Gàidhealtachd Co-chomhairleachadh air Ullachaidhean Bile an Fhoghlaim Moladh Co-chomhairle Reachdail - Sgìre Chomar nan Allt an Iar Pàrlamaid na h-Alba - Comataidh Foghlaim : Beachdan air Feumalachdan Taic a Bharrachd airson Ionnsachadh ann an Alba Frèam càileachd airson tràth ionnsachadh is cùram chloinne 							
3.2	<p>Tha e cudromach gum bi barrachd bhuidhnean a' toirt a-steach feumalachdan FtG nam freagairtean, agus tha sinn air a bhith a' bruidhinn ri diofar bhuidhnean nàiseanta eile le raon-ùghdarras foghlaim gus an smaoinich iad air ar molaidhean sna freagairtean aca fhèin.</p> <p>Tha sinn ag obair air freagairtean do na co-chomhairlean a leanas a bheir buaidh air foghlam</p> <ul style="list-style-type: none"> Learning Disability-Autism-Neurodiversity-Bill Draft guidance and general determination for Teacher Qualification in Further Education (TQFE): consultation The General Teaching Council for Scotland Memorandum on Entry Requirements for Initial Teacher Education ("ITE") programmes in Scotland Consultation on the United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Act 2024: Statutory Guidance on Part 2 and 3, section 18 							
3.3	<p>Trusadh is taic do thidsearan Tha gnìomhan an t-Oifigeir Leasachaidh (tidsearan) air gabhail a-steach:</p> <ul style="list-style-type: none"> Seisean trèanaidh do Luchd-pròbhaidh Gàidhlig gu math soirbheachail. Nochd 16 tidsearan don seisean le Foghlam Alba. Bidh an ath sheisean air 28/02/24 le com-pàirt bho Stòrlann. A' tadhal air <table border="1" data-bbox="391 1960 1045 2072"> <tr> <td>Bun-sgoil Goodlyburn</td> <td>19/12/23</td> </tr> <tr> <td>Acadamaidh Pheairt</td> <td>17/01/24</td> </tr> <tr> <td>Àrd-sgoil Sheumais Ghilleasbaig</td> <td>06/12/24</td> </tr> </table> 		Bun-sgoil Goodlyburn	19/12/23	Acadamaidh Pheairt	17/01/24	Àrd-sgoil Sheumais Ghilleasbaig	06/12/24
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Acadamaidh Pheairt	17/01/24							
Àrd-sgoil Sheumais Ghilleasbaig	06/12/24							

Tachartas Gàidhlig DYW Steòrnabhagh	13/02/24
Sgoil Mhic Neacail	13/02/24
Acadamaidh Drochaid an Easbaig	15/02/24
Àrd-sgoil Uallas	21/02/24
Acadamaidh Bhràghad Albainn	20/02/24

3.6 Obair com-pàirteachais le Oilthighean nam measg

- Coinneamhan le le OGE (UHI) , Oilthigh Obar Dheathain (roinn teagaisg) 12/12/23, Oilthigh Srath Chluaidh agus Oilthigh Ghlaschu

3.7 Tabhartasan Cùrsaichean Bogaidh Gàidhlig do Luchd-obrach Foghlaim

Tha an sgeama a-nise fosgailte agus an fhiosrachadh suas air ar làrach-lìn: [Tabhartasan Cùrsaichean Bogaidh Gàidhlig do Luchd-obrach Foghlaim 2024/25 – Bòrd na Gàidhlig \(gaidhlig.scot\)](#)

Às dèidh fios air ais bho Ùghdarrasan Ionadail chuir sinn barrachd taic ann airson gach tidsear am-bliadhna, suas gu £50,000. Chaidh 2 sheisean fiosrachaidh a chumail air-loidhne air 07/02/24, bha 8 duine an làthair agus tha sinn air a bhith a’ faighinn diofar cheistean ag iarraidh tuilleadh fiosrachaidh.

3.8 Tachartasan gus Foghlam bun-sgoile Gàidhlig a bhrosnachadh

Tha sinn ag obair le ùghdarrasan ionadail air dòighean gus FtG a bhrosnachadh airson daoine le ùidh ann an FtG air thoiseach air clàrachadh sgoile-àraich is BS1. Chaidh seisean fiosrachaidh a chur air dòigh ann an co-obrachadh le Comhairle Siorrachd Rinn Friù agus Comann nan Pàrant ann am Bun-sgoil an Iar air 22/02/24.

3.9 Àireamhan Foghlaim

Thòisich Bòrd na Gàidhlig air rannsachadh fhoillseachadh air àireamhan ann am Foghlam Gàidhlig ann an 2009-2010 gus àireamhan nan sgoilearan ann am Foghlam tro mheadhan na Gàidhlig (FtG) a thomhas. Chaidh seo an àite rannsachadh a rinn Oilthigh Shrath Chluaidh roimhe sin.

Tha staitistig nàiseanta ga cruinneachadh le Riaghaltas na h-Alba mar phàirt de Stadaistearachd do Sgoiltean an Alba a nì e gach bliadhna. Tha Bòrd na Gàidhlig den bheachd gu bheil e iomchaidh gu bheil fios mu fhoghlam tro mheadhan na Gàidhlig air a chruinneachadh tron aon siostam nàiseanta a chionn ‘s gu bheil seo a’ cur ri àbhaisteachadh na Gàidhlig agus tha e ceart gu bheil dàta air a dhearbhadh gu nàiseanta air FMG.

Tha Bòrd na Gàidhlig air an tionndadh poblach dhen dàta fhoghlaim airson 2022-23 fhoillseachadh https://www.gaidhlig.scot/wp-content/uploads/2024/01/Data-Foghlaim-2022-23_POBLACH-1.0_BnG-Education-Data.pdf

Airson 23-24 thèid am fiosrachadh seo a chruinneachadh le Riaghaltas na h-Alba. Às dèidh molaidhean bho BnG, tha Riaghaltas na h-Alba a’ toirt a-steach cruinneachadh dàta bliadhnaile ùr gus fiosrachadh a chruinneachadh bho ùghdarrasan ionadail a thaobh solar Foghlam tro Mheadhan na Gàidhlig (FMG).

Cuidichidh am fiosrachadh seo le measadh ìre adhartais san àrd-sgoil agus chuidicheadh neach-ùidh iomchaidh le bhith a’ dèanamh cho-dhùnaidhean air goireasan FMG, fastadh thidsearan, taic thidsearan, ionnsachadh proifeiseanta msaa.

Bhiodh an cruinneachadh dàta ùr a’ tòiseachadh bho Ghearran 2024, agus bheir Bòrd na Gàidhlig ceangal dhan dàta air an làrach-lìn againn.

3.10 Adhartas ann an solar Àrd-sgoile

Tha Comataidh an Fhoghlaim aig Comhairle Inbhir Chluaidh air aontachadh gun tèid sgrìobhairean àrd-sgoile a stèidheachadh airson foghlam Gàidhlig ann an Inbhir Chluaidh.

Acadamaidh airson na bliadhna acadaimigeach a’ tòiseachadh san Lùnastal 2024. Tha seo a’ ciallachadh gun tòisich iad a’ fastadh tidsear Gàidhlig gus FtG a thòiseachadh ann an Acadamaidh Inbhir Chluaidh.

	Tha BnG mar phàirt de Bhuidheann Comhairleachaidh Gàidhlig na Comhairle agus cumaidh iad orra a' toirt seachad comhairle agus taic																																				
3.11	Adhartas ann an solar Bun-sgoile San t-Samhain 2023, fhuair Comhairle na Gàidhealtachd iarrtas airson Foghlam tron Ghàidhlig fhaighinn bho pàrantan ann am Bun-Sgoil Loch Àlainn. Tha Comhairle na Gàidhealtachd, mar phàirt dhen Mheasadh Thùsail, a-nis air measadh a dhèanamh air an fheum air FBtG a rèir an stiùiridh ann an Stiùireadh Reachdail airson Foghlam Gàidhlig. Tha an Stiùireadh a' mìneachadh nan ceumannan a dh'fheumas ùghdarrasan a ghabhail gus measadh a dhèanamh air iarrtas an dèidh dhaibh iarrtas fhaotainn airson FtG. 'S e deagh naidheachd gum bi FMG ri fhaighinn san sgìre seo.																																				
4.0	Moladh																																				
4.1	Gun toir a' Chomataidh am pàipear seo fa-near.																																				
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5.2	Buidh air Luchd-obrach Cha bhi buaidh ann																																				
5.3	Buidh air Trèanadh Cha bhi buaidh ann																																				
5.4	Ceanglaichean ri Amasan Ro-innleachdail agus Corporra Tha an obair seo a' cur ri amas corporra 2: Gum bi barrachd chothroman ann do dhaoine aig aois sam bith na sgilean Gàidhlig aca a thoirt air adhart agus gum bi e nas fhasa dhaibh na cothroman sin a ghabhail.																																				
5.5	Ceanglaichean ris an Fhrèam-obrach Coileanadh Nàiseanta																																				
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Fiosrachadh air giorrachaidhean

FtG	Foghlam tro Mheadhan na Gàidhlig
FLi	Foghlam Luchd-ionnsachaidh
SDS	Skills Development Scotland/Leasachadh Sgilean na h-Alba
ITE	Initial Teacher Education
DYW	Developing the Young Workforce
GTCS	General Teaching Council Scotland



For	Board Meeting
Date of Meeting	07/03/2024
Location:	Online
Item on Agenda	4.1

Title	Risk Management			
Request	For Decision			
Spokesperson	Nicola Pearson, Head of Finance and Corporate Affairs			
Governance route for the report	Date	Type of Treatment		
Audit & Assurance Committee	20/02/2024	For approval		
Leadership Team	15/02/2024	For approval		
Appendices	PT1 – Strategic Risk Register			
1.0	Purpose			
1.1	<p>The paper presents the strategic risk register. This was approved by the Leadership Team on 15 February and the Audit & Assurance Committee on 20 February 2024.</p> <p>The paper is in English as it will be reviewed by the internal and external auditors as part of their audit work.</p>			
2.0	Background			
2.1	The strategic risk register records and assesses the major risks faced by Bòrd na Gàidhlig. It also records the mitigating actions and progress on these undertaken to reduce or control the level of the risk faced.			
2.2	Risks are assessed to assert the significance of the threat and at what level the risk should be treated. Each risk is scored as very high, high, medium or low based on the risks Impact x Likelihood. Detailed information on scoring can be found in the Risk Management Strategy.			
3	Main points			
3.1	The register aims to focus on the risks (uncertainties, opportunities, and negative impacts) which most directly impact of BnG's priorities. It is challenging to maintain a focus solely on what is within BnG's responsibilities and duties. However, in order to be an effective system, this has to be achieved.			
3.2	The function and systems underlying the register are described in the Risk Management Strategy which is reviewed and approved by the Audit and Assurance Committee annually.			
3.3	Risk Appetite shows the level of risk that Bòrd na Gàidhlig is prepared to accept for the each risk and follows the colour coding of the Strategy shown in the table below.			
	Very High risk score 20 - 25	High risk score 12 - 16	Medium risk score 6 - 10	Low risk score 1 - 5

3.4	<p>The Risk Appetite is now included in the register beneath each risk and includes an explanatory narrative.</p> <p>The full risk register is presented to this meeting for approval however members are asked to further consider risk 3 as the net score currently exceeds the risk appetite. Are there further / alternative actions and controls that could be applied to help reduce the net score to match the risk appetite?</p>			
4.0	Recommendation			
4.1	<p>The Board is requested to:</p> <ul style="list-style-type: none"> • Discuss the register with particular focus on Risk 3 • Approve the register 			
5.0	Key Strategic Impacts			
5.1	Impact on Finance			
	No direct impact but ensures that financial risks are considered by the organisation.			
5.2	Impact on Staff			
	The risk register provides direction on controls and actions which are put in place by staff.			
5.3	Impact on Training			
	Risk management training to board members and leadership team regularly.			
5.4	Links to Corporate Aims			
	<p>The strategic risk register contributes to Corporate Aim 4:</p> <ul style="list-style-type: none"> - Bòrd na Gàidhlig continues to develop how it works. 			
5.5	Links to the National Performance Framework			
	<p>OUR PURPOSE</p> <p>To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth</p>	<p>OUR VALUES</p> <p>We are a society which treats all our people with kindness, dignity and compassion, respects the rule of law, and acts in an open and transparent way</p>		
	NATIONAL OUTCOMES			
	Human Rights	<input type="checkbox"/>	Children & Young People	<input type="checkbox"/>
	Culture	<input type="checkbox"/>	Communities	<input type="checkbox"/>
	Environment	<input type="checkbox"/>	Poverty	<input type="checkbox"/>
	Health	<input type="checkbox"/>	International	<input type="checkbox"/>
	Learning	<input type="checkbox"/>	Economy	<input type="checkbox"/>
	Successful innovative businesses	<input checked="" type="checkbox"/>		
5.6	Impact on Reputation			
	Effective risk management is core to maintaining a positive reputation as an effective and efficient public organisation.			
5.7	Impact on Health and Safety			
	n/a			
5.8	Legal Impact			
	It is a requirement of the Scottish Public Finance Manual that a public body maintains risk management processes https://www.gov.scot/publications/scottish-public-finance-manual/risk-management/risk-management/			
5.9	Impact on Equality			
	n/a			
5.10	Impact on Environment			
	n/a			

BnG Strategic Risk Register

Untreated risks [what has to be borne with no mitigating actions or controls]: None currently

Scoring

I/L/S = Impact (max 5) x Likelihood (max 5) = Score

refer to Section 4 of Risk Management Strategy for detailed information [2023-05-23-Risk-Management-Strategy.docx](#)

Very High	Risk Score 20-25	Unacceptable level of risk exposure that requires immediate mitigating action and monthly monitoring
High	Risk Score 12-16	Unacceptable level of risk which requires controls to be put in place to reduce exposure and monthly monitoring
Medium	Risk Score 6-10	Controls can be put in place or the risk accepted. Subjected to quarterly monitoring.
Low	Risk Score 1-5	Acceptable level of risk subject to six monthly monitoring

Acronyms of people responsible:

DoD – Director of Development

DoE – Director of Education

HoF&CS – Head of Finance and Corporate Services

Ref	Risk description	Cause	Impact	Gross score [prior to current controls] (I/L/S)	Current controls [systems already in place]	Net score [including current controls] (I/L/S)	Proposed actions and controls [tasks being undertaken to deal with arising risk]	Risk owner
1	Inadequate resources to deliver the Corporate Plan	<p>Medium and longer-term finances are not increased therefore Gaelic development is constrained</p> <p>[BnG baseline funding has remained static since 2007/08; this is a real-terms decrease of approx 45%]</p>	<p>BnG's contribution to Gaelic development ceases to meet with demand</p> <p>We have insufficient staff capacity and/or capability to deliver our Corporate Plan</p> <p>Impact on wellbeing of staff and board</p> <p>Reputation is negatively impacted</p>	<p>20</p> <p>(4x5)</p>	<p>Business case presented to SG which has resulted in annual but not consolidated uplifts</p> <p>MFTP updated annually and presented to Board</p> <p>Effective recruitment, induction, training and development and performance management systems in place</p> <p>Budget management in place to comply with SG GiA requirements for running costs</p>	<p>16</p> <p>(4x4)</p>	<p>Implementation of multi-year funding agreements for main delivery partners which encourage collaboration</p> <p>New corporate plan to be developed in line with new NGLP.</p> <p>Build in agility to take advantage of funding opportunities as they arise</p> <p>Programme for development of middle managers skills and knowledge</p> <p>Continue to make the case for increased funding for BnG or amendment to running costs cap</p>	Ceannard

Ref	Risk description	Cause	Impact	Gross score [prior to current controls] (I/L/S)	Current controls [systems already in place]	Net score [including current controls] (I/L/S)	Proposed actions and controls [tasks being undertaken to deal with arising risk]	Risk owner
Risk Appetite : HIGH		<i>We acknowledge there is a challenging environment in public finance and continue to work closely with our sponsorship team in relation to resource.</i>						
2	<p>Failure to deliver through partnerships and network organisations</p> <p>[BnG has effectively increased its partnership development and advisory function and this needs to be maintained]</p>	<p>Limited control over direction and impact of third-party delivery</p> <p>BnG strategies for engagement and/or relationships do not respond to stakeholders' needs</p> <p>Quality and reach of communication is insufficient to engage</p> <p>Failure to adapt to changes in primary or secondary legislation</p>	<p>Difficult to achieve anticipated impacts</p> <p>Support for Gaelic is undermined</p> <p>Willingness to collaborate and engage with BnG is reduced</p>	<p>12</p> <p>[4x3]</p>	<p>Increased communication with key delivery bodies</p> <p>Change in GLP processes leading to engagement between BnG and public authorities</p> <p>Framework agreement with SG</p>	<p>8</p> <p>[4x2]</p>	<p>New stakeholder strategy being developed</p> <p>New corporate and operational plans will focus on outcomes with effective performance metrics thereby providing clearer direction internally and externally</p>	DoD

Ref	Risk description	Cause	Impact	Gross score [prior to current controls] (I/L/S)	Current controls [systems already in place]	Net score [including current controls] (I/L/S)	Proposed actions and controls [tasks being undertaken to deal with arising risk]	Risk owner
Risk Appetite : HIGH								
3	Supporting growth in Gaelic education is ineffective	<p>BnG advisory input is not of sufficient quality and impact</p> <p>Political decisions are taken which address the majority, not the minority</p> <p>Statutory Guidance on Gaelic education is not sufficiently strong</p>	<p>Advice provided by BnG on Education Reform and other legislation is ignored or not implemented</p> <p>Gaelic education is not normalised within Scotland, leading to reduced uptake, attainment and impact</p> <p>Gaelic is not normalised across Scottish society,</p>	<p>20</p> <p>[5x4]</p>	<p>Consistent advice provided to the ongoing processes for Education Reform and Scottish Languages Bill</p> <p>Engagement with SG Gaelic and Scots Division in collaborative work</p> <p>Participation in regional and other fora to promote Gaelic</p>	<p>15</p> <p>[5x3]</p>	<p>Revision and renewal of Statutory Guidance on Gaelic Education and Guidance on Gaelic Language Plans</p> <p>Increased engagement with political parties on the importance of Gaelic education for normalising and growing Gaelic</p> <p>Input to the Scottish Languages Bill process on a new national GM Education strategy</p>	DoE

Ref	Risk description	Cause	Impact	Gross score [prior to current controls] (I/L/S)	Current controls [systems already in place]	Net score [including current controls] (I/L/S)	Proposed actions and controls [tasks being undertaken to deal with arising risk]	Risk owner
			increasing language loss and disaffection					
Risk Appetite : MEDIUM		<i>Advisory role to Scottish Government on Gaelic Education means impact not always guaranteed</i>						
4	People don't understand the role and functions of BnG	<p>BnG strategies for engagement and/or relationships are ineffective</p> <p>Negative media - external/generally and internal to Gaelic communities</p> <p>Insufficient communication on what BnG does to make a difference</p>	<p>Reduced support for Gaelic development</p> <p>Reduced impact of BnG and</p> <p>Gaelic speakers and learners lose confidence in the mission; and therefore negative effect on the community</p>	<p>12</p> <p>[4x3]</p>	<p>Communications strategy refreshed and being implemented</p> <p>Increased emphasis on organisations who receive funding clearly acknowledging BnG support</p>	<p>9</p> <p>[3x3]</p>	<p>Continue to develop role of board members as ambassadors for BnG</p> <p>Use launch of new NGLP and BnG Corporate Plan to reinforce the key messages of what we do</p>	HoF&CS

Ref	Risk description	Cause	Impact	Gross score [prior to current controls] (I/L/S)	Current controls [systems already in place]	Net score [including current controls] (I/L/S)	Proposed actions and controls [tasks being undertaken to deal with arising risk]	Risk owner
Risk Appetite : MEDIUM		<i>Whilst BnG does what it can to explain and inform, it has to accept that there may always be misunderstanding around BnG's scope of work.</i>						
5	We fail to maximise the benefits from the work undertaken by our key stakeholders and delivery partners	Communication strategy with our key stakeholders and delivery partners is ineffective Insufficient capacity and/or capability among our key stakeholders and delivery partners	Damages the credibility and reputation of BnG. Ultimately this could lead to a reduction in support (financial and other) from Scottish Government, key partners and communities	16 [4x4]	Grant systems in place which provide monitoring Gaelic language plans system in place Increased social media and comms	12 [4x3]	New multi-year agreements being developed Updated GLP Statutory Guidance being progressed	DoD
Risk Appetite : MEDIUM								
6	The governance developments implemented in the organisation are not sustained	Insufficient capacity and/or capability New responsibilities are allocated	Organisation does not meet stakeholders' expectations leading to disillusion and criticism;	16 [4x4]	Continuous improvement planning system in place Increasing use of technology	9 [3x3]	Engage fully in parliamentary process for new languages bill Increased number of board members bringing additional skills and resilience	Ceannard

Ref	Risk description	Cause	Impact	Gross score [prior to current controls] (I/L/S)	Current controls [systems already in place]	Net score [including current controls] (I/L/S)	Proposed actions and controls [tasks being undertaken to deal with arising risk]	Risk owner
		without commensurate resources Widening field of operations due to external or internal pressure.	ultimately impacting on Gaelic development		enabling staff to focus on higher-level impact			
Risk Appetite : MEDIUM		<i>Skills development is a priority, as is engagement, with matrix in place to monitor progress.</i>						



A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	07/03/2024
Àite:	Air loidhne
Nì a' Chlàir-ghnothaich	5.2

Tìotal a' Phàipeir	Plana Obrach a' Bhùird-stiùiridh	
Moladh do Bhuill	Ri Aontachadh	
Neach-labhairt:	Ealasaid Dhòmhnallach	
Cùrsa Riaghlachais airson na h-Aithris	Ceann-latha na Coinneimh	Seòrsachadh na h-Aithris
-	-	-
Pàipear-taice air a cheangal ris	PT1 Plana Obrach a' Bhùird-stiùiridh 23/24 PT2 Plana Obrach a' Bhùird-stiùiridh 24/25	
1.0	Adhbhar	
1.1	Is e adhbhar na h-aithisge seo plana obrach a thoirt dhan Bhòrd-stiùiridh a tha a' mìneachadh nam prìomh nithean air am feumar beachdachadh mar phàirt den chlàr-obrach airson na bliadhna seo agus na h-ath-bhliadhna.	
2.0	Cùl-fhiosrachadh	
	-	
3.0	Prìomh Aithris/Fiosrachadh	
3.1	Tha e cudromach gum bi plana obrach aontaichte aig a' Bhòrd-stiùiridh airson na bliadhna air thoiseach. Thèid sùil a chumail air a' phlana obrach tron bhliadhna.	
3.2	Tha am plana obrach airson 2024/25 an urra ri atharraichean agus thèid atharraichean sam bith a thaisbeanadh don Bhòrd-stiùiridh. Tha seo air sgàth 's gu bheilear an dùil ri Plana Chorporra ùr agus bheir seo buaidh air obair Bhòrd na Gàidhlig.	
4.0	Moladh	
4.1	Thathar ag iarraidh air Buill beachdachadh air a' mholadh agus air am plana obrach airson 2024/25 an cois seo agus aontachadh.	
5.0	Prìomh Bhuidhean Ro-innleachdadh	
5.1	Buidhean air Ionmhas	
	Chan eil buaidh ionmhasail dhìreach sam bith aig an aithisg seo.	
5.2	Buidhean air Luchd-obrach	
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air trèanadh.	
5.3	Buidhean air Trèanadh	
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air trèanadh.	
5.4	Ceanglaichean ri Amasan Ro-innleachadh agus Corporra	
	Amas Corporra 4: Gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige.	
5.5	Ceanglaichean ri Frèama-obrach Coileanadh Nàiseanta	
	AR N-ADHBHAR	AR LUACHAN

Fòcas air a bhith a' cruthachadh dùthaich nas soirbheachaile le cothroman do dh'Alba air fad soirbheachadh tro bhith a' cur ri sunnd, agus ri fàs eaconamach seasmhach agus in-ghabhalach		'S e comann-sòisealta a th' annainn a tha a' dèiligeadh ri ar sluagh le caoimhneas, urram agus co-fhaireachdainn, a' toirt spèis do riaghladh an lagha, agus a tha ag obair ann an dòigh a tha fosgailte agus follaiseach	
AR LUACHAN BUILEAN NÀISEANTA			
Còraichean daonna	<input type="checkbox"/>	Clann agus òigridh	<input type="checkbox"/>

	Cultar	<input type="checkbox"/>	Coimhearsnachdan	<input type="checkbox"/>
	Àrainneachd	<input type="checkbox"/>	Bochdainn	<input type="checkbox"/>
	Slàinte	<input type="checkbox"/>	Eadar-nàiseanta	<input type="checkbox"/>
	Foghlam	<input type="checkbox"/>	Eaconamaidh	<input type="checkbox"/>
	Gnothachasan soirbheachail is ùr-Ghnàthach	<input checked="" type="checkbox"/>		
5.6	Buidhean air Cliù			
	Tha plana-obrach a' Bhùird-stiùiridh a' neartachadh cliù na buidhne tro bhith fosgailte agus eagraichte a thaobh obair na buidhne.			
5.7	Buidhean air Slàinte is Sàbhailteachd			
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air slàinte is sàbhailteachd.			
5.8	Buidhean Laghail			
	Tha am plana-obrach a' cur taic ri Bòrd na Gàidhlig ann an libhrigeadh nan dleastanasan reachdail aige.			
5.9	Buidhean air Co-ionannachd			
	Chan eil buaidh dhìreach sam bith aig an aithisg seo.			
5.10	Buidhean air an Àrainneachd			
	Chan eil buaidh dhìreach sam bith aig an aithisg seo.			

Plana Obrach a' Bhùird-stiùiridh 2023/24		Ògmhios 22/06/2023	Damhair 05/10/2023	Dùbhlachd 14/12/2023	Màrt 07/03/2024
Puingean Steidhichte	Cùisean Tòiseachaidh / Fàilte	√	√	√	√
	Nochdadh Com-pàirt	√	√	√	√
	Geàrr-chunntas	√	√	√	√
	Clàr-gnìomhan	√	√	√	√
	Aithisg air PCCan 23/24	√	√	✘	√
	Aithisg Ionmhas	√	√	√	√
	Clàr Mi-chinntean	√	√	√	√
	Geàrr-chunntasan nan Comataidhean	√	√	√	√
	Aithisg a' Chathraiche	√	√	√	√
	Aithisg a' Cheannard	√	√	√	√
	Am Plana Obrach	√	√	√	√
	Iarrtasan Taic-airgid £100,000+	√	✘	✘	√
	Lèirmheas air a' choinneimh	√	√	√	√
Prìomhachasan Ro-innleachdail	Plana Corporra	-	✘	✘	✘
Puingean Cunbhalach Bliadhnail	Fios as ùr air foghlam	√	√	√	√
	Plana Gnìomh	✘	✘	✘	✘
	Buidseat na Bliadhna	-	-	√	√
	Plana Ionmhas Meadhan-teirm	-	-	✘	√
	Riaghladh Ionmhas	-	√	-	-
	Aonta Frèam-obrach	-	√	-	-
	Aithisg Bhliadhnail na Comataidh Sgrùdaidh is Dearbhachd	√	-	-	-
	Aithisg Bhliadhnail na Comataidh Poileasaidh is Ghoireasan	√	-	-	-
	Aithisg Bhliadhnail is Cunntasan	-	✘	√	-
	Aithisg an Luchd-sgrùdaidh on Taobh a-muigh	-	✘	√	-
	Aithisg Luchd-obrach	√	-	-	-
	Aithisg Slàinte is Sàbhailteachd	√	✘	-	-
	Èifeachdas is Trèanadh a' Bhùird-stiùiridh	-	✘	✘	√
	Plana Feachd-obrach	✘	-	✘	✘
	Plana Trèanaidh	√	-	-	-
	Gnàth-Riaghailtean	√	-	-	-
	Prògram coinneamhan a' Bhùird-stiùiridh	-	-	√	-
	Maoineachadh nam Buidhnean Gàidhlig	-	-	√	√
	Suirbhidh Luchd-ùidh	-	✘	√	-
Puingean Ad Hoc	Aithisg air Planaichean Gàidhlig	√	-	-	-

Plana Obrach a' Bhùird-stiùiridh 2024/25		Ògmhios 27/06/2024	Damhair 10/10/2024	Dùbhlachd 12/12/2024	Màrt 13/03/2025
Puingean Stèidhichte	Cùisean Tòiseachaidh / Fàilte	√	√	√	√
	Nochdadh Com-pàirt	√	√	√	√
	Geàrr-chunntas	√	√	√	√
	Clàr-gnìomhan	√	√	√	√
	Aithisg air PCCan 23/24	√	√	√	√
	Aithisg Ionmhas	√	√	√	√
	Clàr Mì-chinntean	√	√	√	√
	Geàrr-chunntasan nan Comataidhean	√	√	√	√
	Aithisg a' Chathraiche	√	√	√	√
	Aithisg a' Cheannard	√	√	√	√
	Am Plana Obrach	√	√	√	√
	Iarrtasan Taic-airgid £100,000+	√	✗	✗	√
	Lèirmheas air a' choinneimh	√	√	√	√
Priomhachasan Ro-innleachdail	Plana Corporra	√	-	-	√
Puingean Cunbhalach Bliadhna	Fios as ùr air foghlam	√	√	√	√
	Plana Gnìomh	-	√	-	-
	Buidseat na Bliadhna	-	-	-	√
	Plana Ionmhas Meadhan-teirm	-	-	-	√
	Riaghladh Ionmhas	-	√	-	-
	Aonta Frèam-obrach	-	√	-	-
	Aithisg Bhliadhna na Comataidh Sgrùdaidh is Dearbhachd	√	-	-	-
	Aithisg Bhliadhna na Comataidh Poileasaidh is Ghoireasan	√	-	-	-
	Aithisg Bhliadhna is Cunntasan	-	√	-	-
	Aithisg an Luchd-sgrùdaidh on Taobh a-muigh	-	√	-	-
	Aithisg Luchd-obrach	√	-	-	-
	Aithisg Slàinte is Sàbhailteachd	√	-	-	-
	Èifeachdas is Trèanadh a' Bhùird-stiùiridh	-	-	-	√
	Plana Feachd-obrach	√	-	-	-
	Plana Trèanaidh	√	-	-	-
	Gnàth-Riaghailtean	√	-	-	-
	Prògram coinneamhan a' Bhùird-stiùiridh	-	-	√	-
	Maoineachadh nam Buidhnean Gàidhlig	-	-	√	√
	Suirbhidh Luchd-ùidh	-	√	-	-
Puingean Ad Hoc	Aithisg air Planaichean Gàidhlig	√	-	-	-
	Ro-innleachd Conaltradh	√	-	-	-