Seisean Fosgailte| Open Session

BÒRD NA GÀIDHLIG

Coinneamh a' Bhùird-stiùiridh **Air-loidhne** **Diciadain 23/ 09/2020 13.30 - 16.15**		**Board Meeting** **Online** **Wednesday 23/09/2020 13.30 - 16.15**	
10.0	**TOISEACH AN T-SEISEIN FHOSGAILTE**	**OPEN SESSION START**	13.30-13.35
10.1 **10.2** **10.3**	Fàilte bhon Chathraiche Leisgeulan A' nochdadh chom-pàirtean	Welcome Apologies Declarations of interest	
11.0	**IONMHAS**	**FINANCE**	13.35-13.55
11.1	**Ri Aontachadh** Buidseat 20/21 air Ùrachadh *Ailig Greumach, Ceann an Ionmhais*	**For Decision** Revised Budget 20/21 *Alex Graham, Head of Finance*	
11.2	**Airson Fiosrachadh** * Aithisg Ionmhais gu 31/07/2020 *Ailig Greumach, Ceann an Ionmhais*	**For Information** * Finance Report to 31/07/2020 *Alex Graham, Head of Finance*	
12.0	**PLANA GNÌOMH IS COILEANADH**	**OPERATIONAL PLAN AND PERFORMANCE**	13.55-14.10
	Airson Fiosrachadh * Coileanadh a' Phlana Gnìomh 20-21 gu 31/07/2020 *Shona NicIllinnein, Ceannard*	**For Information** * Operational Plan 20-21 Out-turn to 31/07/2020 *Shona MacLennan, Ceannard*	
13.0	**ADHARTAS NAS LUAITHE**	**FASTER RATE OF PROGRESS**	14.10-14.30
	Airson Fiosrachadh * Adhartas nas Luaithe PT1 Aithisg dhan choinneimh 02/09/2020 *Daibhidh Boag, Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd* *Jim Whannel, Stiùiriche Foghlam na Gàidhlig*	**For Information** * Faster Rate of Progress PT1 Report for the meeting 02/09/2020 *Daibhidh Boag, Director of Language Planning & Community Developments* *Jim Whannel, Director of Gaelic Education*	
14.0	**AM PLANA NÀISEANTA**	**THE NATIONAL PLAN**	14.30-14.45
	Airson Fiosrachadh Plana Cànain Nàiseanta Gàidhlig 2023-28 *Daibhidh Boag, Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd*	**For Information** National Gaelic Language Plan 2023-28 *David Boag, Director of Language Planning & Community Developments*	
	Beàrn	**Break**	14.45-15.00
15.0	**LEASACHADH NA BUIDHNE**	**ORGANISATIONAL DEVELOPMENT**	15.00-15.40
15.1	**Airson Fiosrachadh** * Am Plana Leasachaidh *Jennifer Gilmour, Cathraiche Bhuidheann-stiùiridh a' Phlana Leasachaidh*	**For Information** * Improvement Plan *Jennifer Gilmour, Chair of the Improvement Plan Steering Group*	
15.2	**Ri Aontachadh** Èifeachdas a' Bhùird-stiùiridh *Shona NicIllinnein, Ceannard*	**For Decision** Board Effectiveness *Shona MacLennan, Ceannard*	
15.3	**Ri Aontachadh** Aonta Frèama *Shona NicIllinnein, Ceannard*	**For Decision** Framework Document *Shona MacLennan, Ceannard*	
15.4	**Airson fiosrachadh** Sgeama Ùghdarras Tiomnaichte *Shona C NicIllinnein, Ceannard*	**For Information** Scheme of Delegated Authority *Shona MacLennan, Ceannard*	

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16.0	**RIANACHD MHÌ-CHINNTEAN**	**RISK MANAGEMENT**	15.40-15.55
	Ri Aontachadh Clàr mhì-chinntean Ro-innleachdail *Shona NicIllinnein, Ceannard*	**For Decision** Strategic Risk Register *Shona MacLennan, CEO*	
17.0	**PLANA OBRACH A' BHÙIRD-STIÙIRIDH**	**BOARD WORK PLAN**	15.55-16.05
	Ri Aontachadh Plana-obrach a' Bhùird-stiùiridh 2020/21 *Shona NicIllinnein, Ceannard*	**For Decision** Board Workplan 2020/21 *Shona MacLennan, CEO*	
18.0	**GISBE**	**AOCB**	16.05-16.15
	Ceann-latha na h-ath coinneimh 02/12/2020	**Date of next meeting 02/12/2020**	
	Dùnadh na coinneimh	**Close of meeting**	16.15

Seisean Fosgailte | Open Session
Cuspair 11.1

A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	23/09/2020
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	11.1

Tiotal a' Phàipeir	Ùrachadh Buidseat – Bliadhna gu 31-03-2021	
Moladh do Bhuill	Ri Aontachadh	
Neach labhairt:	Ailig Greumach	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Comataidh Poileasaidh is Ghoireasan	24/08/2020	Ri Aontachadh
Pàipear-taice air a cheangal ris	PT1 – Ùrachadh Buidseat gu 31 Màrt 2021 [pàipear ann am Beurla a-mhàin])	

1.0	**Adhbhar**
1.1	A' sireadh aonta a' Bhòrd-stiùiridh airson ùrachadh a bhuidseat airson na bliadhna gu 31 Màrt 2021, le iomradh cuideachd air buidseatan gu 2024-25.
2.0	**Cùl-fhiosrachadh**
2.1	'S e amas a'phàipeir seo fios a thoirt do na Buill mu ùrachadh a' bhuidseat airson 2020-21 agus air adhart gu 2024-25. Bha seo seach gu robh gnothaichean air atharrachadh gu mòr ann an àrainneachd na dùthcha agus modhan-obrach a' Bhùird tro Covid-19.
2.2	Chaidh am buidseat aontachadh aig coinneamh a' Chomataidh Poileasaidh agus Goireasan air 24/08/20, agus mhol iad e airson dhol air adhart chun Bhòrd-stiùiridh. An cois sin rinn iad molaidhean gu feumar coimhead ri maoineachadh nas motha airson Trèanadh, Daimh Phoblach agus Goireasan Foghlaim nuair bhios am buidseat airson 2020-21 air dhealbhachadh san Dùbhlachd.
2.3	'S e £5.179m an taic bho Riaghaltas na h-Alba Tabhartas-gus-Cuideachaidh ann an 2020-21, àrdachadh beag (£25k) bho 2019-20 airson aithne a thoirt dha buaidh poileasaidh tuarastail na bliadhna.
2.4	Tha am pàipear sgrìobhte air a' bhunait gu faighear £100k co-cheangailte ri CnP, £72k de airgead air thoirt air adhart bho 2019-20 le aonta an Riaghaltais, agus £60k airgead pròiseact air thuilleadh, a toirt teachd-a-steach de £5.411m airson na bliadhna. An deidh 2020-21 chan eil dùil gum bi ann ach £5.279m – tabhartas-gus-cuideachaidh agus CnP.
2.5	Thèid cead a shireadh bhon Riaghaltas airson maoin sam bith air nach bi fheum airson cosgaisean ruith a Bhuird a ghluasad gu Leasachadh. Ma gheibhear maoin sam bith a bharrachd, thèid e a mach gu dìreach air gnothaichean leasachaidh agus cha bhi buaidh sam bith air ionmhais a Bhùird fhèin.

3.0 Prìomh Aithris/Fiosrachadh

3.1 Tha am buidseat gu h-Iosal san amharc airson Leasachadh agus Cosgaisean Ruith:

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Leasachadh	3.855	3.725	3.662	3.649	3.673
Cosgaisean Ruith	1.556	1.554	1.617	1.630	1.606
IOMLAN	5.411	5.279	5.279	5.279	5.279

Bidh Cosgaisean Ruith air an cungalachadh sna bliadhnaichean ri teachd gu £1.634m. Tha sin comasach agus le cead thèid airgead nach cleachdar airson Cosgaisean Ruith an gluasad *[virement]* gu Cosgaisean Leasachadh. Chan eil dùil gum bi duilgheadas ann le sin, gu h-àbhaisteach tha e comasach cead fhaighinn airson sin.
Aig an ìre seo tha e a' coimhead coltach gum bi e comasach an cumail am broinn £1.634m.

Moladh

4.1 Thathar ag iarraidh air Buill aontachadh ris an dreachd buidseat ùr an cois seo airson a bhliadhna gu 31 Màrt 2021 agus na bliadhnaichean air adhart gu 2024-25, leis an tuigse gum bi gu feumar coimhead ri maoineachadh nas motha airson Trèanadh, Daimh Phoblach agus Goireasan Foghlaim nuair bhios am buidseat airson 2020-21 air dhealbhachadh san Dùbhlachd.

5.0 Prìomh Bhuaidhean Ro-innleachdach

5.1 Buaidhean air Ionmhas

Se am buidseat am prìomh inneal airson smachd a chumail air ionmhas.

5.2 Buaidhean air Luchd-obrach

Chan eil buaidh air Luchd-obrach

5.3 Buaidhean air Trèanadh

Chan eil buaidh air Trèanadh

5.4 Ceanglaichean ri Amasan Ro-innleachadh agus Corporra

Tha e cudthromach gu bheil stiùir ann ionmhas na buidhne, agus gu bheil BnG planadh gu coileanta agus air chomas smachd a chumail air cosgaisean tron bhliadhna a tha ri teachd

5.5 Ceanglaichean ri Frèam-obrach Coileanaidh Nàiseanta

Tha am buidseat a cuideachadh BnG gu coileanadh nan amasan a tha a cur taic ris am Frèam-obrach Coileanaidh Nàiseanta

5.6 Buaidhean air Cliù

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	☒	Clann	☒
Cultar	☒	Coimhearsnachdan	☒
Àrainneachd	☐	Bochdainn	☐
Slàinte	☐	Eadar-Nàiseanta	☒
Foghlam	☒	Eaconamaidh	☒
Gnothachasan soirbheachail is ùr-ghnàthach		☒	

5.7 Buaidhean air Slàinte is Sàbhailteachd

Chan eil buaidh air Slàinte is Sàbhailteachd

5.8 Buaidhean Laghail

Chan eil buaidhean laghail ann

5.9 Buaidhean air Co-ionannas

Chan eil buaidh air co-ionannas

Bòrd na Gàidhlig
Budget Update – year ended 31 March 2021

Overview
This paper provides an update on the budget for the year ending 31 March 2021, with indicative budgets for the remainder of the 5-year period to 2024-2025. It covers both Running Costs and Development Costs for the periods concerned.

The budget for 2020-21 was approved by the Board on 26/02/2020. Since that date the COVID-19 crisis has occurred and there have been impacts on both the environment of the Gaelic language and the operations of both Bòrd na Gàidhlig (BnG) and the organisations and activities that BnG works with and provides funding for. The revised budget incorporates these factors, insofar as estimates can be made at this time. It is expected that a further revision of the budget will be required later in the year, as the picture becomes clearer, and therefore a further updated budget will be submitted to the Policy & Resources Committee and the Board in November/December 2020.

Summary Budget
Bòrd na Gàidhlig's budget is funded by Scottish Government Grant-In-Aid with the amounts awarded notified by letter annually. The award for 2020-21 was £5.179m, falling into three categories which are effectively ring-fenced:

	£m
Gaelic Development Fund	£2.405
Gaelic Language Plans Implementation Fund	£1.140
Running Costs	£1.634
TOTAL	£5.179

This represents a small increase of £25k (0.5%) to cover the impact of the settlement under the 2021 Pay Policy. This paper assumes that the Grant-in-Aid for future years will be at the same cash level. Additional income of £100k received in recent years in respect of Comann na Pàrant has been assumed to continue into future years. Other income assumed in 2020-21 only comprises funds carried forward from the previous year of £72k and returned monies in respect of GIFT teacher training of £60k.

The proposed Budget for the period is as follows:

Income	**2020/21 £m**	**2021/22 £m**	**2022/23 £m**	**2023/24 £m**	**2024/25 £m**
Grant-in-Aid	5.179	5.179	5.179	5.179	5.179
Other Income	0.100	0.100	0.100	0.100	0.100
Funding b/f from 2019-20	0.072	-	-	-	-
Returned Monies	0.060	-	-	-	-
Total Income	**5.411**	**5.279**	**5.279**	**5.279**	**5.279**

Expenditure					
Gaelic Development					
- Gaelic Usage	1.895	1.826	1.778	1.765	1.789
- Gaelic Learning	1.585	1.562	1.547	1.547	1.547
- Gaelic Promotion	0.375	0.337	0.337	0.337	0.337
Total – Gaelic Development	3.855	3.725	3.662	3.649	3.673
Running Costs	1.556	1.554	1.617	1.630	1.606
Total Budget	**5.411**	**5.279**	**5.279**	**5.279**	**5.279**

Detail of Running Costs are in **Appendix 2** and Development Costs are detailed in **Appendix 3**.

Running Cost budgets are developed in detail for the year ahead. Subsequent years are based on a roll-over method with adjustments for knows significant variations. Salary and related costs constitute 70-75% of BnG's total Running Costs, calculated using a 5-year salary model based on the expected staffing structure and the most recent Pay Settlement parameters.

Salaries are governed by Scottish Government Pay Policy. The settlement for 2020-21 has been implemented for staff on an interim basis, but not yet for Board Members and Ceannard.

Other costs are estimated based on individual expenditure lines for one year, with figures rolled forward to future years by application of a 2% expected inflation rate for most lines.

Running Costs are now effectively capped at **£1.634m**. The attached budgets indicate that Running Costs could be contained to that level throughout the period involved. Virement of Running Costs underspends to the Development Budget will generally receive consent of the sponsor division – e.g. £170k in 2018-19. Exceptionally a virement of £94k in the other direction was permitted for 2019-20 for additional costs in that year (principally the Change Programme).

The major Running Cost changes in this budget update are as follows:

Salaries - increase of £30k (2.7%) due to various changes in staffing levels and posts, incorporating recommendations in Workforce proposals approved in December 2019 Board

Training - increase £20k on the original budget due to anticipated increase in training needs but a reduction from the 19/20 spend of £49k

Travel – reduced 50% due to operational changes following COVID-19. Staff are working from home and Member and other meetings almost entirely on-line.

Property costs – property costs reduced £30k due to lower charge from SNH at Great Glen House, Inverness

Professional fees – increase from £70k to £120 due to expected increase in support requirements in year

Overall, on present information and assumptions, Running Costs can be contained within the funding limit of £1.634 throughout the period to 2024/25.

Corporate Plan Actions
The updated budget has been analysed and costs allocated to the Actions listed in the BnG Corporate Plan 2018-23. The detailed allocation for 2020-21 as follows:

Corporate Plan Actions	Gaelic Development £m	Salaries £m	Other Running Costs £m	Total £m	Percent-age
4.1 More people are using and benefiting from Gaelic at home, at work and in the community	1.895	0.294	0.124	2.303	42.6%
4.2 Opportunities for people to develop their Gaelic skills at any age have increased and are more accessible	1.585	0.220	0.085	1.890	34.9%
4.3 More people in Scotland are positive about Gaelic language and culture	0.375	0.085	0.017	0.493	9.1%
4.4 Bòrd na Gàidhlig continues to develop how it works	0.000	0.523	0.208	0.725	13.4%
TOTAL	3.855	1.122	0.434	5.411	100.0%

Cash and Reserves
BnG funding works on a cash basis, with a year-end cash balance historically in the range £70k to £100k. Due to the impact of COVID-19 in March 2020, the carry-forward for that year was £172k. In April 2020 Scottish Government advised that BnG "has no permitted carry over at this time" however they issued approval for the carry forward of £172k as a one off due to the ongoing Corvid19 outbreak. In this budget update £72k has been utilised leaving a sum of £100k un-utilised. The application of this amount will have to addressed at the next budget update, as will the management of a nil carry-forward position at the year end.

Operational Reserves at 31 March 2019 were £99k, with a pension deficit of £1.258m. The Scottish Government acts as guarantor for the latter.

Gaelic Development Costs comprise grant schemes, development activities and support for Gaelic organisations, all applied in line with the priorities of the Corporate Plan. They can be budgeted with greater flexibility and there is scope for increase and/or reduction in accordance with available funds, hence no pressures are foreseen to be present on these lines.

However, the funding for delivery partners has been assumed to continue with small increases from the previous year. The level of funding may require review in future years. Although they also endure inflationary impacts on their budgets, currently they are expected to contain costs despite inflation similar to BnG. Further information about Development Costs is provided in Appendix 3.

Included in Gaelic Development is a budget for **COVID-19 Support** to enable Gaelic language organisations and funded bodies to respond to issues and opportunities arising from COVID-19 impact, and the changes required to continue their activities, possibly in changed and sometimes innovative forms. A total of £190k has been budgeted in 2020-21.

Figures for 2021-22 onwards are indicative and currently based on a roll-forward of those for 2020-21. A public consultation is forthcoming on development budget usage, and this will inform detailed planning for future years.

When Running Costs fall below £1.634m it is assumed that virement will be approved by Scottish Government to transfer such funding to Gaelic Development on a timescale that permits full expenditure within the year concerned.

GLAIF
This fund is "for Gaelic development and implementation of Gaelic language plans by public authorities and for related purposes" and is applied in accordance with the priorities of the Corporate Plan. Again. it has been assumed that no additional pressures are expected on this fund and it is therefore budgeted to match the funding provided.

Recommendation
The figures in this paper are prepared on the best information available at this point and may be subject to significant change if funding allocations and/or circumstances change. In particular the scale and length of the financial impact of COVID-19 is very uncertain.

The Board is invited to approve the attached revised budget for the year to 31 March 2021 and the subsequent years to 2024-25.

A Graham

BÒRD NA GÀIDHLIG
Running Cost
Five Year Budget - Detailed

All Amounts in £000's

Sub Account Name	2020/21	2021/22	2022/23	2023/24	2024/25
Salaries	880	942	989	1,016	1,007
National Insurance	84	92	100	103	104
Pension Costs	158	167	175	180	178
Training Costs	40	20	15	8	8
Recruitment Fees	2	0	0	0	0
	1,165	**1,222**	**1,279**	**1,308**	**1,297**
Rent	3	3	3	3	3
Service Charge	8	8	8	8	8
Other	2	2	2	2	2
	13	**13**	**13**	**13**	**13**
Travel UK	30	31	31	27	27
Travel Overseas	1	1	1	1	1
Internal Hospitality	1	1	1	1	1
External Hospitality	3	3	3	2	2
Subsistence	2	2	2	1	1
	37	**37**	**38**	**32**	**32**
Telephones	13	13	14	14	14
Broadband	13	13	13	14	14
Website & Domains	15	1	1	1	1
Sharepoint	0	0	0	0	0
Software	12	12	12	13	13
Maintenance & Repairs	31	32	33	28	24
Hardware	2	2	2	2	2
	86	**73**	**75**	**71**	**68**
Property Costs	40	40	41	42	42
Disaster Recovery	0	0	0	0	0
HR Outsourcing	15	15	15	16	16
	55	**55**	**56**	**57**	**58**
Internal Audit	15	16	16	16	17
External Audit	15	15	15	15	16
Payroll Outsourcing	2	2	2	2	2
Legal Fees	6	6	6	6	6
Other Professional Fees	82	33	33	24	18
External Consultancy	0	0	0	0	0
	120	**71**	**72**	**63**	**59**
Postage	0	0	0	0	0
Courier	0	0	0	0	0
Printing	1	1	1	1	1
Stationery	2	2	2	2	2
Publications	2	2	2	3	3
Translation Costs	30	31	31	32	32
Repairs & Maintenance	0	0	0	0	0
Annual report	7	7	7	7	8
PR and Marketing	35	36	36	37	30
Other Office Costs	3	4	4	4	4
Gifts and Donations	0	0	0	0	0
	81	**83**	**85**	**86**	**80**
Support Fund	0	0	0	0	0
	0	**0**	**0**	**0**	**0**
Furniture & Fittings	0	0	0	0	0
IT	0	0	0	0	0
	0	**0**	**0**	**0**	**0**
	1,556	**1,554**	**1,617**	**1,630**	**1,606**

Appendix 3

Bòrd na Gàidlig
Gaelic Development Budget
Years ended 31 March 2021-25

Expenditure	20/21	21/22	22/23	23/24	24/25
Gaelic Usage					
Gaelic Publishing	159,270	159,270	159,270	159,270	159,270
CNAG - Iomairtean	316,200	316,200	316,200	316,200	316,200
Collaboration Fund	54,000	54,000	54,000	54,000	54,000
Covid-19 Support Fund	114,000	15,000	0	0	0
GLAIF - Gaelic Language Plans Support	450,000	450,000	450,000	450,000	450,000
GLAIF - Iomairtean	182,360	182,360	182,360	182,360	182,360
Taic Freumhan Coimhearsnachd	112,110	112,110	112,110	112,110	112,110
Colmcille	80,000	80,000	80,000	80,000	80,000
Corpus Development	50,000	50,000	50,000	50,000	50,000
Other Gaelic Usage	377,160	407,160	374,160	361,160	385,160
Total - Gaelic Usage	**1,895,100**	**1,826,100**	**1,778,100**	**1,765,100**	**1,789,100**
Gaelic Learning					
Educational Resources	200,000	200,000	200,000	200,000	200,000
Comann nam Pàrant	127,500	127,500	127,500	127,500	127,500
Faclair na Gaidhlig	76,500	76,500	76,500	76,500	76,500
GLAIF - GIFT	125,000	125,000	125,000	125,000	125,000
GLAIF - Learning	300,000	300,000	300,000	300,000	300,000
Early Years Support Scheme	150,000	150,000	150,000	150,000	150,000
Education and Learning Projects	100,000	100,000	100,000	100,000	100,000
Collaboration Fund	18,000	18,000	18,000	18,000	18,000
Covid-19 Support Fund	38,000	15,000	0	0	0
Canadian Scholarships	8,000	8,000	8,000	8,000	8,000
Other Gaelic Learning	442,150	442,150	442,150	442,150	442,150
Total - Gaelic Learning	**1,585,150**	**1,562,150**	**1,547,150**	**1,547,150**	**1,547,150**
Gaelic Promotion					
Royal National Mod	95,850	95,850	95,850	95,850	95,850
Blas Festival	20,000	20,000	20,000	20,000	20,000
Ainmean Àite na h-Alba	81,600	81,600	81,600	81,600	81,600
Collaboration Fund	18,000	18,000	18,000	18,000	18,000
Covid-19 Support Fund	38,000	0	0	0	0
Marketing Campaigns & Duaisean Gaidhli	65,000	65,000	65,000	65,000	65,000
Other Gaelic Promotion	56,300	56,300	56,300	56,300	56,300
Total - Gaelic Promotion	**374,750**	**336,750**	**336,750**	**336,750**	**336,750**
TOTAL - GAELIC DEVELOPMENT	**3,855,000**	**3,725,000**	**3,662,000**	**3,649,000**	**3,673,000**

15 Cèitean 2020

Gu Buill a Bhùird Stiùiridh aig Bòrd na Gàidhlig

A chàirdean còire,

Bidh an ath choinneamh den Bhòrd Stiùiridh aig Bòrd na Gàidhlig ga chumail mar a leanas:

Seisean dùinte airson Buill agus Luchd-obrach Bòrd na Gàidhlig a-mhàin
(a coimhead ri cuisean na fiosrachadh ann an dìomhaireachd)
Ceann-là: Dimàirt 25 Cèitean 2020
Uair: 16.00 – 17.30
Àite: Air loidhne (Microsoft Teams)

Seisean fosgailte le Buill agus Luchd-obrach Bòrd na Gàidhlig agus a' phoball*
Ceann-là: Diciadain 26 Cèitean 2020
Uair: 09.30 – 15.00
Àite: Air loidhne (Microsoft Teams)

Tha gnothaichean na coinneimh anns a' chlàr-ghnothaich an cois seo agus tha na pàipearan na chois.

Ma tha fios sam bith eile a dhìth, nach cuir sibh post-d thugam fhèin no Cairistiona Stiùbhart aig oifis@gaidhlig.scot.

Leis gach deagh dhùrachd,

Carol Niclain
Manaidseir na h-Oifis

* Bidh aig buill a' phoball ri clàradh a dhèanamh mus bidh an coinneamh ann.

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Bòrd na Gàidlig Management Reports	Expenditure Current Month	Expenditure Year to Date	Budget Year to Date	Variance Year to Date	Annual Budget	Expenditure to Previous Month
31 July 2020						
	£	£	£	£	£	£
Gaelic Usage						
ACG - Local Mòds Delivery	-	2,500	2,500	-	5,000	2,500
Hubs - An Tosgan Rent & Costs	-	7,436	12,500	(5,064)	25,000	7,436
Fèisean nan Gàidheal - Contribution to Core Costs	-	15,300	15,300	-	30,600	15,300
Feisean nan Gaidheal - Sgoil Samhraidh Drama	-	10,000	10,000	-	20,000	10,000
Feisean na Gaidheal - Song Writing	-	2,500	25,000	(22,500)	50,000	2,500
Feisean na Gaidheal -Fèis TV	-	5,000	5,000	-	10,000	5,000
CnL - Contribution to Core Costs	-	45,135	45,135	-	90,270	45,135
CnL - Gaelic Publishing Grants	-	34,500	34,500	-	69,000	34,500
CNAG - Iomairtean	79,050	158,100	158,100	-	316,200	79,050
CNAG - National Youth Programme	5,000	10,000	10,000	-	20,000	5,000
An Lochran - Contribution to Core Costs	-	-	7,000	(7,000)	14,000	-
An Lochran - Annual Programme	-	-	3,500	(3,500)	7,000	-
An Lochran - An Leanag Lease & Service costs	1,351	5,562	480	5,082	480	4,211
ICCI - Gaelic Usage Programme	-	7,625	15,250	(7,625)	30,500	7,625
Tobar An Dualchais - Contribution to Core Costs	-	-	9,375	(9,375)	18,750	-
Canan - FilmG	-	-	19,000	(19,000)	19,000	-
Ceòlas - Sgoil Shamhraidh	-	9,400	5,000	4,400	10,000	9,400
Cèolas - Tachartasan	-	5,000	5,000	-	10,000	5,000
Acair - Contribution to Core Costs	-	13,770	13,770	-	27,540	13,770
Theatre gu Leor - Contribution to Core Costs	-	22,185	22,185	-	44,370	22,185
Theatre gu Leor - Creative Learning Programme	-	5,750	5,750	-	11,500	5,750
Collaboration Fund	-	1,140	-	1,140	30,000	1,140
Covid-19 Support Fund	-	-	-	-	50,000	-
GLAIF- Gaelic Language Plans Support - Usage	12,800	25,900	60,000	(34,100)	350,000	13,100
GLAIF- Gaelic Language Plans Support - Iomairtean	27,200	115,040	82,065	32,975	82,065	87,840
Taic Freumhan Coimhearsnachd (TFC) [Community Grants	-	17,146	75,000	(57,854)	168,500	17,146
Colmcille [Irish Partnership]	14,668	28,943	30,000	(1,057)	80,000	14,275
Gaelic Arts Projects	-	1,200	-	1,200	25,000	1,200
Discretionary National Gaelic Language Plan Projects	-	-	-	-	2,000	-
Corpus Development	-	-	10,000	(10,000)	50,000	-
Total Gaelic Usage	**140,069**	**549,132**	**681,410**	**(132,278)**	**1,666,775**	**409,063**
Gaelic Learning						
An Seotal (Online terminology)	-	3,750	7,500	(3,750)	15,000	3,750
Resources; 0-5, Primary, Secondary, Adult	-	50,000	100,000	(50,000)	200,000	50,000
Storlann - An t-Alltan	-	15,000	30,000	(15,000)	60,000	15,000
Storlann - Prelims	-	2,500	5,000	(2,500)	10,000	2,500
Feisean nan Gaidheal - Feis Sgoil	-	30,000	30,000	-	60,000	30,000
CnL - Training Programme	-	5,500	5,500	-	11,000	5,500
Comann nam Parant (CnamP)	31,875	63,750	63,750	-	127,500	31,875
ICCI - Gaelic Tuition	-	12,240	24,480	(12,240)	48,960	12,240
Tobar An Dualchais - Contribution to Core Costs	-	-	3,125	(3,125)	6,250	-
Faclair na Gaidhlig - Contribution to Core Costs	-	38,250	38,250	-	76,500	38,250
MG Alba - Learn Gaelic	-	6,420	16,500	(10,080)	24,865	6,420
Ceòlas - GIFT	-	-	6,000	(6,000)	-	-
Ceòlas - Curriculum	-	17,850	17,850	-	35,700	17,850
Ceòlas - Clasaichean Coimhearsnachd	-	1,000	1,000	-	2,000	1,000
Acair - Gaelic Publishing Programme	-	10,000	10,000	-	20,000	10,000
GLAIF - GIFT	-	500	140,000	(139,500)	340,000	500
GLAIF - Learning	4,480	12,616	10,000	2,616	200,000	8,136
Early Years Support Scheme	-	6,120	63,000	(56,880)	189,000	6,120
Education and Learning Projects	1,000	3,348	-	3,348	90,000	2,348
Collaboration Fund	-	-	-	-	30,000	-
Covid-19 Support Fund					50,000	
ITE Support	3,400	10,400	-	10,400	75,000	7,000
Data and Information Commissions	-	1,000	5,000	(4,000)	50,000	1,000
Canadian Scholarships	-	-	-	-	8,000	-
Teacher Recruitment Events	-	-	2,500	(2,500)	10,000	-
Total Gaelic Usage	**40,755**	**290,244**	**579,455**	**(289,211)**	**1,739,775**	**249,489**
Gaelic Promotion						
ACG - Contribution to Core Costs	-	21,675	21,675	-	43,350	21,675
ACG -Royal National Mòd Delivery	-	26,250	26,250	-	52,500	26,250
Feisean nan Gaidheal - Blas Festival	-	10,000	10,000	-	20,000	10,000
CnL - Marketing	-	3,750	3,750	-	7,500	3,750
CnL - Duais Dhòmhnall Meek	-	1,500	1,500	-	3,000	1,500

Bòrd na Gàidlig Management Reports	Expenditure Current Month		Expenditure Year to Date		Budget Year to Date		Variance Year to Date		Annual Budget		Expenditure to Previous Month
31 July 2020											
	£		**£**		**£**		**£**		**£**		**£**
ICCI - Contribution to Core Costs	-		**6,375**		**12,750**		(6,375)		**25,500**		6,375
Ainmean Àite na h-Alba - Contribution to Core Costs	-		**40,800**		**40,800**		-		**81,600**		40,800
Acair - Marketing	-		**5,000**		**5,000**		-		**10,000**		5,000
GLAIF - Promotion	-		**-**		**5,000**		(5,000)		**20,000**		-
Collaboration Fund	-		**-**		**-**		-		**20,000**		
Marketing Campaigns & Duaisean Gaelic	-		**125**		**20,000**		(19,875)		**80,000**		125
Total Gaelic Promotion	**-**		**115,475**		**146,725**		**(31,250)**		**363,450**		**115,475**
Total Development Spend	**180,824**		**954,851**		**1,407,590**		**(452,739)**		**3,770,000**		**774,027**

Seisean Fosgailte | Open Session
Cuspair 12.1

A' freagairt ri	Bòrd-stiùiridh
Ceann-latha na Coinneimh	23/09/2020
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	12.1

Tiotal a' Phàipeir	Coileanadh a' Phlana Gnìomh	
Moladh do Bhuill	Airson fiosrachadh *	
Neach labhairt:	Shona NicIllinnein, Ceannard	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Comataidh Poileasaidh is Ghoireasan	24/08/2020	Airson Fiosrachadh
Pàipear-taice air a cheangal ris	Tha Eàrr-ràdh 1 – Coileanadh a' Phlana Gnìomh 20-21	

1.0	**Adhbhar**
1.1	'S e as adhbhar don phàipear seo fiosrachadh a thoirt don Bhòrd-stiùiridh air coileanadh ghnìomhan ann an 2020/21 mu choinneamh na chaidh a chur ron bhuidhinn ann am Plana Chorporra 2018/23 agus Plana Gnìomh 2020/21.
2.0	**Cùl-fhiosrachadh**
2.1	Tha am Plana Corporra aig Bòrd na Gàidhlig a' comharrachadh 9 builean coileanaidh a bhios gan cleachdadh airson measadh a dhèanamh air coileanadh mu choinneamh phrìomhachasan ro-innleachdail a tha rin coileanadh ro 2023.
2.2	Tha Plana Gnìomh 2020/21 a' comharrachadh ghnìomhan sònraichte a thèid a choileanadh gus adhartas a dhèanamh le prìomhachasan ro-innleachdail bhon Phlana Chorporra. Tha na clàran san aithisg an cois seo a' toirt iomradh air an adhartas a tha ga dhèanamh leis a seo suas gu 31/07/2020.
3.0	**Prìomh Aithris/Fiosrachadh**
3.1	Aig an ìre seo, tha dà phuing cudromach – buaidh Covid-19 agus gur ann tràth sa bhliadhna a tha an aithisg. Tha cunnart ann nach tèid cuid de na gnìomhan a choileanadh ach tha oifigearan ag obair taobh a-staigh agus taobh a-muigh na buidhne gus slighean eile a chur an gnìomh gus am bi na toraidhean ann. Tha barrachd fiosrachadh sa phàipear PT1 air gach Prìomh Chomharra Coileanadh agus gach gnìomh.
4.0	**Moladh**
4.1	Tha am pàipear seo airson fiosrachadh is thathar ag iarraidh air Buill a' Bhùird-stiùiridh toirt fa-near don fhiosrachadh seo
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**
	'S e pàirt den obair na buidhne a bhith a' cumail smachd air ionmhas agus gum bi siostaman ionmhais làidir ann.
5.2	**Buaidhean air Luchd-obrach**
	'S e obair an sgioba na gnìomhan a choileanadh agus mar sin tha buaidhean mòra air an luchd-obrach.

5.3	**Buaidhean air Trèanadh**
	Tha seo a' bualadh air trèanadh oir feumaidh na sgilean is eòlas iomchaidh a bhith aig gach neach a tha an sàs san obair seo.
5.4	**Ceanglaichean ri Amasan Ro-innleachadh agus Corporra**
	Tha am pàipear seo a' cur ris na ceithir amasan corporra aig Bòrd na Gàidhlig.
5.5	**Ceanglaichean ris an Fhrèam-obrach Coileanaidh 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	☐	Clann is Oigridh	☒
Cultar	☒	Coimhearsnachdan	☐
Àrainneachd	☒	Bochdainn	☐
Slàinte	☐	Eadar-nàiseanta	☐
Foghlam	☒	Eaconamaidh	☒
Gnothachasan soirbheachail is ùr-ghnàthach	☒		

5.6	**Buaidhean air Cliù**
	Thathar an dùil gum bi an aithisg seo a' cur ri cliù na buidhne leis an eòlas a tha ri fhaighinn air obair na buidhne.
5.7	**Buaidhean air Slàinte is Sàbhailteachd**
	Bu chòir dhan buidheann a bhith glè mhothachail air buaidh na h-obrach seo air Slàinte is Sàbhailteachd.
5.8	**Buaidhean Laghail**
	Chan eil buaidh laghail dhìreach sam bith aig an aithisg seo.
5.9	**Buaidhean air Co-ionannachd** Chan eil buaidh sam bith a bharrachd aig an aithisg seo air co-ionannachd.

Seisean Fosgailte | Open Session
Cuspair 12.1

A' COILEANAIDH A' PHLANA GNÌOMH 2020-21

Ar Lèirsinn: Gum bi a' Ghàidhlig air a faicinn is air a cluinntinn gu làitheil air feadh Alba, chun na h-ìre 's gum bi i air a h-aithneachadh mar phàirt bhunaiteach de bheatha muinntir na h-Alba agus mar chànan prìseil a tha a' cur ri cultar is eaconamaidh na dùthcha.	**Our Vision:** Gaelic is seen and heard on a daily basis across Scotland, such that it is widely recognised as an integral part of Scottish life and a national and economic asset

1. A' Cleachdadh na Gàidhlig | **1. Using Gaelic**

Prìomhachasan Ro-innleachdail Barrachd dhaoine a' cleachdadh agus a' faighinn buannachd bho Ghàidhlig san àite-obrach, aig an dachaigh agus anns a' choimhearsnachd	**Strategic Priority 1** More people are using and benefiting from Gaelic at work, at home and in the community

▪ **Ciamar a tha an t-adhartas a' cuideachadh le bhith a' lìbhrigeadh na lèirsinn?**	Tha am Plana Corporra 2018-23 aig Bòrd na Gàidhlig gu mòr stèidhichte air a' Phlana Cànain Nàiseanta Gàidhlig 2018-23 agus tha e a' toirt stiùir dhuinn air mar a bhios an obair againn a' dèanamh diofar gus am bi a' Ghàidhlig air a faicinn is air a cluinntinn gu làitheil air feadh Alba, chun na h-ìre 's gum bi i air a h-aithneachadh mar phàirt bhunaiteach de bheatha muinntir na h-Alba agus mar chànan prìseil a tha a' cur ri cultar is eaconamaidh na dùthcha. Tha sinn a' cuideachadh barrachd dhaoine le bhith a' cleachdadh agus a' faighinn buannachd bho Ghàidhlig san àite-obrach, aig an dachaigh agus anns a' choimhearsnachd.
▪ **A bheil adhartas mu choinneamh na lèirsinn mar a bhiodh dùil?**	Tha e soilleir gu bheil glasadh-sluaigh COVID-19 air a bhith a' toirt buaidh air adhartas le cuid de na pròiseactan gu h-ìosal ach tha e soilleir cuideachd gu bheil buidhnean air a bhith ag obair gu math cruaidh gus dòighean-obrach ùra agus soirbheachail a chur air dòigh. Tha draghan ann mu dheidhinn suidheachadh na h-eaconamaidh air feadh na dùthcha agus gu sònraichte ann an cuid de na roinnean, leithid cultar agus turasachd, far a bheil dlùth cheangal ri cleachdadh na Gàidhlig. Tha draghan cuideachd mu dheidhinn nan coimhearsnachdan air a' Ghàidhealtachd agus anns na h-Eileanan a tha gu mòr an eisimeil turasachd mar eisimpleir. Air an làimh eile, tha an glasadh-sluaigh a dhearbhadh dhuinn gu bheil e comasach ceanglaichean obrach agus sòisealta a chumail a' dol bhon taigh, ann an àite sam bith.

Prìomh Chomharra Coileanaidh	Targaid	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/2021	Oifigear-stiùiridh aithris
			Dearg/Oraindsi/ Uaine		
Prìomh Chomharra Coileanaidh 1: Barrachd chothroman do dhaoine an sgilean Gàidhlig a chur gu feum	Tuigse nas fheàrr air na cnapan-starra a tha ann am measg fhileantach ann a bhith a' cleachdadh na Gàidhlig sna h-Eileanan Siar	Chuir Bòrd na Gàidhlig coimisean rannsachaidh air dòigh ann an co-bhonn ri Oilthigh Ghlaschu agus Oilthigh Dhùn Èideann gus coimhead air na cnapan-starra a th' ann am measg luchd-labhairt na Gàidhlig le bhith bruidhinn Gàidhlig ri chèile. Thòisich a' phròiseact mar a bhathas an dùil ach ri linn COVID-19 tha am pròiseact seo air a thighinn gu stad. Thathas an dùil gum bi e a' tòiseachadh a-rithist nuair a tha cùisean nas sàbhailte.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Barrachd cleachdaidh den Ghàidhlig ann an coimhearsnachdan air feadh Alba	Tha Bòrd na Gàidhlig a' cumail taic ri pròiseactan ann an coimhearsnachdan air feadh Alba a bhios a' cur adhart cleachdadh na Gàidhlig. Gu ruige seo ann am bliadhna ionmhais 20-21 tha sinn a' cumail taic ris na leanas:- - 13 prìomh buidhnean lìbhrigidh - 84 pròiseactan Taic Freumhan Coimhearsnachd - 13 pròiseactan Colmcille - 11 pròiseactan eile A bharrachd air na sgeamaichean seo, chuir Bòrd na Gàidhlig sgeama COVID-19 air dòigh bho chionn greis gus taic a chumail ri pròiseactan a bhios a' toirt fàs air cleachdadh na Gàidhlig gu sònraichte. Thathas an dùil taic a chumail ri 39 phròiseactan a bharrachd ann an coimhearsnachdan air feadh Alba. Cuideachd, tha Bòrd na Gàidhlig ag obair le 68 ùghdarrasan poblach aig a bheil planaichean Gàidhlig reachdail aontaichte no tha ag obair a dh'ionnsaigh fear a chruthachadh. Tha na buidhnean seo ag obair ann an coimhearsnachdan air feadh Alba.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Prìomh Chomharra Coileanaidh 2: Bidh barrachd dhaoine ag aontachadh leis an abairt "Tha a' Ghàidhlig a' dèanamh diofar nam bheatha"	Comharrachadh àireamh bhun-loidhne de na tha de dhaoine a tha ag aithris gu bheil buaidhean deimhinneach ann mar thoradh air cleachdadh na Gàidhlig	Tha an obair seo stèidhichte air an fhiosrachadh a bhios anns na h-aithisgean adhartais agus dheireannach a chuireas buidhnean gu Bòrd na Gàidhlig. Tha an obair seo a' dol air adhart beag air bheag agus mar bu chòir.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Fianais gu bheil barrachd chothroman do dh'òigridh a bhith ag inntrigeadh margaidh na h-obrach, far a bheil iad a' cur an cuid sgilean Gàidhlig gu feum	Chan eil adhartas air a bhith ann leis a' phròiseact seo am-bliadhna gu ruige seo.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd

Cothroman Ùra
Dè na gnìomhan eile a dh 'fhaodadh cuideachadh le adhartas leis an lèirsinn?

Tha an glasadh-sluaigh ri linn COVID-19 a' sealltainn dhuinn gu bheil e comasach fàs a thoirt air cleachdadh na Gàidhlig air-loidhne – an dà chuid ann an suidheachadh obrach agus ann an suidheachadh sòisealta. Tha cothrom ann an-dràsta cuid de na dòighean-obrach ùra a dh'ionnsaich sinn a chur gu feum anns na bliadhnaichean ri teachd. Cuideachd, tha na h-àireamhan dhaoine a tha ag ionnsachadh na Gàidhlig air a dhol suas gu mòr tro ghoireasan leithid learngaelic.scot agus Duolingo agus tha fior dheagh chothrom ann an-dràsta gus cothroman ionnsachaidh a bharrachd a stèidheachadh dhaibhsan a bhios a' toirt cleachdadh na Gàidhlig agus eaconamaidh na Gàidhealtachd air adhart anns na bliadhnaichean ri teachd.

1.1 Gnìomhan 2020-21

1. A' Cleachdadh na Gàidhlig	Gnìomhan 2020-21	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/2021	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Cuir ri cleachdadh na Gàidhlig am measg na feadhna aig a bheil sgilean Gàidhlig	Crìoch a chur air pròiseact rannsachaidh tùsail sna h-Eileanan Siar gus cnapan-starra aithneachadh a thaobh cleachdadh na Gàidhlig am measg luchd-labhairt fileanta na Gàidhlig sa choimhearsnachd ud	Ri linn COVID-19 thàinig am pìos rannsachaidh seo gu stad. Bha e comasach obair ullachaidh a dhèanamh mus robh an glasadh-sluaigh ann agus tha sinn an dùil gum bi e comasach crìoch a chur air seo ro dheireadh na Dàmhair. Tha sinn an dùil gum bi stad eile ann an uair sin, leis an dùil an obair coimhearsnachd a dhèanamh ann an 2021 nuair a bhios an suidheachadh le COVID-19 nas soilleire.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Iomairt #cleachdi air a leasachadh thar nan roinnean poblach, prìobhaideach agus saor-thoileach	Chan eil e air a bhith comasach stuthan #cleachdi a chur sa phost ri linn COVID-19. Tha sinn a' coimhead air dòighean far am bi e comasach tòiseachadh a-rithist agus dòighean gus an sgeama a leudachadh aig ìre coimhearsnachd anns na h-Eileanan Siar.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Cuir air dòigh lìonra de charaidean cleachdaidh air-loidhne gus cleachdadh na Gàidhlig a chur am meud	Cha robh mòran adhartas leis an iomairt seo gu ruige seo. Thathas a' sùileachadh seo a dhèanamh còmhla ri prìomh chom-pàirtichean (m.e. Sabhal Mòr Ostaig, Colaiste a' Chaisteil, E-sgoil, LearnGaelic.scot, Duolingo) gus siostam de charaidean cànain a chur air dòigh airson cuideachadh le ionnsachadh agus / no dèiligeadh ri leth-oireachd (isolation).			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Cuir am meud cothroman do dh'inbhich a tha ag ionnsachadh sgilean Gàidhlig a bhith a' cleachdadh an cuid Gàidhlig nas trice	Pròiseactan thar-churraicealaim air am maoineachadh gus taic a chumail ri sgoilearan àrd-sgoile ann am foghlam na Gàidhlig gus a bhith a' cleachdadh na Gàidhlig nas trice	Leis gu bheil sgoiltean dùinte an-dràsta ri linn COVID-19 agus nach eil buidhnean às dèidh na sgoile a' coinneachadh, tha prògram thar-churraicealaim air-loidhne fon bhrataich #cleachdi@antaigh a' dol air adhart an-dràsta, gu sònraichte le taic bho Chomann na Gàidhlig agus Fèisean nan Gàidheal. Tha am prògram seo air a bhith a' cumail a' dol tro na saor-làithean sgoile.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Cuir air dòigh lìonra de dh'àiteachan is cothroman do dhaoine a tha ag ionnsachadh na Gàidhlig a bhith a' cleachdadh na Gàidhlig nas trice	Tha an glasadh-sluaigh a' ciallachadh nach eil am pròiseact seo a' dol air adhart mar a bhathas an dùil agus nach bi e comasach seo a dhèanamh aghaidh-ri-aghaidh airson greis fhathast. Tha sinn ag amas air ceangal a thogail eadar seo agus an sgeama #cleachdi gus am bi na h-àiteachan a tha a' cur fàilte air cleachdadh na Gàidhlig nas fhollaisiche dhan phoball.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Pròiseactan air am maoineachadh a tha a' furastachadh tar-chur eadar-ghinealach de sgilean Gàidhlig	Mar phàirt den iomairt #cleachdiaigantaigh thathas ag amas gum bi diofar ghinealaichean a' cleachdadh na Gàidhlig ri chèile nas trice.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Brosnachadh aithne den cheangal eadar cleachdadh na Gàidhlig agus piseach air sunnd	Thèid frèam a chruthachadh gus buannachdan sunnd a thomhas agus iad ceangailte ri bhith a' cleachdadh na Gàidhlig	Ri linn COVID-19, thèid am frèam fhèin a chruthachadh san dàrna leth den bhliadhna, le fòcas aig an ìre seo air rannsachadh nam pàipearan a tha ann an Alba no suidheachaidhean eile le mion-chànanan far a bheilear a' sealltainn ceangal eadar cleachdadh cànain agus sunnd. Sa chiad dol-a-mach bidh am frèam stèidhte air builean rannsachaidh a nithear aig a' bhòrd.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Foillseachadh 6 rannsachaidhean cùise a tha ga dhèanamh nochdte gu bheil ceangal eadar cleachdadh na Gàidhlig agus sunnd	Tha sinn a' cur fòcas an-dràsta air a bhith a' cruthachadh 2 rannsachadh cùise a tha ga dhèanamh nochdte gu bheil ceangal eadar Gàidhlig is sunnd ann an co-theacsa a' ghlasaidh-shluaigh.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Obair le coimhearsnachdan gus dèanamh cinnteach gu bheil a' Ghàidhlig air a fighe a-steach ann an leasachaidhean sòisealta, cultarail is eaconamach	Cairt Coimhearsnachd Ghàidhlig nan Eilean Siar ann an com-pàirteachas le Comhairle nan Eilean Siar agus Riaghaltas na h-Alba air a cur air bhonn agus air a thoirt am follais.	Tha Bòrd na Gàidhlig, Riaghaltas na h-Alba agus Comhairle nan Eilean Siar ag obair air a' phròiseact seo còmhla, leis an amas "Gàidhlig an toiseach" a thoirt air adhart agus gus am bi na goireasan againn ag obair nas èifeachdaiche còmhla.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Cothroman air an leasachadh do dhaoine òga le sgilean Gàidhlig a bhith a' dol bhon sgoil a-steach gu obraichean de dheagh chàileachd far an tèid aca air na sgilean sin a chleachdadh.	Thathar a' gabhail ris nach fosglar sgoiltean gus An Lùnastal 2020 agus mar sin cha bhi cothroman ann a bhith an làthair aig fèilltean-dreuchdan Gàidhlig. Thèid seo a chur a' dol a-rithist san dàrna leth den bhliadhna. Thathas ag amas air pròiseact a bhios a' cruthachadh chothroman preantasachd a bharrachd tro mheadhan na Gàidhlig agus / no do dhaoine a bhios a' cur na sgilean Gàidhlig aca gu feum anns an àite obrach.			stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd

Seisean Fosgailte | Open Session
Cuspair 12.1

2. 0 Ionnsachadh na Gàidhlig

2. Learning Gaelic

Prìomhachas Ro-innleachdail 2: Tha cothroman air leudachadh, agus nas ruigsinniche, do dhaoine aig aois sam bith gus an sgilean Gàidhlig a leasachadh	**Strategic Priority 2:** Opportunities for people to develop their Gaelic skills at any age have increased and are more accessible

▪ **Ciamar a tha an t-adhartas a' cuideachadh le bhith a' lìbhrigeadh na lèirsinn?**	Tha an t-adhartas gu ruige seo a' cur ris ar lèirsinn tro: Leasachaidhean le cothroman a bharrachd airson an cànan ionnsachadh (luchd-fileanta agus luchd-ionnsachaidh) Neartachadh ìomhaigh a' chànain (ann an coimhearsnachdan eadar-dealaichte agus gu nàiseanta) A' leudachadh siostaman conaltraidh agus co-obrachaidh airson na targaidean sa Phlana Nàiseanta a choileanadh.
▪ **A bheil adhartas mu choinneamh na lèirsinn mar a bhiodh dùil?**	Ri linn Covid-19 tha sinn a' beachdachadh gu faiceallach air na dòighean-obrach againn – gu seachd àraidh leis gu bheil an galar a' bualadh gu mòr air seirbheisean foghlaim (de gach seòrsa).

Prìomh Chomharra Coileanaidh	Targaid	Adhartas gu 31/07/20	Coileanadh gu 31/07/2020	Dùil aig 31/03/2021	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Prìomh Chomharra Coileanaidh 3: Barrachd clann a' gabhail pàirt ann an seiseanan tràth-bhliadhnaichean *More children participating in early years' sessions*	Meudachadh de 10% ann an dòighean-inntrigidh gu tràth-bhliadhnaichean (a' toirt a-steach Bookbug, Seiseanan nan Tràth-bhliadhnaichean, is msaa)	Tha seiseanan Bookbug a' ruith air-loidhne ach chan eil na buidhnean tràth-bhliadhnaichean a' coinneachadh agus aig an ìre seo, chan eil cinnt ann cuine dh'fhaodadh iad tòiseachadh. Rinn 5 buidhnean tràth-bhliadhnaichean seiseanan air-loidhne tron ghlasadh-sluaigh. Tha cuid de bhuidhnean ag amas air tòiseachadh a-rithist san Lùnastal 2020 (a rèir mar a tha cùisean le Covid-19) agus tha cuid eile ann, ri linn duilgheadasan ceangailte ri Covid-19, nach till gu nas fhaide air a' bhliadhna. Bidh buaidh aig seo air àireamhan.			Stiùiriche Foghlam
	Meudachadh de 10% ann an gabhail ri seiseanan tràtha le teaghlaichean	Beachdaichidh sinn gu cunbhalach air seo – ann an co-theacsa Covid-19 – tha coltas ann gum bi sinn ga mheasadh gach trì mìosan (a rèir dòighean-lìbhrigidh ath-leasaichte ri linn Covid-19) Chaidh modh-sgrùdaidh timcheall na buidhnean tràth-bhliadhnaichean san Iuchar 2020 airson fianais a thrusadh air a' bhuaidh a th' air a bhith orra ri linn Covid-19. Gu ruige seo tha 20 air freagairt agus thèid an fhianais a chruinneachadh gus plana taic a chur air dòigh an co-bhonn le Comann nam Pàrant.			Stiùiriche Foghlam
	Meudachadh de 10% ann an taic do dh'airich-chloinne is luchd-cùraim	Le fòcas air airich-cloinne tha planaichean ann airson nan ath cheumannan. Chaidh conaltradh a dhèanamh leis a' bhuidhinn Scottish Childminding Association (SCMA), a' feitheamh air fiosrachadh a thighnn air ais bhuapa.			Manaidsear Foghlam
	Meudachadh ann an trèanadh is solar airson ionnsachadh air a' bhlàr a-muigh	A-rithist ri linn Covid-19 bidh sinn a' beachdachadh air dòighean-lìbhrigidh ath leasaichte. Tha conaltradh le Stòrlann Nàiseanta na Gàidhlig a' leantainn, le aonta gum bi cothroman-trèanaidh air a' bhlàr a-muigh mar phàirt dhan tairgse airson an Alltan Bhig 2020, a thèid a lìbhrigeadh air-loidhne.			Manaidsear Foghlam
	Measaidhean deimhinneach air seiseanan trèanaidh air a thrusadh, air cnuasachadh air, is air a chur an gnìomh	Adhartas le fòrmatan, gus a bhith deiseil airson cleachdadh nas èifeachdaiche nuair a thilleas sinn gu libhrigeadh nas àbhaistiche.			Manaidsear Foghlam
Prìomh Chomharra Coileanaidh 4: Barrachd chothroman aig daoine an sgilean Gàidhlig a leasachadh *More opportunities for people to enhance their Gaelic skills*	Meudachadh ann an àireamh nan sgoilearan ann an FtG agus FLI\g	Tha sinn an dùil gum bi àireamh na cloinne ann am FtG a' dol am meud. A thaobh FLIG tha coltas ann gum bi sinn feumach air sealladh nas fhad-ùiniche (gus am bi leasachaidhean leis an ATQ Gaelic a' bualadh air an t-siostam, mar eisimpleir). Coinneamhan-planaidh airson an ATQ Gaelic a' leantainn (coinneamh mu dheireadh le geàrr-chunntas ri fhaotainn bhon Stiùiriche Foghlaim 3.07.20) Chaidh coinneamh a chumail san Iuchar 2020 eadar Bòrd na Gàidhlig, SQA, Riaghaltas na h-Alba agus Foghlam Alba airson coimhead ri cothroman airson leasachadh chuspairean às dèidh iarrtas bho sgoiltean. Tha seo aig ìre gu math tràth ach leanaidh còmhraidhean eadar com-pàirteachasan air adhart. Bòrd na Gàidhlig air an riochdachadh air fòram mu ionnsachadh air-loidhne air a chur air dòigh le Comhairle nan Eilean Siar san Iuchar 2020. A' coimhead ri tairgse nàiseanta aig ìre na h-àrd-sgoile.			Manaidsear Foghlam
	Meudachadh ann an àireamh an luchd-ionnsachaidh inbheach	Obair a' leantainn ann am com-pàirteachas – tha fianais ann gu bheil ùidh ann an ionnsachadh air-loidhne air fàs gu mòr (Learn Gaelic, Duolingo is msaa). Coinneamh fhoirmeil LearnGaelic 26.06.20. Coinneamh-taic airson LearnGaelic 23.06.20			Stiùiriche Foghlam

Prìomh Chomharra Coileanaidh	Targaid	Adhartas gu 31/07/20	Coileanadh gu 31/07/2020	Dùil aig 31/03/2021	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
	Meudachadh de Churraicealam FtG aig Tràth-ìre na h-Àrd-sgoile	Lèirsinn againn gum biodh seo na leasachadh leantainneach – a' togail suas lìbhrigidh gach seisean. Bidh adhartas air seo a' crochadh air libhrigeadh èifeachdach ann am planadh / aithriseadh bliadhnail.			Stiùiriche Foghlam
	Tha plana Gàidhlig air a chur an gnìomh aig gach Àrd-sgoil a tha a' lìbhrigeadh FtG/FLIG	Tha coltas ann gum bi sinn ag obair le ùghdarrasan ionadail gus adhartas a bharrachd a choileanadh gach seisean. Eisimpleir de dheagh-chleachdadh aig Earra-Ghàidheal ri fhaotainn bhon Stiùiriche Foghlaim. Thòisich sinn còmhraidhean le Earra-Ghàidheal is Bòd air taisbeanadh aig Fèis Ionnsachaidh na h-Alba 2021.	**Thòisich sinn**		Stiùiriche Foghlam
Prìomh Chomharra Coileanaidh 5: Barrachd dhaoine ag aontachadh leis an abairt "Tha mi air na sgilean Gàidhlig agam a leasachadh" *More people agreeing with the statement "I have enhanced my Gaelic skills"*	Meudachadh anns an raon de dh'fhiosrachadh staitistigeil airson piseach a thomhas	Bidh fianais ann gun dèan sinn adhartas le seo thairis air a' bhliadhna			Stiùiriche Foghlam
	80% de dhaoine ag aontachadh ris a' bharail seo	'S e seo fhathast ar targaid agus bidh sinn ag aithris air adhartas tron bhliadhna.			Stiùiriche Foghlam

Cothroman Ùra Dè na gnìomhan eile a dh' fhaodadh cuideachadh le adhartas leis an lèirsinn
Le Covid-19 tha e follaiseach gu bheil an dùthaich air fad a' beachdachadh air dòighean-lìbhrigidh eadar-dhealaichte airson seirbheisean – a' gabhail a steach seirbheisean foghlaim. Tha coltas ann gum bi cuid de na h-atharraichean an lùib seo maireannach. Tha coltas ann gum bi cothroman airson ionnsachaidh air-loidhne a' fàs – a' bualadh air cothroman ionnsachaidh, cothroman trèanaidh agus siostaman conaltraidh nas fharsaing is msaa. Bidh cothroman againn gus dòighean-obrach ùra a chruthachadh gus a bhith cinnteach gu bheil leasachaidhean airson na Gàidhlig co-ionann ri / nas fheàrr na leasachaidhean a' bualadh air lìbhrigeadh tron Bheurla.

2.1 Gnìomhan 2020-21

2. Ionnsachadh na Gàidhlig	Gnìomhan 2020-21	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/2021	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Meudachadh de 10% san àireimh de sheiseanan Bookbug bhon bhun-loidhne far a bheil i an-dràsta; meudachadh na h-àireimh de theaghlaichean	Àireamh iomchaidh de sheiseanan Bookbug a bharrachd air an lìbhrigeadh [19/20 335 seiseanan: 2309 Inbhich, 3209 Clann]	Tha seiseanan Bookbug a' ruith air-loidhne agus tha sinn gam foillseachadh air na meadhanan sòisealta. Cumaidh sinn sùil air an t-suidheachadh tro phlanadh agus tro choinneamhan Sgioba Foghlaim (a' gabhail àite gach 6-8 seachdainean, an ath choinneamh 3.08.20)			Stiùiriche Foghlam
Thathar a' comharrachadh clàradh theaghlaichean aig Seiseanan Tràth-bhliadhnaichean gus fios a bhith ann air bun-loidhne agus coileanadh de mheudachadh 10% ann am frithealadh le buill teaghlaich.	Meudachadh de 10% san àireimh de theaghlaichean ann an Seiseanan Tràth-bhliadhnaichean. gan lìbhrigeadh thar 2020-21.	Ann an co-theacsa Covid-19, cha bhi sinn an dùil an targaid a ruigsinn –bhathara' cur casg gu mòr air lìbhrigeadh sheirbheisean air feadh gach roinn FtG agus foghlam tro mheadhan na Beurla. Toolkit air fhoillseachadh, sanasachd agus ri fhaighinn air an làraich-lìn. Chaidh modh-sgrùdaidh timcheall na buidhnean tràth-bhliadhnaichean san Iuchar 2020 airson fianais a thrusadh air a' bhuaidh a th' air a bhith orra ri linn Covid-19. Gu ruige seo tha 20 air freagairt agus thèid an fhianais a chruinneachadh gus plana taic a chur air dòigh ann an co-bhonn le Comann nam Pàrant. Rinn 5 buidhnean seiseanan air-loidhne tron ghlasadh-sluaigh. Tha cuid de bhuidhnean ag amas air tòiseachadh a-rithist san Lùnastal 2020 (a rèir mar a tha cùisean le Covid-19) agus tha cuid eile ann, ri linn duilgheadasan Covid-19, nach till gu nas fhaide air a' bhliadhna. Chaidh sgeama Tabhartasan Tràth-bhliadhnaichean a chur air bhonn eadar An Cèitean 2020 – An Iuchar 2020 agus thèid measadh a dhèanamh air na h-iarrtasan tràth san Lùnastal 2020. Thàinig 23 iarrtasan a-steach tron sgeama aig an ìre seo.			Stiùiriche Foghlam
Sgrùdadh air solar sheirbheisean an-dràsta airson Aireach-cloinne is Luchd-cùraim air a chur ri chèile agus aithisg deireannach air a dèanamh	Aithisg Sgrùdaidh air a crìochnachadh, a bhios na bunait airson planadh seirbheisean ann an 21-22	1. Aonta gum bi fòcas againn air Aireach-chloinne a-mhàin. Obair air tòiseachadh air àireamhan nàiseanta fhaighinn (05.20). Chaidh conaltradh a dhèanamh leis a' bhuidhinn Scottish Childminding Association (SCMA), a' feitheamh air fiosrachadh tilleadh bhuapa.			Manaidsear Foghlam
Sgrùdadh air ionnsachadh air a' bhlàr a-muigh ann an roinn nan tràth-bhliadhnaichean	Crìoch air a cur air an sgrùdadh	1. Obair air tòiseachadh air an fhòrmat – air a' chlàr-ghnothaich airson coinneamh na sgioba (08.20) – conaltradh is co-obrachadh leis an Stòrlann Nàiseanta a thaobh An Alltain Bhig 20 (05.20) Chaidh ceistean mu ionnsachadh air a' bhlàr a-muigh a chur san sgrùdadh a chaidh a sgaoileadh do na buidhnean tràth-bhliadhnaichean san Iuchar 2020. Bidh an fhianais seo air a tarraing ri chèile gus dealbh a chruthachadh air an t-suidheachadh nàiseanta.			Manaidsear Foghlam
A' cruthachadh 2-3 cothroman trèanaidh gus ionnsachadh air a' bhlàr a-muigh a chur am meud (Tuath/Deas/Eileanan)	Trèanadh air a thoirt seachad agus ais-mholadh foirmeil air èifeachdas / ath cheumannan	Tha conaltradh le Stòrlann Nàiseanta na Gàidhlig a' leantainn, le aonta gum bi cothroman-trèanaidh air a' bhlàr a-muigh mar phàirt den tairgse airson an Alltan Bhig 2020, a thèid a lìbhrigeadh air-loidhne.			Manaidsear Foghlam
A' neartachadh com-pàirteachas le Comann nam Pàrant	Prìomh raointean leasachaidh air an comharrachadh	Bòrd na Gàidhlig air an riochdachadh aig coinneamh bhliadhnail Chomann nam Pàrant san Ògmhios 2020 gus am fiosrachadh as ùr a thoirt seachad do phàrantan. Coinneamh eadar Bòrd na Gàidhlig agus Comann nam Pàrant Nàiseanta san Iuchar 2020 gus adhartas, cothroman agus dùbhlain a cho-roinn eadar an dà bhuidhinn. Aonta gun tèid an àth choinneimh air adhart san t-Sultain 2020. Co-obrachadh le Comann nam Pàrant air bileag fiosrachaidh mu fhoghlam aig ìre na h-àrd-sgoile, aig ìre dreach an-dràsta.			Manaidsear Foghlam
Gach àrd-sgoil le Plana Gàidhlig/Aithisg Inbhean is Càileachd Bliadhnail	Meudachadh ann an solar chuspairean agus meudachadh ann an tagraidhean SQA air feadh na dùthcha	1. Fiosrachadh a bharrachd le ADES/ GLAN (05.20). Fiosrachadh le Foghlam Alba (04.20). 2. Coinneamh leis an Northern Alliance (03.20) gus barrachd mìneachaidh a thoirt seachad air na molaidhean againn. 3. Ùrachadh aig coinneamh GLAN (05.20)– tha sinn air fiosrachaidh sgrìobhte a bharrachd a thoirt seachad. (Ri linn Covid-19 tha coltas ann nach bi planadh/aithriseadh mar a bha e san t-seisein 19-20).			Stiùiriche Foghlam

2. Ionnsachadh na Gàidhlig	Gnìomhan 2020-21	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/2021	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Co-labhairt Àrd-stiùireadh	Co-labhairt ga lìbhrigeadh le àrd-sgiobaidhean stiùiridh air an trèanadh	1. Cha bhi GLAN a' tachairt mar a bha sinn an dùil ri linn Covid-19 (tachartas 06.20). Tha sinn ann an conaltradh le GLAN, is tha aonta ann gum bi GLAN a' beachdachadh leis an Sgioba Foghlaim air tachartas trèanaidh aig deireadh 2020/ toiseach 2021. 2. Chaidh a' cheud Nota Brath-ullachaidh a-mach gu ADES (Stiùirichean Foghlaim) 05.20 – le fiosrachadh air Planadh san Àrds-goil is Cùrsaichean Bogaidh.			Stiùiriche Foghlam/ Manaidsear Foghlam
Àireamh de luchd-teagaisg ag obair ann am FtG agus FLI a' fàs mar thoradh air co-obrachadh le buidhnean nàiseanta.	Slighean a-steach gu ATQ a tha soilleir agus rannsachaidhean cùise gan cruthachadh air deagh chleachdadh	1. Bileag is Suirbhidh Nàiseanta deiseil, le taic bhon sgioba againn. 2. Coinneamhan is taic a' leantainn leis a' phlana airson an ATQ Gaelic (coinneamh le Srath Chluaidh 04.20, coinneamhan a barrachd le Srath Chluaidh, CCTA, Comhairle Baile Ghlaschu 05.20 is 06.20). Chaidh pàirt dhan t-suirbhidh aig an CCTA (le taic bho Bhòrd na Gàidhlig) a chur a-mach san Ògmhios agus fhuair iad barrachd air 300 freagairtean. Ri linn trioblaidean teicnigeach, thèid an t-suirbhidh ath-sgaoileadh san Lùnastal 2020. Bileag 'So you want to teach in Gaelic' a-nis foillsichte ann an clò agus ri fhaotainn air làrach-lìn Bhòrd na Gàidhlig. Dàil ann an foillseachadh oifigeil ri linn Covid-19.			Stiùiriche Foghlam
Obair le SDS air bursaraidhean (mac-samhail STEM)	Frèam bhursaraidhean air bhonn	1. Dh'obraich an t-Oifigear Trusadh Luchd-teagaisg/ Stiùiriche Foghlaim leis Sgioba STEM an Riaghaltais agus SDS (tha iad a' stiùireadh an sgeama STEM às leth an Riaghaltais). Ùrachadh air fiosrachadh nàiseanta airson STEM ri fhaotainn (mar thoradh air seo). Oifigearan air tòiseachadh obrachadh air portal fiosrachaidh airson bursaraidhean/taic maoineachaidh (05.20).			Stiùiriche Foghlam
Rannsachadh air cùrsaichean bogaidh air feadh Alba	Rannsachadh crìochnaichte	Stiùiriche Foghlaim is Oifigear Trusadh Luchd-Teagaisg air obair a thòiseachadh air pròiseasan tairgse (05.20). Dreachd deiseil 07.20 - an dùil gun cuir sinn a-mach gu tairgse e 08.20			Stiùiriche Foghlam
Cùrsa Bogaidh Eadar-amail do thidsearan	Maoineachadh agus pròiseas airson barantachadh càileachd air air a chur air bhonn	1. Aonta air solaraichean: Oilthigh Ghlaschu / SMO / Lews Castle (UHI) 2. Aonta le Ughdarrasan Ionadail (Coinneamh GLAN 01.20) Obair a' leantainn le oifigearan is Ùghdarrasan Ionadail (tro choinneamhan fa leth, puist-dealain, litrichean agus fiosrachadh san eadar-lìon). Ceann-là airson iarrtasan: deireadh a' Chèitein 2020 (mar thoradh air Covid-19, dualtach gum bi sùbailteachd a dhìth a thaobh cinn-là). Chaidh fiosrachadh a-mach gu ADES a' dearbhadh gum bi cùrsaichean bogaidh fosgailte airson luchd-teagaisg 20-21. Chaidh aonta a thoirt seachad san Ògmhios 2020 air iarrtas bho 1 Ùghdarras Ionadail airson triùir luchd-teagaisg (1 bun-sgoile agus 2 àrd-sgoile) a chur air adhart do chothroman bogaidh.			Manaidsear Foghlam
Obair an co-bhonn leLearnGaelic gus àireamh an luchd-ionnsachaidh inbheach a chur am meud.	An àireamh de luchd-ionnsachaidh inbheach a' cur stuthan LearnGaelic gu feum a' dol am meud. An àireamh de luchd-ionnsachaidh inbheach ann an gnìomhachdan ionnsachaidh foirmeil a' dol am meud.	1. Tro cho-obrachadh air Adhartas nas Luaithe, tha staitistearachd againn gu bheil an àireamh de dhaoine a tha a' cleachdadh na làraich-lìn agus nam meadhanan sòisealta aig LearnGaelic a' dol am meud. 2. Coinneamh Bòrd-stiùiridh Lear Gaelic 06.20. BnG air a riochdachadh aig a' choinneimh. Tha sinn air tòiseachadh air co-obrachadh leis an Oilthigh Fhosgailte airson cùrsa luchd-ionnsachaidh a chruthachadh (coinneamh 05.20)			Stiùiriche Foghlam
Beachdan a' tighinn air ais thugainn bho sgrùdadh air sgilean aig Seiseanan nan Tràth-bhliadhnaichean	Fiosrachadh air a chruinneachadh is a mheasadh.	1. Thòisich sinn air obrachadh air dreachd mhodh-sgilean (03.20).			Manaidsear Foghlam
Co-labhairt NQT	Co-labhairt air a lìbhrigeadh an co-bhonn leis an fheadhainn aig a bheil ùidh	Chaidh seo ath-dhealbhadh mar thachartas air-loidhne, 1.06.20 agus 8.06.20. Dèante. Ais-mholaidhean bhon tachartas gu math taiceil.			Stiùiriche Foghlam
Beachdan a' tighinn air ais thugainn bho ghnìomhachdan le maoineachadh bho BhnG no bho thachartasan BhnG	Fiosrachadh air a chruinneachadh is a mheasadh	1. Thòisich sinn le pròiseas airson fèin-mheasadh leis a' Cho-labhairt Air-loidhne airson Luchd-teagaisg Ùra (An Cèitean / An t-Òg-mhìos 2020).			Stiùiriche Foghlam
Lìbhrigeadh Sgeama Tabhartasan Foghlam na Gàidhlig agus cruinneachadh an fhiosrachaidh a thig air ais thugainn	Sgeama air a ruith agus fiosrachadh a thig air ais air a chruinneachadh is a mheasadh	1. Sgeama Tabhartasan Foghlaim fosgailte a-nise (Ceann-là: An t-Sultain 2020).			Manaidsear Foghlam
2-3 Buidhnean Fòcais còmhla ri Sgoilearan le #cleachdi	Buidhnean Fòcais gan ruith an co-bhonn le feadhainn aig a bheil ùidh	Chaidh coinneamh shoirbheachail a chumail le com-pàirteachasan (CnaG, Fèisean nan Gàidheal, Highlife Highland, Young Scot, Leasachadh Sgilean na h-Alba, e-Sgoil, Ceòlas is Urras Ghabhsainn) san Iuchar 2020 agus thèid clàr-ama a chur air dòigh de choinneamh dhan òigridh còmhla riuthasan nas fhaide air adhart ann an 2020.			Stiùiriche Foghlam

Seisean Fosgailte | Open Session
Cuspair 12.1

2. Ionnsachadh na Gàidhlig	Gnìomhan 2020-21	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/2021	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Co-obrachadh le LearnGaelic, SDS agus Stòrlann gus sgilean a rannsachadh an taca ris an CEFR	Fiosrachadh air a chruinneachadh is a mheasadh.	Aonta aig coinneamh nan oifigearan (05.20) gun cuir sinn an dòigh coinneamh le SDS / LearnGaelic / Stòrlann san Lùnastal 2020 airson an CEFR a chur air adhart.			Stiùiriche Foghlam

3. A' Cur na Gàidhlig air Adhart

3. Promoting Gaelic

Prìomhachas Ro-innleachdail 3: Gum bi barrachd dhaoine ann an Alba taiceil is bàidheil don Ghàidhlig agus a cultar	**Strategic Priority 3:** More people in Scotland are positive about Gaelic language and culture

▪ **Ciamar a tha an t-adhartas a' cuideachadh le bhith a' lìbhrigeadh na lèirsinn?**	'S e aithneachadh am facal as cudromaiche ann an co-theacsa a' phrìomhachais ro-innleachdail a tha seo. 'S ann tro bhith a' cur air adhart na Gàidhlig, tro na gnìomhan gu h-ìosal a bhios Bòrd na Gàidhlig ag amas gum bi barrachd aithneachadh am measg a' phobaill ann an Alba agus gu h-eadar-nàiseanta gu bheil Gàidhlig mar phàirt bunaiteach de bheatha muinntir na h-Alba agus mar chànan prìseil a tha a' cur ri cultar is eaconamaidh na dùthcha.
▪ **A bheil adhartas mu choinneamh na lèirsinn mar a bhiodh dùil?**	Tha deasbad air a bhith a' dol aig diofar ìrean mu dheidhinn suidheachadh na Gàidhlig anns na h-Eileanan às dèidh foillseachadh an leabhair "The Gaelic Crisis in the Vernacular Community" aig toiseach an Iuchair. Bha cuid de na deasbadan sin a' dol air adhart anns na pàipearan-naidheachd agus na meadhanan nàiseanta. Tha e doirbh a ràdh aig an ìre seo a bheil barrachd dhaoine ann an Alba taiceil is bàidheil do chànan is cultar na Gàidhlig ach le cinnt, bidh barrachd dhaoine is luchd-poilitigs nas mothachail air na Gàidhlig na bha iad. Bidh còmhraidhean is deasbadan eile a dhìth a dh'aithghearr gu sònraichte anns na coimhearsnachdan anns na h-Eileanan air ciamar is urrainn do Bhòrd na Gàidhlig agus buidhnean eile, taic a chumail riutha. Aig an aon àm, tha sinn a' faicinn gu bheil na h-àireamhan a' dol a-steach gu P1 tro mheadhan na Gàidhlig air a dhol suas a-rithist agus dh'ionnsaich sinn gu bheil còrr is 400,000 dhaoine a-nis ag ionnsachadh na Gàidhlig tro Duolingo. Dà theachdaireachd dhuinn 1) tha tòrr obrach fhathast ri dèanamh agus 2) Tha ùidh mhòr fhathast aig daoine anns a' Ghàidhlig ann an Alba.

Prìomh Chomharra Coileanaidh	Targaid	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/21	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Prìomh Chomharra Coileanaidh 6: A' dèanamh cinnteach gu bheil barrachd àite aig a' Ghàidhlig ann an aithne nàiseanta na h-Alba, aithne-dùthcha fhosgailte le iomadh taobh is cultar	Thèid ionnsachadh is cleachdadh na Gàidhlig aithneachadh/àbhaisteachadh ann an còrr de shuidheachaidhean air feadh na dùthcha air fad	Tha na h-àireamhan de dhaoine a tha ag ionnsachadh na Gàidhlig air-loidhne a' sìor-fhàs. Tha seo a' ciallachadh gu bheil ionnsachadh na Gàidhlig a' fàs ann an Alba agus mar thoradh air sin, thathas an dùil gum bi cleachdadh na Gàidhlig a' fàs nas àbhaistiche cuideachd.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Barrachd còmhraidh, ionnsachaidh is com-pàirtichean le raon farsaing de bhuidhnean ann an Alba.	Tha Bòrd na Gàidhlig co-obrachadh le tòrr diofar bhuidhnean air feadh Alba – anns an roinn phoblach, companaidhean prìobhaideach agus buidhnean anns an roinn shaor-thoileach.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Prìomh Chomharra Coileanaidh 7: Barrachd dhaoine ag aontachadh leis an abairt "Tha Gàidhlig cudromach do dh' Alba"	Meudachadh ann an dol-a-mach ciatach a thaobh na Gàidhlig (còrr is 81% - Scottish Social Attitudes Survey)	Thathas an dùil còmhraidhean a chumail ri ScotCen leis an t-amas ceistean mu dheidhinn na Gàidhlig anns an suirbhidh aig a' chiad chothrom.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Stuthan a tha ann agus stuthan ùra air an gabhail os làimh gu soirbheachail	Gu ruige seo am-bliadhna, chan eil adhartas air a bhith ann.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Barrachd phàrtaidhean poilitigeach a' gealltainn taic ri leasachadh na Gàidhlig	Bidh barrachd fòcais air seo nas fhaide air adhart sa bhliadhna .			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd

Cothroman Ùra
Dè na gnìomhan eile a dh 'fhaodadh cuideachadh le adhartas leis an lèirsinn:

Tha an deasbad mu dheidhinn suidheachadh na Gàidhlig anns na h-Eileanan air a bhith a' cur na Gàidhlig agus an taic a tha a dhìth ann am barrachd fòcais – aig ìre ionadail, aig ìre nàiseanta agus am measg luchd-poilitigs. Cha bhi e fada gus am bi taghadh airson Pàrlamaid na h-Alba ann agus tha cothrom ann, deasbaid fosgailte agus onarach a chumail mu dheidhinn na taic poilitigich agus ro-innleachdail a tha a dhìth airson na coimhearsnachdan anns na h-Eileanan agus air a' Ghàidhealtachd a neartachadh. Thug am Plana Nàiseanta Cànain Gàidhlig 2018-23 air seo – "Feumaidh sinn spionnadh as ùr a thoirt do choimhearsnachdan eileanach is dùthchail Gàidhlig gus an òigridh a ghleidheadh is a tharraing." 'S ann tro seo thig piseach air cleachdadh na Gàidhlig anns na coimhearsnachdan Eileanach agus tha cothrom ann an-dràsta an teachdaireachd seo a thoirt air adhart gu mòr a-rithist.

3.1 Gnìomhan 2020-21

3. A' Cur na Gàidhlig air Adhart	Gnìomhan 2020-21	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/21	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Obraichidh sinn còmhla ris, agus ionnsaichidh sinn bho, na buidhnean eile a bhios ag iomairt gus cùisean sònraichte àbhaisteachadh sa chomann-sòisealta. Me Stonewall Scotland	Meudachadh ann an co-obrachadh a dh'fhàgas sinn le tuigse nas fheàrr de dh'atharrachaidhean sòisealta – aon dòigh-obrach ùr air a gabhail os làimh.	Chan eil adhartas air a bhith ann gu ruige seo ach thathas ag amas thairis air na mìosan ri tighinn gum bi sinn a' bruidhinn ri buidhnean eile mu dheidhinn nan dòighean-obrach aca, leis an dùil aon dòigh iomairt ùr a thoirt air adhart.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Obair ann an co-bhonn, bidh sinn a' cruthachadh stuthan gus taic a chumail ri sgoiltean, buidhnean is daoine fa leth airson tuigse nas fheàrr fhaighinn air àite na Gàidhlig ann an Alba.	Stuthan ùra gan cruthachadh is na stuthan a tha ann gan cur air adhart tro GLAN, SQA agus Foghlam Alba.	Leis gu bheil cùisean cho mi-àbhaisteach an-dràsta le foghlam ann an Alba, chan eil mòran adhartas air a bhith ann gu ruige seo. Bu chòir gun tèid a' mhòr-chuid den phròiseact seo a ghluasad dhan dàrna leth den bhliadhna. An-dràsta ge-ta, tha cothrom ann bruidhinn ri bhuidhnean, leithid GLAN, SQA is Foghlam Alba mu na tha a dhìth. Dh'fhaodadh a' bhidio "Scottish Gaelic Explained" a bhith cuideachail, a bharrachd air na mhapaichean le ainmean-àite a chaidh a chruthachadh le Ainmean Àite na h-Alba is Bòrd na Gàidhlig.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Le com-pàirteachadh, a' cur air bhonn iomairt gus daoine a bhrosnachadh a bhith a' lìonadh nan ceistean air Gàidhlig ann an Cunntas-sluaigh 2021	Iomairt ann bhon Dùbhlachd 2020 agus ga lìbhrigeadh air làraichean mheadhanan sòisealta bhon Fhaoilleach chun a' Mhàirt 2021	Air sgath COVID-19, thèid an Cunntas-sluaigh air adhart anns a' Mhàirt 2022 a-nis.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Bheir sinn seachad stiùireadh ann an co-òrdanachadh agus lìbhrigeadh den iomairt Adhartas nas Luaithe a bharrachd air a bhith a' brosnachadh tuilleadh obair chom-pàirteach ann an lìbhrigeadh nam Planaichean Gàidhlig (an dà chuid, reachdail is saor-thoileach)	Meudachadh ann an conaltradh tàr-roinneil agus coileanadh phròiseactan.	Thathas an dùil gun tèid a' choinneamh Adhartas nas Luaithe a chumail air-loidhne san t-Sultain. Tha an obair fhathast a' dol air adhart taobh a-staigh agus taobh a-muigh na buidhne gus na 5 sruthan-obrach a thoirt air adhart. Tha siostam a-nis stèidhichte taobh-a-staigh Bòrd na Gàidhlig, far a bheil diofar sgiobaidhean ag obair air an iomairt Adhartas nas Luaithe. Tha na sgiobaidhean seo a' tighinn còmhla ri chèile gach co-là deug agus tha seo a' toirt conaltradh tàr-roinneil air adhart anns a' bhuidhinn.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Barrachd phlanaichean èifeachdach is air an lìbhrigeadh ann an ùine a tha reusanta.	Tha oifigearan Bhòrd na Gàidhlig ag obair le 68 ùghdarrasan poblach aig a bheil planaichean reachdail aontaichte no tha ag obair air fear ullachadh. Tha suidheachadh COVID-19 a' ciallachadh gu bheil prìomhachasan èiginneach aig tòrr ùghdarrasan an-dràsta agus tha cuid de na h-oifigearan a tha an sàs le obair na Gàidhlig gu àbhaisteach an sàs le obair eile an-dràsta. Ri linn an t-suidheachadh seo, tha Bòrd na Gàidhlig a' toirt barrachd sùbailteachd gu ùghdarrasan far a bheil sin comasach.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Iomairt airson buannachdan is cothroman a chur air adhart ann an ionnsachadh is cleachdadh na Gàidhlig a bharrachd air faighneachd "dè as urrainn dhomhsa dèanamh airson na Gàidhlig".	Stuthan ùra air an cruthachadh.	Aig an ìre seo tha fòcas air cruthachadh stuthan ùra fo bhratach na h-iomairt #cleachdi a tha a' leantainn an-dràsta. Thèid an iomairt fhèin a chur am follais san dàrna leth den bhliadhna.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Obair an co-bhonn leis na pàrtaidhean poilitigeach uile gus dealas a bharrachd a bhrosnachadh dhan Ghàidhlig.	Gealltanasan Gàidhlig nas fhaicsinnich ann am manifestothan nam pàrtaidhean poilitigeach airson an taghaidh Albannaich ann an 2021	Bidh barrachd fòcais air seo nas fhaide air adhart sa bhliadhna leis gu bheil prìomhachas luchd poilitigs air COVID-19 an-dràsta. Aig an aon àm ge-tà, tha e cudromach gum bi Gàidhlig fhathast mar phàirt den chòmhradh nàiseanta agus ri linn sin, tha Bòrd na Gàidhlig air a bhith ag obair ann an co-bhonn le Holyrood Magazine agus an Herald. Tha pìosan mu dheidhinn na Gàidhlig air a bhìth anns na h-irisean seo bho chionn greis. Tha obair air meadhanan sòisealta a' Bhùird a' leantainn air adhart cuideachd.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
	Dèanamh cinnteach gum bi cudromachd na Gàidhlig fhathast ri faicinn.				Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd

4. Deagh Riaghladh

4. Good Governance

Prìomhachas Ro-Innleachdail 4: Gun cùm Bord na Gàidhlig air a' leasachadh nan dòighean-obrach aige	**Strategic Priority 4:** Bòrd na Gàidhlig continues to develop how it works

▪ **Ciamar a tha an t-adhartas a' cuideachadh le bhith a' lìbhrigeadh na lèirsinn?**	Tha an t-adhartas gu ruige seo a' cur ri ar lèirsinn tro: Trèanadh is leasachadh airson an sgioba air fad; prògram leasachadh a' leantainn air aithisgean luchd in-sgrùdaidh. Tha suidheachadh a thaobh obair bhon taigh a' ciallachadh gu bheil sinn a' dèanamh tòrr adhartais a thaobh na h-àrainneachd.
▪ **A bheil adhartas mu choinneamh na lèirsinn mar a bhiodh dùil?**	Tha, a dh'aindheoin a bhith ag obair bhon taigh.

Prìomh Chomharra Coileanaidh	Targaid	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/21	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Prìomh Chomharra Coileanaidh 8: Barrachd den luchd-obrach againn ag aontachadh ris a' bheachd "Tha m' obair aig Bòrd na Gàidhlig a' toirt toileachas dhomh agus tha i a' dèanamh diofar" More of our staff agreeing with the statement "My work at Bòrd na Gàidhlig is fulfilling and makes a difference"	Tha luachan a' bhuidhinn againn air fhighe a-steach san dòigh-obrach againn	Tha sinn a' cleachdadh nan luachan mar phàirt den t-siostam measadh coileanaidh pearsanta, agus aig tòiseach coinneamhan m.e. Dè tha Dol			Ceannard
	Thathar a' toirt an trèanaidh is na taice a tha a dhìth don luchd-obrach	Chùm sinn co-labhairt luchd-obrach fad 2 là sa Ghiblean; tha buill den sgioba air a bhith air cùrsaichean trèanaidh agus tha seirbheisean taice ann a bhios daoine a' cleachdadh son taic phearsanta			Ceannard
Prìomh Chomharra Coileanaidh 9: Tha barrachd den luchd-ùidh againn ag aontachadh ris a' bheachd "Tha Bòrd na Gàidhlig a' coileanadh a dhleastanasan gu h-èifeachdach agus tha e a' cur ris na tha sinn a' dèanamh" More of our stakeholders agreeing with the statement "Bòrd na Gàidhlig is effective in its role and contributes to what we do"	Cliù corporra ciatach le luchd-ùidh air daingneachadh	Chaidh a chiad choinneamh aig a' bhòrd-stiùiridh a chumail air-loidhne 26/5/2020 is bha na pàipearan ri fhaighinn air-loidhne. Chaidh fios a sgaoileadh tro na meadhanan s/t 18/5/2020. Thachair an aon rud le Comataidh Poileasaidh is Goireasan air 09/06/2020.			Ceannard
	Cleachdaidhean fallain a thaobh stiùireadh ionmhais is cunnarit gan glèidheadh	Choimhead Comataidh Sgrùdaidh is Dearbhachd air a' chlàr mhì-chinntean ro-innleachdail agus chaidh ùrachadh a dhèanamh air ro-innleachd rianachd mhì-chinntean aig a' choinneimh air 7/05/2020.			Ceann an Ionmhais
Prìomh Chomharra Coileanaidh 10: Lùghdaichidh sinn na h-eimiseanan carboin againn gach bliadhna, a' ruigsinn meidh-neoni de dh'eimiseanan cho luath 's a ghabhas agus ro 2045.	Bun-loidhne de dh'eimiseanan carboin is targaidean lùghdachaidh air bhonn agus gan ruigsinn	Tha an sgioba rianachd ag obair air seo an-dràsta agus seo am fiosrachadh as ùire a th' againn. ScotRail - 216 bookings, 57,553 mìltean sa bhliadhna agus le eimiseanan CO2 emissions 3414.09 kg. Loganair - chan urrainn dhaibh an fhiosrachadh sin a thoirt dhuinn aig an àm seo Leis gu bheil Taigh a' Ghlinne Mhòr dùinte an-dràsta, chan eil e comasach aig an ìre seo fiosrachadh fhaighinn mu dheidhinn siubhal le càraichean.			Manaidsear Gnìomhan
	An dòigh-obrach againn mar bhuidheann air atharrachadh gus tighinn gu meidh-neoni ann an eimiseanan cho luath 's a ghabhas	O thoiseach na bliadhna 20/21, chan eil neach sam bith sa bhuidhinn air a bhith a' siubhail. Ged nach thaghadh sinn seo, leis gu bheil na dòighean eile airson coinneamhan a chumail ag obair gu math, bidh sinn gan cumail fiu 's nuair a bhios e ceadaichte dhuinn a bhith a' siubhal.			Manaidsear Gnìomhan

Cothroman Ùra Dè na gnìomhan eile a dh'fhaodadh cuideachadh le adhartas leis an lèirsinn

4.1 Gnìomhan 2020-21

4. Deagh Riaghladh	Gnìomhan 2020-21	Adhartas gu 31/07/20	Coileanadh gu 31/07/20	Dùil aig 31/03/21	Oifigear-stiùiridh aithris
			Dearg/Orainds/Uaine		
Leasachadh sgilean is comasan nam ball is an luchd-obrach	Prògram inntrigidh air a dhèanamh foirmeil airson luchd-obrach is buill ùra a' bhùird agus brosnachadh fiosrachadh a thoirt air ais thugainn airson leasachadh leantainneach.	Thèid seo air adhart sna trì mìosan a tha ri thighinn. Fhuair am ball ùr inntrigeadh dhan bhuidhinn air-loidhne.			Manaidsear Gnìomhan & Ceannard
	Leasachadh Plana Trèanadh a' bhuidhinn gus toirt a-steach trèanadh an luchd-obrach is feumalachdan leasachaidh.	Sna ciad 3 mìosan de 20/21, chruthachadh plana eadar-amail a' coimhead ri gluasad gu cothroman air-loidhne far an gabh sin dèanamh. Aon uair is gu bheilear air tilleadh dhan oifis, thèid measadh a dhèanamh air na planaichean trèanaidh. San dàrna leth den bhliadhna, cnuasaichidh sinn air na tha fhathast ri choileanadh is na tha fhathast sna planaichean airson na h-ath bhliadhna ionmhais.			Manaidsear Gnìomhan
Dèanamh cinnteach gu bheil com-pàirteachadh agus conaltradh èifeachdach tron bhuidhinn air fad	Sgrùdadh an luchd-obrach a' sealltainn gu bheil piseach air tighinn air gnothaichean bhon uiridh [Cuiribh bun-loidhne ris bhon sgrùdadh Mhàrt 2020, nuair a tha sin crìochnaichte]	Tha sgrùdadh an luchd-obrach a' leantainn air mar a bhathar an dùil. Thèid aithisg air toraidhean a thoirt don Chomataidh Phoileasaidh is Ghoireasan san Lùnastal.			Ceannard
Togail agus cumail cùrsa ionmhais leantainneach airson Bòrd na Gàidhlig	Plana Ionmhais Meadhan-ùine (MTFP) air ath-sgrùdadh is ath-nuadhachadh gus stiùireadh ionmhais ro-innleachdach nas èifeachdaich a chur air bhonn	Ath-sgrùdadh den MTFP mar thoradh air COVID-19. Tha obair a' dol air ùrachadh bhuidseit 20/21 air sgàth buaidh COVID-19.			Ceann an Ionmhais
A bhith cunntachail, èifeachdach is buadhmhor agus sinn a' cleachdadh stuthan gus luach airgid a dhaingneachadh	Prògram de sgrùdaidhean is molaidhean a bhuineas dhaibh air an cur an gnìomh	Tha am prògram in-sgrùdaidh air aontachadh agus tha obair a' dol air adhart gus na molaidhean bho aithisgean 19/20 a chur an gnìomh			Ceannard
	Faighinn beachdan air ais bho cho-chomhairleachadh am measg an luchd-ùidh a ghabhas cur gu feum a thaobh cleachdadh maoineachaidh	Thèid pàipear air beulaibh a' Chomataidh Poileasaidh is Ghoireasan air 24 Lùnastal, ag amas air co-comhairleachaidh am measg luchd-ùidh fhoillseachadh san t-Sultain, leis an t-amas gun tig na toraidhean air adhart gu coinneamh a' Bhùird san Dùbhlachd 2020.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
Faighinn fianais air beachdan nas ciataiche bhon luchd-ùidh	Sgrùdadh an luchd-ùidh gu bhith a' sealltainn gu bheil co-dhiù 70% gu tur no gu ìre mhòr riaraichte leis a' bharail "Tha Bòrd na Gàidhlig èifeachdach san ròl aige agus a' cur ris na tha sinne a' dèanamh." [Bun-loidhne: 2019/20: 65%]	Dh'fhaodte dàil a bhith ann an sgrùdadh an luchd-ùidh.			Ceannard
Comharrachadh targaidean lùghdachaidh ann an eimiseanan carboin airson Bòrd na Gàidhlig	Bun-loidhne de dh'eimiseanan carboin air a comharrachadh is air a cleachdadh airson targaidean lùghdachaidh a shònrachadh thar nan 5 bliadhnaichean ri teachd	Tha obair air a bhith a' dol air fiosrachadh a chruthachadh air tursan rèile ach cha bhi e comasach dhuinn fiosrachadh a chruthachadh air tursan rathaid (tha fiosrachaidh bhon bhliadhna an-uiridh air pàipear san oifis) no air tursan-plèana (chan eil am fiosrachadh seo ri fhaighinn bho chompanaidh adhair).			Ceannard
	Plana àrainneachd Bhòrd na Gàidhlig air ùrachadh gus na targaidean seo a thoirt a-steach	Plana air ùrachadh is air a chur fo chomhair Comataidh Poileasaidh is Ghoireasan taobh a-staigh 6 mìosan. San dàrna leth den bhliadhna plana gnìomh a chruthachadh a chuirear an gnìomh 2021/22.			Ceannard
Atharrachadh san dòigh-obrach againn airson a bhith a' toirt a-steach cheumannan gus carbon a lùghdachadh	Lùghdachadh co-dhiù 25% san àireimh de choinneamhan aghaidh ri aghaidh far a bheil siubhal a dhìth ann an 2020-21 an taca ri 2019-20	Leig Covid-19 leinn seo fheuchainn a-mach agus thèid ath-sgrùdadh a dhèanamh air èifeachdas; aon uair is gu bheilear air ais san oifis nithear co-dhùnaidhean air mar a lùghdaichear an àireamh de choinneamhan aghaidh ri aghaidh san àm ri teachd.			Manaidsear Gnìomhan
	Foillseachadh cairt èiginn ghnàth-sìde airson na buidhne gus an dùil againn a shoilleireachadh a thaobh sgioba Bòrd na Gàidhlig agus mar a bhios sinn ag obair le com-pàirtichean air an taobh a-muigh.	Cha do thòisich obair air seo fhathast.			Ceannard
	Dèanamh cinnteach gu bheil stiùireadh meatragsan sgòraidh airson gach sgeama maoineachaidh an 2021-22 a' toirt a-steach beachdachadh air ceumannan gus carbon a lùghdachadh mar shlat-tomhais maoineachaidh	Bidh na diofar sgeamaichean airson 2021-22 a' tòiseachadh air fosgladh bhon t- Samhain 2020 air adhart agus bidh meatragsan sgòraidh co-cheangailte ris a' bhuaidh carboin mar phàirt den phròiseas airson gach sgeama bho seo air adhart.			Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd

Dearg Orains Uaine

Bidh aithisgean adhartais gu tric a' dèanamh feum de shiostam le 'solais trafaig' gus sealltainn dè an t-adhartas a thathar a' dèanamh le pròiseactan. Ge-tà, tha cho èifeachdach 's a tha an goireas measaidh seo gu tur an urra ris cho dìcheallach 's a tha am manaidsear le uallach air a shon agus cho fìor 's a tha an ìre-adhartais a chaidh a chomharrachadh airson a' phròiseict. Cha bu chòir siostam nan solas-trafaig a chleachdadh gus trioblaidean fhalach, agus 's e an t-amas a th' aige adhartas a chomharrachadh agus sealltainn gu soilleir nuair dh'fheumas an Sgioba-stiùiridh/am Bòrd-stiùiridh rudeigin a dhèanamh mu chion adhartais – me, a' tomhas adhartas, a' cur ghnìomhan an sàs gus cùisean a chur ceart, agus a' cumail fios ris an Sgioba-stiùiridh agus ris a' Bhòrd-stiùiridh.

	Adhartas sa bhliadhna seo gu ruige seo	**Ro-mheasadh air an t-suidheachadh a bhios ann aig deireadh na bliadhna ionmhais**
	• Cha do thòisich an obair seo fhathast. • Tha duilgheadasan mòra ann leis a' phròiseact seo. • Feumaidh manaidsearan cùisean a leasachadh sa bhad.	• Tha cunnart ann nach bi am pròiseact deiseil nuair a bu chòir dha a bhith • Feumar gnìomhan leasachaidh a chur an sàs airson a' phròiseict gus cinn-uidhe ghnothachais a choileanadh agus/no gus dèanamh cinnteach gun tèid an obair thoirt gu buil • [Nota: 1: Ma tha manaidsear an dùil gum bi ìre-adhartais dhearg ann aig deireadh na bliadhna, bu chòir dhaibh innse dè na goireasan is gnìomhan a tha dhìth gus an ìre-adhartais atharrachadh, agus/no carson nach gabh am pròiseact a choileanadh.] • [Nota 2: Bu chòir don Sgioba-stiùiridh coimhead air a' ghnìomh, còmhla ris a' mhanaidsear le uallach air a shon, gus faicinn dè as coireach gu bheil ìre-adhartais dhearg ann agus gus plana gnìomh a dhealbh airson dèanamh cinnteach nach fhàs cùisean nas miosa agus gus an cron a nì an cion adhartais air cliù na buidhne agus air a' bhuidhinn san fharsaingeachd a lùghdachadh gu ìre cho beag 's as urrainn.]
	• Chan eil e air a choileanadh, thathar a' dèanamh adhartas. • Tha obair air tòiseachadh air seo. • Tha an obair a' dol air adhart mar a bhathar an dùil.	• Thathar an dùil gum bithear air adhartas nach beag a dhèanamh air seo aig deireadh na bliadhna, ach cha bhi an gnìomh air a choileanadh gu tur. • [Nota 3: Bu chòir don Sgioba-stiùiridh coimhead air a' ghnìomh, còmhla ris a' mhanaidsear le uallach air a shon, gus bruidhinn air dè na gnìomhan/goireasan a dh'fhaodadh cuideachadh le bhith a' coileanadh na h-obrach gus an gabh e comharrachadh mar Uaine.]
	• Tha an gnìomh seo air a choileanadh, agus chan eil duilgheadasan ann.	• Thathar an dùil gun tèid an gnìomh a choileanadh a rèir a' chlàir-ama/plana/buidseat a chaidh aontachadh.

Seisean Fosgailte | Open Session
Cuspair 13

A' freagairt ri	Coinneamh a' Bhùird-stiùiridh
Ceann-latha na Coinneimh	23/09/20
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	13

Tiotal a' Phàipeir	Adhartas nas Luaithe	
Moladh do Bhuill	Airson Fiosrachadh *	
Neach labhairt:	Daibhidh Boag, Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd Jim Whannel, Stiùiriche Foghlam na Gàidhlig	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Sgioba-stiùridh	11/09/20	Airson fiosrachadh
Pàipear-taice air a cheangal ris	Chan eil	

1.0	**Adhbhar**
1.1	Airson am fiosrachadh as ùire a thoirt do Bhuill a' Bhùird-stiùiridh mu dheidhinn na coinneimh Adhartas nas Luaithe a ghabh àite air-loidhne air 02 Sultain 2020.
2.0	**Cùl-fhiosrachadh**
2.1	Tha am pìos seo anns a' Phlana Cànain Nàiseanta Ghàidhlig 2018-23 **"Fàs nas luaithe is buaidh nas fharsainge** Tha sinn riaraichte gu bheil prìomhachasan a' Phlana seo freagarrach airson fàs a thoirt air a' Ghàidhlig aig ìre nas luaithe ann an Alba."
2.2	Bha a' chiad choinneamh "Adhartas nas Luaithe" ann am Battleby, faisg air Peairt anns an Lùnastal 2018, le riochdairean bho còrr is 20 ùghdarras poblach an làthair agus le Iain Swinney, Leas-phrìomh Mhinistear na h-Alba sa chathair. Chaidh an iomairt seo a stèidheachadh eadar Bòrd na Gàidhlig agus Riaghaltas na h-Alba, gus na prìomhachasan sa Phlana Cànain Nàiseanta Ghàidhlig 2018-23 a thoirt air adhart.
2.3	Dh'aontaich na bha an làthair aig a' chiad choinneamh air 5 phrìomhachasan a bhiodh mar bhunait airson 5 sruthan-obrach, le diofar bhuidhnean a' gabhail uallach.

Trusadh agus glèidheadh Tidsearan	Comhairle Choitcheann Teagaisg na h-Alba (GTCS) agus Comhairle Maoineachaidh na h-Alba (SFC)
Ionnsachadh didseatach agus meadhanan	MG ALBA is Comhairle nan Eilean Siar (CnES)
Eaconamaidh agus margaid-obrach	Leasachadh Sgilean na h-Alba (SDS) is Iomairt na Gàidhealtachd is nan Eilean (HIE)
Ceanglaichean coimhearsnachd	Iomairt na Gàidhealtachd is nan Eilean (HIE) agus Comhairle nan Eilean Siar (CnES)
Cleachdadh agus taic airson luchd-ionnsachaidh	MG ALBA

2.4 Air 02 Sultain 2020 bha Leas-phrìomh Mhinistear na h-Alba, Iain Swinney BPA anns a' chathair a-rithist airson an treasamh coinneamh Adhartas nas Luaithe. Ri linn COVID-19 cha robh e comasach coinneachadh ri chèile aghaidh-ri-aghaidh ach chaidh cùisean air adhart air-loidhne le còrr is 50 daoine an làthair, a' riochdachadh nam buidhnean a leanas:-

- Bòrd na Gàidhlig
- MG Alba
- Riaghaltas na h-Alba
- Comhairle Earra-Ghàidheal is Bhòid
- Comhairle nan Eilean Siar
- Comhairle Baile Dhùn Èideann
- Comhairle Baile Ghlaschu
- Comhairle na Gàidhealtachd
- Comhairle Siorrachd Lannraig a Tuath
- Comhairle Pheairt is Cheann Rois
- Comann nam Pàrant
- Alba Chruthachail
- Foghlam Alba
- Comhairle Choitcheann Teagaisg na h-Alba (GTCS)
- Comhairle Maoineachaidh na h-Alba (SFC)
- Ùghdarras Theisteanais na h-Alba (SQA)
- Iomairt na Gàidhealtachd is nan Eilean
- Àrainneachd Eachdraidheil Alba
- Leabharlann Nàiseanta na h-Alba
- Leasachaidh Sgilean na h-Alba
- VisitScotland
- Dualchas Nadair na h-Alba

3.0 Prìomh Aithris/Fiosrachadh

3.1 Seo gèarr-iomradh air na prìomh phuingean bhon choinneimh Adhartas nas Luaithe air 02 Sultain 2020.

3.2 Chuir an Leas-phrìomh Mhinistear fàilte air an adhartas aig na diofar sruthan-obrach agus air an taic a thug na diofar ùghdarrasan poblach dhan iomairt Adhartas nas Luaithe am-bliadhna.

3.3 Tha cothroman tron Ro-innleachd Dhidseatach aig Riaghaltas na h-Alba gus taic a chumail ris a' Ghàidhlig, gu sònraichte tron eaconamaidh, sgilean agus foghlam. Tha e cudromach gu bheil sinn a' cur nan ceanglaichean didseatach gu feum gus piseach a thoirt air an eaconamaidh, le Gàidhlig mar phàirt de sin.

3.4 Bhathas den bheachd gu bheil feum air gach sruth-obrach fhathast agus gun robh iad ag obair gu math, a dh'aindeoin nan dùbhlan mòra co-cheangailte ri COVID-19. Tha obair fhathast a dhìth gus ceanglaichean agus co-obrachadh a neartachadh taobh a-staigh agus eadar na sruthan-obrach.

3.5 Feumaidh Bòrd na Gàidhlig, Riaghaltas na h-Alba agus Ùghdarrasan Ionadail a bhith ag obair ri chèile gus prògram conaltraidh a chur air dòigh le coimhearsnachdan Gàidhlig airson an ceangal eadar na prìomhachasan fo sgeith Adhartas nas Luaithe agus na prìomhachasan aca a neartachadh.

3.6	Bha moladh ann gun tig na buidhnean a bha an làthair ri chèile taobh a-staigh bliadhna gus an còmhradh cudromach seo a thoirt air adhart agus mar bhunait airson an ath Phlana Cànain Nàiseanta Gàidhlig bho 2023 air adhart.
3.7	Tha an Leas-phrìomh Mhinistear fosgailte gus còmhraidhean a chumail mu dheidhinn phròiseactan ùra a bhios taiceil dhan Ghàidhlig sna bliadhnaichean ri teachd.
4.0	**Moladh**
4.1	Gum bi Buill a' Bhùird-stiùiridh a' gabhail fa-near dhan fhiosrachadh anns a' phàipear seo.
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**
	Chan eil gin ann.
5.2	**Buaidhean air Luchd-obrach**
	Tha e follaiseachd gu bheil obair taobh-a-staigh na buidhne, le fòcas às ùr air na sruthan-obrach a' dèanamh diofar agus gu bheil e a' còrdadh ri daoine. Bha stiùir soilleir bhon choinneimh air 02 Sultain 2020 gum bi luchd-obrach Bhòrd na Gàidhlig agus sgioba an Riaghaltais ag obair gu math dlùth ri chèile gus còmhraidhean a chumail ri coimhearsnachdan airson dearbhadh gu bheil Adhartas nas Luaithe a' dèanamh diofar dhaibh.
5.3	**Buaidhean air Trèanadh**
	Tha diofar luchd-obrach a' faighinn chothroman tron phròiseas seo gus na sgilean pearsanta aca fhèin a leasachadh. Tha dlùth cheangal eadar an obair seo agus a bhith a' cur planaichean reachdail aig na h-ùghdarrasan poblach an gnìomh, agus tha Adhartas nas Luaithe a' cruthachadh cothrom an ceangal eadar leasachadh na Gàidhlig agus planaichean reachdail a neartachadh am measg an sgioba.
5.4	**Ceanglaichean ri Amasan Ro-innleachadh agus Corporra**
	Plana Cànain Nàiseanta Gàidhlig 2018-23 **"Fàs nas luaithe is buaidh nas fharsainge** Tha sinn riaraichte gu bheil prìomhachasan a' Phlana seo freagarrach airson fàs a thoirt air a' Ghàidhlig aig ìre nas luaithe ann an Alba." Tha dlùth cheangal ann eadar Adhartas nas Luaithe agus a' cur air adhart cleachdadh, ionnsachadh agus ìomhaigh na Gàidhlig mar a tha Plana Corporra na buidhne ag amas air, gu sònraichte mar a leanas:- *"A' dèanamh cinnteach gum bi buaidh nas motha aig Planaichean Gàidhlig air cùisean agus a' toirt taic do dh' Ùghdarrasan Poblach gus sanasachd a dhèanamh air an obair a nì iad don Ghàidhlig"*
5.5	**Ceanglaichean ris an Fhrèam-obrach Coileanaidh 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	☐	Clann	☒
Cultar	☒	Coimhearsnachdan	☒
Àrainneachd	☐	Bochdainn	☐
Slàinte	☐	Eadar-nàiseanta	☐
Foghlam	☒	Eaconamaidh	☒
Gnothachasan soirbheachail is ùr-ghnàthach	☒		

5.6	**Buaidhean air Cliù**
	Tha e cudromach gum bi Bòrd na Gàidhlig a' toirt ceannas do dh'Adhartas nas Luaithe leis an dùil gum bi e soirbheachail. Bidh seo a' neartachadh cliù na buidhne.
5.6	**Buaidhean air Slàinte is Sàbhailteachd**
	Chan eil gin ann.
5.7	**Buaidhean Laghail**
	Achd na Gàidhlig (Alba) 2005 agus Achd an Fhoghlaim (Alba) 2016 a chur an gnìomh.
5.8	**Buaidhean air Co-ionannas**
	Chan eil gin ann.

Adhartas nas Luaithe - Bòrd na Gàidhlig – Lùnastal 2020

Cothroman agus Dùbhlanan

Maoin COVID-19

Maoin a tha ann a dh'aon ghnothach gus cuideachadh ri buidhnean gus an gnothach a dhèanamh air an t-suidheachadh a tha ann an-dràsta agus/no cothroman ag èirigh a leasachadh; fhuaireadh 59 iarrtasan, ag iarraidh £363k uile-gu-lèir ; a' nochdadh tionnsgnachd bho raon farsaing bhuidhnean an sàs ann an leasachadh Gàidhlig.

Coimhearsnachdan Eileanach agus Dùthchail

Tha glasadh an t-sluaigh ar nochdadh mar a thèid aig daoine air a bhith ag obair bho àite sam bith an ìre mhath. Dh'fhàg e mar bhuaidh gun do thill daoine òga dhachaigh, an dara cuid mar oileanaich no luchd-obrach, agus lùth a chruthachadh agus cur ri neart mòran choimhearsnachdan anns na h-eileanan agus fad' às. Tha cothrom ann feum a thoirt às an atharrachadh mhòr seo a chuideachadh gus coimhearsnachdan a tha ann an cunnart a chumail suas (daoine òga a tharraing/a ghleidheadh). Gus seo a thoirt gu buil, tha feum aig na coimhearsnachdan seo air poileasaidhean air taigheadas, còmhdhail, comas-ceangail agus fallaineachd a chuireas air chomas dhan an daoine òga sin cumail orra a' fuireach agus ag obair far a bheil iad ag iarraidh a bhith.

Turasachd Ghàidhlig

Air a stiùireadh le VisitScotland le taic bhon Bhòrd. Tha an clàr-obrach aige a' cur taic ri toirt mòran chothroman malairteach gu buil a tha ag èirigh bho ùidh dhaoine ann an Alba agus thall thairis ann an cànan is cultar na Gàidhlig. Bho nochd glasadh an t-sluaigh, tha saoghal na Gàidhlig air a' chùis a dhèanamh air an dùbhlan agus air leantainn air a ; ceangal ris na mìltean de dhaoine ann an Alba agus thall thairis tro thachartasan air an Lìon. Tha àireamh luchd-cleachdaidh Duolingo (mu 400k) a' sealltainn cho mòr agus a dh'fhaodadh am margadh a bhith. Is e an dùbhlan a bhios ann an ìre de phàirteachadh air-loidhne a dhèanamh mar bharrachd tadhail agus teachd a-steach ann an coimhearsnachdan na Gàidhlig.

Planaichean Gàidhlig agus Ìre Nas Luath de dh'Fhàs

A' cleachdadh dealbh VisitScotland, tha am Bòrd air na rùintean anns na Planaichean Gàidhlig aig mu fhichead bhuidheann a thoirt còmhla ann an còig sruthan-obrach. Tha seo a' toirt ìre nas àirde de cho-òrdanachadh airson tionnsgnadh INLA agus mar a sheallas e ris na cothroman is na dùbhlanan as motha do bhuidhnean poblach a' lìbhrigeadh airson fàs na Gàidhlig. Is e an ath cheum an dealbh mi Ìre Nas Luaithe de dh'Fhàs a thoirt a-steach ann am barrachd is barrachd roinnean-riaghaltais agus bhuidhnean poblach. Nì seo cinnteach gun tèid Gàidhlig a thoirt a-steach ann an raon nas fharsainge de phoileasaidhean.

Luchd-obrach

Cuspair a nochd uair is uair sa dà chruinneachadh mu dheireadh aig Battleby b' e am feum a tha ann fàs a thoirt air luchd-obrach na Gàidhlig gus am bi àireamhan gu leòr de luchd-labhairt teòma ann gus am fàs air iarrtas air seirbheisean a sholar. Tha caochladh thionnsgnaidhean ann, gu sònraichte mu phreantasachdan, gus solar a mheudachadh. Rùn com-pàirteachas ann am Foghlam Tro Mheadhan na Gàidhlig aithneachadh tro uidheamachadh no tro theisteanas. Tha e deatamach gun tèid tionnsgnadh Dealbhachadh is Aithisg Ghàidhlig nan Àrd-sgoiltean, air a bheil tuairisgeul gu h-ìseal, a thoirt gu buil.

Fiosrachadh Ùr mu na Sruthan-obrach

Is iad na gnèithean bunaiteach a tha air a bhith ann de dh'obair a' Bhùird anns na còig sruthan-obrach aithnichte ann an Ìre Nas Luatha de dh'Adhartas:

Fastadh is Gleidheadh Thidsearan

- Co-obrachadh le GTCS gus "*So you want to teach in Gaelic*" a chur ri chèile agus an suirbhidh a chaidh a dhèanamh le gach tidsear clàraichte, às an tàinig mar thoradh 922 de fhreagairtean air a' chiad tharraing
- A' toirt comhairle do GTCS agus Oilthigh Shrath Chluaidh mu leasachadh chùrsaichean a chuireas barrachd lìbhrigidh de dh'fhoghlam luchd-ionnsachaidh Ghàidhlig air chomas air feadh na h-Alba
- Chaidh dà Cho-labhairt Thidsearan Ùra a thoirt seachad air an Lìon, aig an robh 48 tidsearan-probhaidh an làthair
- Maoineachadh ullachadh gus am b' urrainn do thriùir luchd-teagaisg uidheamaichte fàs fileanta tro chùrsaichean-bogaidh làn-thìde agus gluasad bho phuist Bheurla gu puist Ghàidhlig (Na h-Eileanan Siar)
- Thòisicheadh air co-obrachadh anns a' Ghiblean le ADES/GLAN gus *Senior Phase planning* a leasachadh, a bheir leis dealbhachadh-feabhais ann an innleachdan aithisgean bliadhnail ann am Foghlam Gàidhlig, às an tig dealbhachadh luchd-obrach nas fheàrr, goireasan nàiseanta agus amas anns an ùine fhada gum faigh a' chlann-sgoile uile ann am Foghlam Gàidhlig teisteanas airson sgilean Gàidhlig.

Ionnsachadh is na Meadhanan Didseatach

- Brannd aithnichte a chruthachadh airson taic air-loidhne ri clann-sgoile ann am Foghlam Gàidhlig #Cleachdiaigantaigh. Tachartasan air-loidhne air an lìbhrigeadh gu 2,000 neach òg air a' char as lugha agus gnìomhan an cois foghlam na sgoile sna Tràth-bhliadhnaichean, sa Bhun-sgoil agus san Àrd-sgoiltean bho thàinig glasadh an t-sluaigh
- Co-obrachadh le Comhairle nan Eilean Siar air leasachadh ullachadh nàiseanta na Gàidhlig air an Lìon.

Cleachdadh agus Taic Luchd-ionnsachaidh, Com-pàirteachas

- Nochdadh agus toirt a-steach sgeama #Cleachdi a chuireas air chomas bhuidhnean agus dhaoine gu bheil iad nan luchd-labhairt Gàidhlig (16,000 de mhìrean air an sgapadh air feadh an t-saoghail ann an 6 mìosan)
- Modal iarraidh agus a thòiseachadh a chuireas air chomas do luchd-ionnsachaidh measadh a dhèanamh air càite bheil iad air an t-slighe gus an cànan ionnsachadh agus na h-ath cheumannan a dhealbhachadh
- Ag obair le MG ALBA agus Sabhal Mòr Ostaig gus cùrsa nàiseanta Gàidhlig do luchd-ionnsachaidh a chur ri chèile mar phàirt de *Speak Gaelic*
- Ag obair leis an Oilthigh Fhosgailte air cùrsa goirid fheuchainn do luchd-teagaisg a' tòiseachadh
- Maoineachadh (£45k sa bhliadhna) airson dreuchd Manaidsear Ionnsachaidh do LearnGaelic.scot

Margadh agus Eaconamaidh na Saothrach

- Tha taobh Gàidhlig air Plana Tasgadh Sgilean (air a' Ghàidhealtachd agus anns na h-Eileanan), a ciallachadh gu bheil Gàidhlig a' tighinn am bàrr ann an dealbhachadh luchd-obrach air a' Ghàidhealtachd agus anns na h-Eileanan tron cheangal leis a' Bhòrd

- A’ maoineachadh an stuth-ionnsachaidh Ghàidhlig do luchd-preantasachd agus greisean-obrach ann am Foghlam na Gàidhlig aig Comhairle nan Eilean Siar, agus ceannas-spòrs aig Comhairle nan Eilean Siar agus Comhairle na Gàidhealtachd
- A’ maoineachadh bhuidhnean-obrach ann an leasachadh ceannais is iomairt, air a lìbhrigeadh le Acadamaidh Iomairt Shòisealta sna h-Eileanan Siar
- A’ chiad neach-preantasachd Gàidhlig air ceumnachadh fhastadh

Coimhearsnachd

- Cuidichidh obair a bharrachd le Comhairle nan Eilean Siar agus Riaghaltas na h-Alba air cairt a nochdas na nì na diofar bhuidhnean (poblach agus san treas roinn) sna h-Eileanan Siar ris a’ Ghàidhlig anns a’ choimhearsnachd.

Seisean Fosgailte| Open Session
Cuspair 14

A' freagairt ri	Coinneamh a' Bhùird-stiùiridh
Ceann-latha na Coinneimh	23/09/20
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	14

Tiotal a' Phàipeir	Plana Cànain Nàiseanta Gàidhlig	
Moladh do Bhuill	Ri aontachadh	
Neach labhairt:	Daibhidh Boag, Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Sgioba-stiùiridh	11/09/20	Ri aontachadh
Pàipear-taice air a cheangal ris	PT1 – Clàr-ama PCNG 2023-28	

1.0	**Adhbhar**
1.1	Airson fiosrachadh a thoirt dha na Buill air dreachd clàr-ama airson Plana Cànain Nàiseanta Gàidhlig 2023-28 a thoirt air adhart.
2.0	**Cùl-fhiosrachadh**
2.1	Fo Achd na Gàidhlig (Alba) 2005, tha dleastanas air Bòrd na Gàidhlig gus am Plana Cànain Nàiseanta Gàidhlig (PCNG) fhoillseachadh suas ri gach 5-bliadhna. Chaidh am fear a th' ann an-dràsta fhoillseachadh anns a' Mhàrt 2018 agus feumar an ath fhear an ath fhear fhoillseachadh tràth sa bhliadhna 2023.
2.2	Feumaidh Bòrd na Gàidhlig am PCNG a sgrìobhadh agus an uair sin a chur gu Ministearan na h-Alba airson aonta. Thathas den bheachd gun feum an dreachd mu dheireadh aig Bòrd na Gàidhlig a bhith deiseil as t-Samhradh 2022. Tha an clàr-ama ann am PT1 stèidhichte air a' cheann-ùidhe seo.
3.0	**Prìomh Aithris/Fiosrachadh**
3.1	Tha gèarr-iomradh air na diofar ìrean cudromach, air a' phròiseas riaghlaidh agus air a' chlàr-ama ann am PT1.
3.2	**Ìre 1 – Ullachadh (Dàmhair 2020 – Cèitean 2021)** Thathas a' moladh gum bi dà phròiseas fa leth ann aig an ìre seo:- 1) Bidh Bòrd na Gàidhlig a' bruidhinn ri diofar luchd-ùidh mu na prìomhachasan a tha cudromach dhaibh mar bhunait airson na h-obrach seo. Fo sgèith Achd na Gàidhlig (Alba) 2005, feumaidh Pàrlamaid na h-Alba a bhith mar phàirt den obair ullachaidh. 2) Thathas an dùil gun cuir Bòrd na Gàidhlig coimisean air dòigh gus lèirmheas neo-eisimeileach a dhèanamh air adhartas leis a' Phlana Cànain Gàidhlig 2018-23 gu ruige seo agus thèid pàipear air beulaibh a' Chomataidh Poileasaidh is Ghoireasan air 27 Dàmhair 2020 le dreachd speac agus buidseat.

3.3 **Ìre 2 – Dreach 1 (Màirt – Lùnastal 2021)**

Thathas ag amas a' chiad dreachd a sgrìobhadh le iomradh air na pìosan obrach aig ìre 1 gu h-àrd, leis an dùil gun tèid seo air beulaibh a' Bhùird-stiùiridh san t-Sultain 2021 airson aonta, mus tèid e a-mach gu co-chomhairle phoblach.

3.4 **Ìre 3 – Co-chomhairleachadh poblach (Dàmhair – Dùbhlachd 2021)**

Tha dleastanas air Bòrd na Gàidhlig fo Achd na Gàidhlig (Alba) 2005 gun tèid an dreachd PCNG tro phròiseas co-chomhairleachaidh poblach airson co-dhiù 3 mìosan. Thathas an dùil gur e ceisteachan agus coinneamhan poblach air-loidhne na dòighean as freagarraiche gus seo a chur air dòigh cho math ri coinneamhan eile le daoine an làthair far a bheil sin iomchaidh.

3.5 **Ìre 4 – Dreach 2 (Faoilleach – Lùnastal 2022)**

Bidh an dreach seo gu mòr stèidhichte air na beachdan a thàinig troimhe bhon cho-chomhairleachadh phoblach, leis an dùil gun tèid an dàrna dreachd air beulaibh a' Bhùird-stiùiridh sa Chèitean 2020. Ma tha am Bòrd-stiùiridh ag aontachadh ris an dreachd seo, thèid e an uair sin air adhart gu Riaghaltas na h-Alba, a' sireadh aonta bho Mhinistearan na h-Alba.

Bidh againn ri measaidhean a dhèanamh aig an ìre seo air a) Buaidh air na h-Eileanan fo sgèith Achd nan Eilean agus b) Buaidh air co-ionannas

3.6 **Ìre 5 – Riaghaltas na h-Alba (Ògmhios 2022 air adhart)**

Thathas an dùil gum bi dreachd foirmeil aig Riaghaltas na h-Alba as t-Samhradh 2022, a' sireadh aonta bho Mhinistearan na h-Alba. Fo sgèith Achd na Gàidhlig (Alba) 2005, tha suas ri 6 mìosan aig Ministearan na h-Alba gus am plana aontachadh no airson tilleadh le molaidhean airson atharrachaidhean. Ma tha atharrachaidhean a dhìth, bidh aig Bòrd na Gàidhlig ris a' phlana a chur air ais gu Riaghaltas na h-Alba a-rithist agus tha suas ri 3 mìosan aig Ministearan na h-Alba airson aontachadh ris a' phlana, no am plana fhoillseachadh mar a tha iad ga h-iarraidh.

3.7 **Ìre 6 – Foillseachadh**

Chan eil ceann-là stèidhichte airson seo air sgath 's gun feum ìre 5 gu h-àrd a bhith dèanta mus tachair seo. Thathas an dùil ge-tà, gum bi seo a' tachairt tràth ann an 2023.

3.8 **Buidheann-obrach PCNG#4**

Tha iomradh ann am PT1 cuideachd air buidheann-obrach, le clàr-ama airson choinneamhan. Thathas a' sùileachadh gun tèid a' bhuidheann seo a' stèidheachadh cha mhòr as bhad, le Cathraiche agus Ceannard Bhòrd na Gàidhlig agus le Ceann Sgioba na Gàidhlig aig Riaghaltas na h-Alba nam buill, le taic bho oifigearan eile aig Bòrd na Gàidhlig agus Riaghaltas na h-Alba far a bheil sin iomchaidh. Bidh dleastanas air a' bhuidhinn-obrach seo gus sùil a chumail air a' phròiseas uile-gu-lèir agus airson dearbhadh gu bheil dreach 1 agus dreach 2 deiseil mas tèid iad air beulaibh a' Bhùird-stiùiridh. Bidh e ceadaichte dhaibh cuideachd, taic fhaighinn bho eòlaichean bho thaobh a-muigh na buidhne airson pìosan den phròiseas agus/no cuspairean diofraichte.

4.0	**Moladh**
4.1	Gum bi Buill a' Bhùird-stiùiridh a' gabhail fa-near dhan fhiosrachadh anns a' phàipear seo.
4.2	Gun tèid aontachadh ris a' phròiseas agus ris a' chlàr-ama anns a' phàipear seo agus ann am PT1.
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**

Chan eil buaidh ionmhasail ann an ìre seo ach tha tuairmse air cosgaisean gu h-ìosal. Bidh tòrr a' crochadh air an ìre de choinneamhan aghaidh-ri-aghaidh a bhios ann mar phàirt den phròiseas. Ma tha na coinneamhan air fad air-loidhne, bidh na cosgaisean gu math nas ìsle.

			Bliadhna Ionmhais	
			2020-21	2021-22
Ìre 1 Ullachadh	Còmhraidhean le luchd-uidh	£5,000	£5,000	£0
	Lèirmheas air PCNG 2018-23	£30,000	£24,000	£6,000
Ìre 2 Dreach 1 (D1)	Taic sgrìobhaidh is dealbhachaidh	£5,000	£2,500	£2,500
Ìre 3 Co-chomhairle phoblach	Coinneamhan poblach aghaidh-ri-aghaidh	£5,000	£0	£5,000
Ìre 4 Dreach 2 (D2)	Taic sgrìobhaidh is dealbhachaidh	£5,000	£0	£5,000
Ìre 5 Riaghaltas na h-Alba		£0	£0	£0
Ìre 6 Foillseachadh	Dealbhachadh	£3,000	£0	£3,000
	100 lethbhreac cruaidh	£1,000	£0	£1,000
Buidheann-obrach	12 x coinneamhan	£6,000	£2,000	£4,000
Cosgaisean eile (Contingency)		£5,000	£500	£4,500
Gu h-iomlan (tuairmse)		**£65,000**	**£34,000**	**£31,000**

5.2	**Buaidhean air Luchd-obrach**

'S e fear de na dleastanasan as motha a th' air Bòrd na Gàidhlig a bhith a' sgrìobhadh a' Phlana Cànain Nàiseanta Ghàidhlig agus bidh seo a' toirt buaidh mhòr air luchd-obrach na buidhne. Tha e cudromach gum bi luchd-obrach na buidhne a' faighinn ùine gu leòr agus taic gu leòr bho thaobh a-muigh na buidhne far a bheil sin a dhìth gus an dleastanas seo a thoirt air adhart mar bu chòir.

5.3	**Buaidhean air Trèanadh**

Chan eil aig an ìre seo ach tha e cudromach gum bi trèanadh ann dhan sgioba far a bheil sin a dhìth tron phròiseas seo.

5.4	**Ceanglaichean ri Amasan Ro-innleachdail agus Corporra**
	Leis gu bheil an dleastanas seo air Bòrd na Gàidhlig fo sgèith Achd na Gàidhlig (Alba) 2005, ’s e pròiseact deatamach a th’ ann gus an Achd seo a chur an gnìomh. Dh’fhaodadh tu argamaid a dhèanamh gur e seo an gnìomh as ro-innleachdaile a th’ aig a’ bhuidhinn. Ann am Plana Corporra 2018-23 tha sinn a’ cantainn gur e fear de na prìomh dhleastanasan air Bòrd na Gàidhlig a bhith “Ag ullachadh a’ Phlana Cànain Nàiseanta Ghàidhlig agus a’ co-òrdanachadh coileanadh a’ Phlana sin.” Bidh aig Bòrd na Gàidhlig ri Plana Corporra 2023-28 ullachadh, le ceanglaichean làidir ri PCNG 2023-28 airson sealltainn mar a bhios sinn a’ cur a’ Phlana Nàiseanta ùir an gnìomh.
5.5	**Ceanglaichean ris an Fhrèam-obrach Coileanaidh 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	☒	Clann	☒
Cultar	☒	Coimhearsnachdan	☒
Àrainneachd	☒	Bochdainn	☒
Slàinte	☒	Eadar-nàiseanta	☒
Foghlam	☒	Eaconamaidh	☒
Gnothachasan soirbheachail is ùr-ghnàthach	☒		

5.6	**Buaidhean air Cliù**
	Mar fhear de na prìomh dhleastanasan air Bòrd na Gàidhlig fo sgèith Achd na Gàidhlig (Alba) 2005 tha e cudromach airson cliù na buidhne gun ullaich sinn PCNG 2023-28 a tha a’ gabhail a-steach nam prìomhachasan aig luchd-labhairt na Gàidhlig agus a bhios a’ toirt stiùir soilleir do leasachadh a’ chànain thairis air na bliadhnaichean ri thighinn. Tha e cudromach cuideachd gum bi sinn a’ coileanadh an dleastanas seo a rèir a’ chlàir-ama a tha stèidhichte anns an Achd.
5.6	**Buaidhean air Slàinte is Sàbhailteachd**
	Chan eil gin ann.
5.7	**Buaidhean Laghail**
	Tha dleastanas reachdail air Bòrd na Gàidhlig fo sgèith Achd na Gàidhlig (Alba) 2005 gus am Plana Cànain Nàiseanta Gàidhlig ullachadh.
5.8	**Buaidhean air Co-ionannas**
	Bidh againn ri measadh a’ dèanamh air a’ bhuaidh air co-ionannas aig ìre 4 – Dreachd 2.

Oifigeil is Dìomhair | Official Sensitive

Seisean Dùinte | Closed Session
Cuspair 14

PCNG 2023-28
Clàr-ama

	Bliadhna	2020				2021												2022												2023
	Mìos	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Ìrean																														
1	Ullachadh		Còmhraidhean le luchd-ùidh																											
						PCNG#3 - Lèirmheas																								
2	Dreach 1 (D1)							Sgrìobhadh D1																						
3	Co-chomhairle phoblach														Co-chomhairle															
4	Dreach 2 (D2)																	Sgrìobhadh D2												
5	Riaghaltas na h-Alba																						Riaghaltas na h-Alba							
6	Foillseachadh																													
Riaghladh																														
Buidheann-obrach PCNG#4													D1								D2									
Coinneamhan a' Bhùird-stiùiridh														D1								D2								

Seisean Fosgailte | Open Session
Cuspair 15.1

A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	23/09/2020
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	15.1

Tiotal a' Phàipeir	Am Plana Leasachaidh	
Moladh do Bhuill	Airson Fiosrachadh *	
Neach labhairt:	Jennifer Gilmour, Cathraiche, Buidheann Stiùiridh a' Phlana Leasachaidh	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
A' Chomataidh Sgrùdaidh is Dearbhachd	27/08/2020	Airson Fiosrachadh
Pàipear-taice air a cheangal ris	Eàrr-ràdh A – Am Plana Leasachaidh	

1.0	**Adhbhar**
1.1	Tha am pàipear airson fios às ùr a thoirt don Bhòrd-stiùiridh mu chur an gnìomh a' Phlana Leasachaidh.
2.0	**Cùl-fhiosrachadh**
2.1	Tha Plana Leasachaidh air a bhith aig Bòrd na Gàidhlig on Iuchair 2019. Bidh Buidheann Stiùiridh a' Phlana Leasachaidh a' coinneachadh gu cunbhalach is bidh iad a' beachdachadh air adhartas agus bidh a' Bhuidheann a' toirt aithisgean don Chomataidh Sgrùdaidh is Dearbhachd, agus don Bhòrd-stiùiridh.
3.0	**Prìomh Aithris/Fiosrachadh**
3.1	n/a
4.0	**Moladh**
4.1	Thathar ag iarraidh air a' Bhòrd-stiùiridh a bhith a' deasbad an fhiosrachaidh a tha sa phàipear.
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**
	Chan eil gin
5.2	**Buaidhean air Luchd-obrach**
	Chan eil buaidh san aithisg fhèin ach tha na gnìomhan sa Phlana a' bualadh gu mòr air an luchd-obrach, gu sònraichte a thaobh conaltradh, leasachadh is trèanadh
5.3	**Buaidhean air Trèanadh**
	Chan eil trèanadh ag èirigh san aithisg fhèin ach tha trèanadh is leasachadh cudromach sa Phlana.
5.4	**Ceanglaichean ri Amasan Ro-innleachadh agus Corporra**
	Amas Chorporra: 4 Gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige.
5.5	**Ceanglaichean ri Frèam-obrach Coileanaidh Nàiseanta**
	Chan eil
5.6	**Buaidhean air Cliù**
	Tha e cudromach gu bheil am Bòrd a' sealltainn gu bheil e a' dèanamh adhartas agus *'s* e aon dòigh sin a dhèanamh tron Phlana Leasachaidh.
5.7	**Buaidhean air Slàinte is Sàbhailteachd**
	-
5.8	**Buaidhean Laghail**
	-
5.9	**Buaidhean air Co-ionannas**
	-

Actions in progress

No.	Purpose	Recommendation	1-Done 2-In Progres 3-Not starte	Priority	Responsible Officer	Timeframe	Update on Progress	KPI/Expected Outcome	Impact (to be discussed at LT meeting)
3	**Workforce**	**3.** In order to improve the clarity, consistency and collaboration of leadership, actions identified in the ongoing Harvey McMillan review should be considered by the sub-group for inclusion in this action plan. This should include the results of a review of the management structure within Bòrd na Gàidhlig against its remit, with any recommended changes actioned with clear roles and responsibilities laid out for each position.	**2**	**M**	Chair of the Improvement Plan sub-group	To be considered by 31/12/2019	Review of Leadership Team roles was considered by LT in January 2020. Job roles, skills and capabilities are being reviewed by external change management support. This work is ongoing. The departure of the Head of Corporate Services meant that it is being reviewed and revised by the change management advisor and actions will be forthcoming from her work. **10/08/2020** This will be replaced in the new Improvement Plan (IP) by an action around the effectiveness of the leadership team and the development of leadership and resilience of the leadership team.	Staff and board reporting back that SMT is working collaboratively – 31/3/2020	03.08.2020 There have been a number of changes both in terms of operations and practices which have increased the collaborative working across the organisation. These have included the creation of more middle management roles; there is now a recognised managers' group and they participate in the monthly leadership team meetings in discussions on key corporate documents; papers for committees and board are considered collectively by leadership team.
4	**Workforce**	**4.2 (2)** Ensuring training is arranged to meet these needs across the organisation	**2**	**H**	Operations Manager	Officer to be appointed by 15/08/2019	Training Plan developed. Plan was approved by the Leadership Team on 06/11/2019 and updated version reviewed on 13/02/2020. This was circulated to all staff and submitted to the board on 26/02/2020. Due to COVID-19, there has been a delay in progressing some training. However, where possible, alternative means of delivering training and learning are being sought. **10/08/2020** 4.2, 4.4 and 4.5 will all be continued in the new Improvement Plan as training and development systems will be an area for development ensuring that systems are focused on training and development required; that training achieves its purpose; and the training system is effective. This will include the plan/act/review/report cycle.	Additional resource working with SMT to deliver transformational change; by 30/4/2020, board, SMT and staff all provide evidence of significant change	There has been a substantial programme of training and development delivered on a wide range of topics and skills. However, more remains to be implemented and so the priority remains on this area of work. 29.07.20 The appointment of a new HR service provider, who is currently working with the organisation on change management, will help deliver this programme of work.
4	**Workforce**	**4.4 (4)** Reporting, on at least an annual basis, to the Board or Committee as appropriate, on the amount of training (hours per person) undertaken in the year (broken down by Board members and staff) and the amount spent on training (including comparatives). This report should include an assessment of the needs identified in the year and how these were addressed and where any needs were not addressed in the year, why this was appropriate (e.g. prohibitive cost) or what other action will be taken to address this going forward. **4.5 (5)** Confirming to the Board on an annual basis that every Board member and member of staff had a specific development plan in place for the year being reported on SMT may require the training manager to report on the above on a more frequent basis. This recommendation takes cognisance of the role of the line manager for identifying training needs and evaluating the effectiveness of training and does not propose to replace that.	**2**	**H**	Operations Manager	Officer to be appointed by 15/08/2019	It had been anticipated that the Training Coordinator would compile a report in April 2020 on costs, benefits and impact and that this would be reported to the board in June 2020. However, due to COVID-19 this work is not able to be progressed as planned. The recent appointment of the Operations Manager will strengthen the T&D systems including evaluation due to her own knowledge and skills in this area of work. A high-level report was submitted to the board on 27/05/2020	Report to the Board in June 2020 of training planned, undertaken and impacts, plus further training required.	29.07.20 The appointment of a new HR service provider, who is currently working with the organisation on change management, will help deliver this programme of work.

No.	Purpose	Recommendation	1-Done 2-In Progres 3-Not starte	Priority	Responsible Officer	Timeframe	Update on Progress	KPI/Expected Outcome	Impact (to be discussed at LT meeting)
	Workforce	Develop a culture of recognition (Skills for Growth recommendation)		**H**	Ceannard	Sept 19 Next measured Staff survey April 2021	Staff Conference, with series of workshops, held at Sabhal Mòr Ostaig on 24 & 25 April 2019. Date has been confirmed for 2020 conference. Further input on suggestions for this at staff meeting 30/7/19 and will link to Actions 6, 12 and 15. The second staff conference was held on 22 & 23 April 2020. It had been planned to take place in Dundee but was held online due to COVID-19. It included a wide range of sessions, including increasing your mental health and resilience; health and safety for working at home; Faster Rate of Progress; Budgets; Improvement Plan; Training and Development policy and practice; increasing resilience as well as yoga, quiz, photo competition and a final ceilidh. **10/08/2020** This theme will continue in the new IP but will be expressed in a more meaningful way and with a KPI linked to the staff survey. Employee engagement will be a key part of the new IP.	Introduce an annual staff conference; consider team and social events	03.08.2020 Progress across all five areas of staff survey in 2020 survey; Regular programme of informal all-staff get-togethers (Dè tha Dol & cùpa còmhla); more formal get-togethers (Dè tha Dol; quarterly training sessions scheduled) Team meetings happening on a regular basis
	Workforce	Strengthen recruitment & selection and onboarding and integration of all new employees.	**2**	**M**	Ceannard	Feb 20	New induction pack being developed as part of Graduate Apprentice's course work	Staff retention; employee engagement – having experienced positive recruitment and selection and on-boarding.	03.08.2020 The impact of the revised induction pack will be tested through the onboarding of two anticipated new appointments who will both be working from home.
35	**Governance & transparency**	**35.1** A systematic, holistic review of the governance arrangements in the organisation needs to be carried out (by Internal Audit or an external organisation) to ensure that these remain appropriate for the organisation, in line with best practice and set up for continuous improvement. Any recommendations arising from this review should be added to this improvement plan.	**2**	**H**	Ceannard	Review to be commenced by 31/03/2020	Review of governance included in annual internal audit plan agreed by ARMC on 14/08/19. Review has been carried out in December 2019. It was agreed by the auditors at Audit & Assurance Committee (A&AC) (06/02/2020) that internal audit recommendations would not be included in this Improvement Plan but be recorded and monitored through the Audit recommendations chart which is overseen by the A&A Committee. **10.08.2020** A complete governance review (structure, ToRs, workplans, officers' responsibilities, timescales, etc) is part of the Internal Audit Plan 20/21 agreed by Audit & Assurance Committee on 7/5/2020; and the review is scheduled for w/c 28/9/2020. This will provide a year's worth of meetings etc since the committee structure was revised.	Complete governance review carried out and areas for change identified and actioned by 30/6/2020.	Internal audit carried out a review in December 2019. It was rated Substantial (2nd highest ranking). Recommended that this review at a more in-depth level is repeated by internal audit in 20/21 to verify improvements recommended have been made
13a	**Governance & transparency**	Develop a 5-year ICT strategy (Skills for Growth recommendation)	**2**	**H**	Operations Manager (**since May 2020)**	Feb-20	**10.08.2020** The ICT strategy is being considered by the Policy and Resources Committee on 24.08.2020	Clear direction for how BnG will develop its use of ICT to develop the organisation.	03.08.2020 The strategy was developed by a working group of officers which enabled different perspectives to influence its direction; and increase use of people's skills across the organisation.
40	**Financial Management**	**40.1** Bòrd na Gàidhlig should have a detailed, standalone annual budget other than the MTFP. This annual budget should make clear links to the MTFP and the impact the budget has on the funding gaps identified in the MTFP.	**2**	**M**	Head of Finance	31/03/2020	Detailed budget for 2020/21 and subsequent 4 years and MTFP were approved by the board on 26/02/2020.	The budget makes direct links to individual themes, not just overall aims, in the Corporate Plan and	This identified funding gaps and allowed the links to the MTFP and the budget impacts to be identified.

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		40.2 Bòrd na Gàidhlig needs to ensure it makes clear links to the Corporate Plan in its budget. There should be an analysis of how the budget links in quantitative terms to the priorities set out in the Corporate Plan.					Analysis of development funding is based on the 3 outward-facing priorities in the corporate plan (using, learning and promoting Gaelic). The running costs budget is aligned to the 4th priority – BnG develops how it works. In addition, there is already an analysis of staffing costs according to role function which can form part of this detail. **27.07.20:** The Corporate Plan Priorities will be linked to budget lines in the revised budget being submitted to CPG	individual actions in the Operational Plan	
41	**Financial Management**	**41.** The budget needs to consider the outcomes it aims to achieve in the year. There should be information of the outcomes the organisation expects to be progressed (and to what extent) by the budget, to enable Board members to assess to what extent budgetary decisions are impacting on outcomes achieved. This can be addressed to some degree by linking the budget to the Operational Plan, which is in turn linked to the Corporate Plan which then addresses outcomes.	**2**	**M**	Head of Finance	31/03/2020	Detailed budget for 2020/21 was approved by the board on 26 February 2020. Further development will be made linking budget lines to the Actions in corporate plan.	The budget makes direct links to individual themes, not just overall aims, in the Corporate Plan and individual actions in the Operational Plan	
43	**Value for Money**	**43.1** Before entering any further multi-year agreements, Bòrd na Gàidhlig should:(1) Carry out a wider stakeholder consultation on the revised approach to grant funding and assess the potential impact on wider Gaelic organisations and the wider Gaelic community	**2**	**H**	Director of Language Planning & Community Development	31/03/2020	From 1st April 2020, Bòrd na Gàidhlig entered the 2nd year of the 3-year agreements. No new agreements have been established. It is expected that new agreements will be in place from 1st April 2022 onwards. The team are discussing how these agreements will take into consideration wider stakeholder consideration. It is expected that initial work will commence in Summer 2020. **10.08.2020** This will be carried forward to new IP with the wording 'When preparing for the next expected multi-year agreements, BnG should carry out .....”	Process in place to support the new round of 3-year agreements which allows stakeholders to share their views with the Bòrd	Useful discussions have taken place as to how this can be successfully implemented. The stakeholder survey carried out in May 2019 demonstrated the high level of satisfaction with BnG work.
45	**Governance & transparency**	Preparation of desktop instructions for the preparation and distribution of board and committee papers. (SO22) Develop desktop instructions for the appropriate provision of translation at meetings. (SO10) Further development of the verification checklist to include a line for date for distribution of documents. (SO22)	**2**	**M**	Office Manager	15/05/2020	27.07.2020 The Administration team has been developing these. **10.08.2020** Any incomplete actions from here should be carried forward into the board action log.	Easy to follow information available for all staff involved in this work; consistent approach to delivery.	27.07.2020 There has been greater direction from Administration team to all those involved in preparation of papers for meetings about timescales and content.
46	**Governance & transparency**	Further training on standing orders for staff to ensure compliance. (SO 10, 22 and 57)	**2**	**H**	Ceannard	15/05/2020	27.07.2020 The Operations Manager has been leading sessions with the Administration team using CIPFA training materials on good governance.	Reduced number of non-compliance issues relating to standing orders	27.07.2020 Good discussions about the impact of effective administration on contributing to good governance.

ACTIONS COMPLETED BUT MONITORING/FURTHER WORK REQUIRED

No.	Purpose	Recommendation	1-Done 2-In Progres 3-Not starte	Priority	Responsible Officer	Timeframe	Update on Progress	KPI/Expected Outcome	Impact (to be discussed at LT meeting)
2	**Governance & transparency**	**2.1** Discussions should be had with the Scottish Government Sponsor Division for the appointment of temporary support at a senior level in the organisation (at or above SMT level) to ensure there is sufficient capacity and expertise to implement this action plan. The appointed person should have change management expertise to support the implementation of change. 2.2 If not, Bòrd na Gàidhlig should ensure that it obtains change management expertise from elsewhere (e.g. consultancy). This support can be either internal or external and can be either part-time or full-time, depending on the approach considered most appropriate by Bord na Gàidhlig and the Scottish Government.	**1**	**H**	Ceannard	Discussions to be commenced by 12/07/2019	27.07.2020 The support package now comprises senior level coaching support plus HR service which is geared towards delivering change management at all levels. **10.08.2020** The options for delivering change were reviewed and it was concluded that it was preferred to develop individuals through external support, rather than bringing in external support to deliver the change. The support to do this included change management expertise from Harvey McMillan; and a range of advice from SNH on systems relating to the content of the IP, learning and development systems, and administrative systems. Individual board member support for Interim Chair and Chair of Audit & Assurance Committee had been agreed but overtaken by circumstances.	Additional resource working with SMT to deliver transformational change; by 30/4/2020, board, SMT and staff all provide evidence of significant change	Provision of advice on change management from existing SLA is proving invaluable. In addition, transformational change is being implemented through increased capability in the board and leadership team plus better governance structures are streamlining decision-making and increasing focus on priorities. 27.07.2020 Additional coaching support is in place which is looking at high-level direction. The existing change management expert will be providing our HR service from 1/8/2020 which will further integrate change management at all levels of the organisation.
4	**Value for Money**	**4.1** A specific officer within Bòrd na Gàidhlig should be given responsibility for: (1) Collating identified individual training needs **4.3 (3)** Collating feedback on training. The training manager should ensure that feedback is received for all training and report to the SMT and Board (as below) on instances where feedback was not provided (and why)	**1**	**H**	Ceannard	Officer to be appointed by 15/08/2019	Overall responsibility for training and development strategy and planning within the organisation currently lies with the Ceannard. An officer has taken on responsibility for co-ordinating the arranging of training and ensuring collation of evaluation. At the staff conference on 22/23 April 2020, a training session was held on the training and development policy and processes to increase understanding.	Report to the Board in June 2020 of training planned, undertaken and impacts, plus further training required.	Training evaluation is being undertaken systematically. **27.07.2020** This is an area which needs further development. The change management expert is going to be working with Operations Manager on this area and will provide support through the HR service provision.
22	**Governance & transparency**	A business case should be prepared by Bòrd na Gàidhlig for discussions with the Sponsor Division on the amending of the running costs cap currently in place (moving amounts allocated for development costs to running costs), particularly in the short term (2019/20 and 2020/21), to enable Bòrd na Gàidhlig to incur the additional spend required to address the actions in this improvement plan. Costs will be higher in the short-term due to the remedial training required, the short-term use of consultants and the requested appointment of a high-level support by the Scottish Government.	**1**	**H**	Ceannard (with Head of Finance)	Business case to be developed by 23/12/2019 (following Harvey McMillan review)	A business case was made to Sponsor Division to amend the running costs cap for the year 2019/20, and that was approved. 27.07.2020 Board decision in May 2020 to pause progressing the business case due to COVID-19.	Business case presented to SG in January 2020.	Increased clarity of direction and programme for transformational change in place. This has led to a number of changes in how we work, with more cross-team working taking place, a greater focus around impact (Faster Rate of Progress), and increased communication.
42	**Value for Money**	**42.1** In the annual review of the three-year funding agreements, Bòrd na Gàidhlig should reconsider specifically which elements of the Corporate Plan it expects to be progressed through each three-year funding agreement, and to what extent. **42.2** KPIs - which link back to outcomes, as opposed to outputs as currently included in the agreements - for monitoring of the three year funding agreements should be agreed to improve monitoring of performance and to enable the Board to identify areas of underperformance and take action as necessary.	**1**	**H**	Director of Language Planning & Community Development	31/03/2020	This was considered by the Board at their meeting on 26th February 2020, with information on how each element of the 3-year funding agreements link back to the Corporate Plan. This was considered by the Board at their meeting on 26th February 2020 with the outcomes expected from each 3-year funding agreement highlighted. The paper also used a traffic light system to identify the relative performance of each of the funded organisations.	Clearer outcomes developed in conjunction with partners for 3-year funding agreements and progress against these reported to the Board	The link between the work of the 3-year funded organisations and the Bòrd na Gàidhlig corporate plan outcomes has already been enhanced via discussions held to date.

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43	**Value for Money**	**43.2** (2) When management or the Board are considering applications for [multi-year] grant funding, there should be explicit reference to the history with the applicant: how much they have previously been awarded; what they were expected to achieve; what they actually achieved; how that contributed to Bòrd na Gàidhlig's Corporate Plan, and whether there were any issues in the past. It should not be assumed that management or the Board are aware of these matters, it should be explicitly considered and weigh on the decision-making process	**1**	**H**	Director of Language Planning & Community Development	31/03/2020	There have been no new multi-year grant applications considered by the Board since this recommendation was made. However, this information was presented to Board when they considered approval of the 2020/21 funding as part of the 3-year agreements with delivery partners.	Decision making across the organisation is aided by enhanced background information as to the success or otherwise of applicants to deliver projects in relation to Bòrd na Gàidhlig's priorities.	The importance of value for money as a key consideration for funding has been enhanced.
44	**Value for Money**	**44.1** As part of the annual review of the three-year funding agreements, Bòrd na Gàidhlig should: (1) Consider whether the targets for each body demonstrate a commitment to continuous improvement, as required under the duty to secure Best Value. Where targets do not include an element of improvement, the reason for this should be clearly set out. **44.2** (2) Management should review the effectiveness of the grants awarded to the Main Funded Organisations against grants awarded to other bodies, in order to inform future decision making. This analysis should be updated on an ongoing basis to enable more informed decision making. **44.3** (3) Ensure that the targets set for each body are clear and measurable, with an agreed understanding between BnG and the body receiving [multi-year] funding **44.4** (4) Set out which element of the Corporate Plan each target is expected to progress	**1**	**H**	Director of Language Planning & Community Development	31/03/2020	This was considered by the Board at their meeting on 26th February 2020, with a full review of targets in each 3-year agreement undertaken with the body receiving funding. Many targets were revised to demonstrate continuous improvement and where improvement was not possible, this was clearly set out and accepted. The paper used a traffic light system to identify the relative performance of each of the funded organisations in comparison to each other. This was considered by the Board at their meeting on 26th February 2020, with a full review of targets in each 3-year agreement undertaken with the body receiving funding. This was considered by the Board at their meeting on 26th February 2020, with information on how each element of the 3-year funding agreements link back to the Corporate Plan.	Clearer improvement demonstrated by 3-year funded organisations in relation to the work they do to progress Bòrd na Gàidhlig priorities. Bòrd na Gàidhlig will be able to analyse the success or otherwise of the delivery of projects by organisations in their own right and in comparison with others. Targets in the annual agreements between Bòrd na Gàidhlig and 3-year funded organisations will be as far as possible, specific, measurable and timebound. Clearer outcomes developed in conjunction with partners for 3-year funding agreements and progress against these reported to the Board	Many of the 3-year funded organisations have been able to demonstrate their commitment to securing best value for money by including improved targets for financial year 2020/21. This was a simple methodology which allowed the Board to quickly identify good or unsatisfactory performance. Work to date has helped develop understanding and build communication and relationships between BnG and the partnership organisations. The link between the work of the 3-year funded organisations and the Bòrd na Gàidhlig corporate plan outcomes has already been enhanced.

ACTIONS COMPLETED AND NO MONITORING REQUIRED

No.	Purpose	Recommendation	1-Done 2-In Progres 3-Not starte	Priority	Responsible Officer	Timeframe	Update on Progress	KPI/Expected Outcome	Impact (to be discussed at LT meeting)
1	**Governance & transparency**	**1.1** A formal governance structure to monitor implementation and report to the Board on this action plan needs to be instituted. **1.2** The Board should approve a sub-group being established, consisting of: (1) A Chair, being a member of the ARMC; (2) A staff representative; (3) A representative of the leadership team. It may be considered appropriate to include additional representatives. The sub-group should provide strategic leadership and immediate oversight of implementation, reporting regularly to the ARMC (regularity	**1**	**H**	Ceannard	Sub-group to be identified and provisionally established by 09/07/2019, with Board	This has been prepared for the overarching actions of the Improvement Plan	Successful implementation of the Improvement Plan; measured by number of actions completed each quarter as per planned timescale.	Structure and system in place to ensure continuous improvement. The Steering Group provides direction, scrutiny and challenge as well as independent verification to board, audit & assurance committee and staff that improvement is being progressed. The Steering Group reviewed its modus operandi at its meeting in January 2020

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		and method to be agreed with ARMC). The sub-group should agree amongst themselves how regularly they meet, how they meet and how those meetings are recorded and reported. **1.3** The sub-group should report in the first instance to the ARMC (as sponsors of the report) and to the Board, staff and public as appropriate (to be determined in discussion with the Chair of the ARMC) on progress with the action plan. **1.4** Additions to this action plan should be considered by the sub-group as appropriate. This could include actions arising as a result of reviews included in this action plan and actions arising from other independent reviews. This plan should represent a single, organisation-wide improvement plan and act as a single point of reference for the organisation and public on improvement actions taken by the Board. **1.5** The sub-group should exist for as long as is considered appropriate by the Board. If the sub-group ceases to exist, the Board should ensure that it (or a Committee) still considers on an annual basis an organisation-wide improvement plan, ensuring compliance with the Best Value requirement for continuous improvement. **1.6** Bòrd na Gàidhlig should report a reconciliation of the improvement on an annual basis. This should include the opening amount of actions, the amount of actions implemented (broken down by the amount implemented on time/late), the amount due but outstanding, and the amount of actions added to the improvement plan in the year, reconciling to the amount of actions brought forward. This report should also set out how many actions are expected to be implemented in the coming year. **1.7** As part of monitoring, Bòrd na Gàidhlig should agree desired outcomes as a result of implementing this improvement plan (equivalent to KPIs) which can be monitored to demonstrate whether the agreed actions, when implemented, are having the desired result or whether further action is needed.				approval on 24/07/2019.			and revised some practices. This has led to greater focus on the overall purpose of the Improvement Plan and the key areas of work, moving away from detailed discussion of individual actions implemented. The next stage of the Group's work is to focus more on the impact of the implementation of the Plan as some of the improvements will take time to flow through into identifiable and measurable evidence. 04.06.2020 Verbal feedback from the auditors has been that there has been improvement. There may be further recommendations about development of modus operandi DPSG in the forthcoming ISA260.
2	**Workforce**	**2.3** This discussion should also include the provision of mentorship arrangements for all members of SMT.	**2**	**H**	Ceannard	Discussions to be commenced by 12/07/2019	Mentorship is in place for Ceannard and Director of Language Planning and Community Developments. 10/08/2020 The other two members of Leadership Team advised that they did not wish to use this support.	Additional resource working with SMT to deliver transformational change; by 30/4/2020, board, SMT and staff all provide evidence of significant change	Both Ceannard and Director of Language Planning and Community Developments report that the mentoring is providing valuable advice and support.
4	**Value for Money**	4.5 (5) Confirming to the Board on an annual basis that every Board member and member of staff had a specific development plan in place for the year being reported on SMT may require the training manager to report on the above on a more frequent basis. This recommendation takes cognisance of the role of the	**1**	**H**	Director of Language Planning & Community Development	31/03/2020	04.06.20 Board members have an annual appraisal with the chair and as part of this, they are asked to identify their training and development needs and describe how these will support their work as a board member. All members of staff have a Personal Work Plan (Plana Obrach Pearsanta – POP) and they meet at	All members of staff know what they are expected to achieve and how this fits into the overall work of Bòrd na Gàidhlig and the National Gaelic Language Plan.	Feedback is that the regular POP meetings are effective.

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		line manager for identifying training needs and evaluating the effectiveness of training and does not propose to replace that.					6 weekly intervals to dicuss with their line managers. POPs link closely into the Bòrd's Annual Operational Plan 20/21, which in turn is based on the Bòrd's Corporate Plan 2018-23, linking ultimately to the National Gaelic Language Plan 2018-23. The POP process identifies the training needs of all team members and work on delivering the Bòrd na Gàidhlig training plan continues. The 2020/21 Operational Plan was developed with input from the whole team. Following the recommendations from Internal Audit on strengthening the system, POPs are now stored in People HR and this also records when meetings take place in order to produce a quarterly report for LT to confirm all have participated in POPs.		
5	**Governance & transparency**	**5.** Bòrd na Gàidhlig should establish an Executive Assistant post to work with the SMT. Although the Executive Assistant will provide support to each member of the SMT, it is important a single line manager is appointed for them (although this line manager should not expect the Executive Assistant to work for them, as opposed to the SMT). A clear job specification should be set out so that the Executive Assistant is clear on their role and responsibilities.	**1**	**H**	Ceannard with Head of Finance	Recruitment process to be started by 31/08/2019	Executive Assistant in post and providing support.	Executive Assistant in post and delivering planned outcomes by 31/3/2020	The role of executive assistant is contributing to more effective communications within the organisation and also to external communications.
6	**Governance & transparency**	**6.1** Suggestions for improvement made by staff should be noted in all-staff meetings and considered by SMT at the following SMT meeting. **6.2** Feedback on suggestions should be provided, outlining what actions (if any) will be taken as a result. **6.3** The number of suggestions received, responded to and actioned should be monitored and considered for reporting to the Board or Committee (per recommendation #15). Links to Action 12A (Skills for Growth)	**1**	**M**	Director of Language Planning & Community Development	Process to be instituted for all-staff meetings conducted after 19/07/2019	Since the start of lockdown at the end of March 2020, all-staff meet once a week via Microsoft TEAMS, alternating between a formal and informal session. Monthly TUS/LT meetings continue to take place. Despite lockdown, the staff suggestion box has continued to collect ideas, and these are considered at the monthly SMT meetings. Feedback is distributed to the whole team shortly afterwards. Suggestions and responses to date were reported to Board on 26-02-2019.	Feedback on suggestions circulated to all staff. Suggestion/review/ action loop completed for staff recommendations. A report will be provided to the Board in February 2020.	There is an improved system for making and taking forward recommendations within the organisation.
7	**Governance & transparency**	7.1 The Terms of Reference of the Audit & Risk Management Committee should be reassessed to consider inclusion of monitoring financial planning, performance and reporting. 7.2 As permitted under section 6(2) of the Gaelic Language (Scotland) Act 2005, the Board should consider in discussion with members of the Committee whether the appointment of a non-Board member to the Committee would improve scrutiny and governance of financial matters.	**1**	**H**	Ceannard	14/08/2019 (Committee meeting)	The Audit & Risk Management Committee agreed on 14/08/19 to a revised Terms of Reference which would give the Committee responsibility for monitoring financial planning etc. However, on 12/09/2019 the Board agreed to a new two-committee governance structure, one of which would be a Policy & Resources Committee which would include responsibility for financial planning and reporting. This new Committee held its first meeting on 11/11/2019. 24.04.2020 A new board member has been appointed who has significant public finance, audit and	Responsibility for financial planning, performance and reporting actioned by new Policy & Resources Committee in November 2019	1st meeting of Policy & Resources Committee held on 11/11/19. Financial management papers were on the agenda for this meeting. Improved clarity about financial governance achieved. The 19/20 Internal Audit report of on Financial Governance reported 6 areas of good practice, and made 2 medium priority recommendations. The report was graded Strong (ie highest level).

No.	Purpose	Recommendation	1-Done 2-In Progres 3-Not starte	Priority	Responsible Officer	Timeframe	Update on Progress	KPI/Expected Outcome	Impact (to be discussed at LT meeting)
							governance training and development expertise. He now chairs the Audit & Assurance Committee		
8	**Governance & transparency**	8.1 The Board should hold a formal training and development session to familiarise itself with its responsibilities and the terms of reference of Committees. A presentation on the general responsibilities of Board members, the responsibility of the Chair and Chairs of Committees, and the role of Committees should be provided to the Board. 8.2 Thereafter, the Board should hold at least one development day to feed into specific areas where the Board as a group require further training. The Board should note that it has no authority to instruct the CEO or any member of staff on operational matters. 8.3 Board members should be asked to highlight any areas where further information or training would be helpful.	**1**	**H**	Ceannard	24/07/2019	On Board Training and Consultancy Ltd delivered training sessions to board members, Ceannard & Head of Corporate Services on 24/07/19 on challenging situations for board members in terms of conflicts of interest, handling the media, challenging the SMT, boundaries between strategic and operational activities including how it relates to the role of chairs, committees and the executive. This has been followed up with further information on role of members, chairing meetings, challenging the executive. On Board Training and Consultancy Ltd delivered On-Board training to all members (+ CEO & HofCS) on 31/10/2019 which provided more detailed information and discussion on challenging situations and good practice for addressing them. Training evaluation forms completed by Board members after training sessions and members asked to recommend any other training needs.	Self-evaluation following training on these topics demonstrates board members increased understanding of roles and responsibilities.	Increased understanding of board member roles and responsibilities, ethical standards, accountability, potential conflicts of interest and areas of risk in terms of behaviours which could compromise effective governance. Members completed an evaluation exercise after their training sessions. Further training identified includes training for Audit Committee members on ensuring purposeful challenge and effective scrutiny, and a course for committee chairs on chairing committees effectively.
9	**Value for Money**	9. Any action plans for organisational improvement should be reviewed and outstanding actions condensed into this improvement plan. Bòrd na Gàidhlig should ensure it maintains an organisation-wide improvement plan, updated on an ongoing basis for actions completed and further improvements identified.	**1**	**M**	Head of Corporate Services	14/08/2019 (Audit & Risk Management Committee meeting)	Skills for Growth actions incorporated into 2nd section of the Improvement Plan. Actions which duplicate the Improvement Plan have been removed. Additional actions from the annual audit ISA260 report are also added to this plan.	Improvement Steering Group satisfied that all actions have been incorporated and progress is made.	Feedback from Improvement Steering Group at the meeting on 21/11/19 that they are satisfied that progress is being made.
10	**Governance & transparency**	10.1 Bòrd na Gàidhlig should invite the Commissioner for Ethical Standards in Public Life in Scotland to consider apparent breaches of the Code of Conduct and recommend any action appropriate thereafter. 10.2 The Standards Commissioner should be invited to provide proactive education and training to the Board around upkeeping ethical standards. The Commission could be invited to the development session for the Board recommended at #8.	**1**	**H**	Ceannard	31/07/2019	Commissioner's office provided information relating to the scope of their responsibilities. Contact had been made with Standards Commission for training, but they no longer deliver it due to staff constraints. On Board Training and Consultancy Ltd delivered training sessions to board members, Ceannard & Head of Corporate Services on 24/07/19 and 31/10/2019. The organisation has developed a Conflicts of Interest Policy to support board members and staff to support continuous improvement.	Any action recommended by the Commissioner is actioned and evidence of improvement demonstrated.	Training was delivered by On Board Training and Consultancy in place of Standards Commission. Evaluation as at 8.1 and 8.2. The Internal Audit report on Financial Governance highlighted the declaration of interests as an area of good practice. 04.06.2020 Feedback from board members and LT on the Declaration of Interests Policy was that it is very clear and provides supportive information to ensure compliance with the Code of Conduct.
11	**Financial Management**	11. The revised Risk Management Strategy and general approach to risk management should be included in the Internal Audit workplan for 2019/20, to identify any further areas for improvement and to provide assurance on the approach taken.	**1**	**H**	Head of Corporate Services Ceannard	Confirm that this has been added to the 2019/20	This is included in Internal Audit Plan for 19/20 which was agreed to by the then Audit & Risk Management Committee on 14/08/19.	Internal Audit has reported on Risk Management Strategy and approach to risk management; no High-level recommendations.	The internal audit review rated risk management as Strong, the best rating. There were 2 recommendations rated medium, and 7 areas of good practice highlighted. 04.06.2020

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						plan by 14/08/2019 (ARMC meeting) Audit to be completed by 31/03/2020			The two recommendations have been addressed, additional information included, and the updated strategy was agreed by the board on 27/5/2020.
12	**Governance & transparency**	12. In conjunction with staff, any areas for improvement in communication between the Board, SMT and staff and associated actions should be identified	**1**	**M**	Director of Language Planning & Community Development	Actions for improvement to be identified by 30/08/2019 (Draft strategy by Electrify)	Areas for improvement in communication between the Board, SMT and staff and associated actions are included in the Communications Strategy, which was approved by the Board on 11th December 2019. A full-time Communications Officer is now in post and is playing a key part in delivering the strategy. The Communications Officer now attends the monthly SMT meetings to ensure that news from these is disseminated internally and externally where appropriate. The 2020 staff survey has been completed and results in relation to communications will be known soon.	Improved results (10%) in staff survey in April 2020.	Feedback to date is that communication both internally and externally is improving.
13	**Governance & transparency**	13. Line managers across the organisation and the Chair of the Board should arrange discussions with all staff and Board members to identify training needs for 2019/20, based on current roles and career progression. This should take account of any areas highlighted by the Board in recommendation #4 and #8. For the SMT, the training plans should take account of comments received in the new 360-degree appraisal process. These needs should be provided to the training manager and training plans developed, training booked and built into staffing schedules. Links to 11A in Skills for Growth	**1**	**H**	Chair of the Board Line-management Training Manager	Plans for 2019/20 to be developed by 30/09/2019 (staff 1:1 completed by end August) Plans for each year thereafter to be developed prior to the start of the new year.	Process in place for regular monthly meetings between managers and staff. Training needs identified are added to training plan, and staff also have opportunity to apply for training as per the Training and Development Policy.	Report to the Board in June 2020 of training planned, undertaken and impacts, plus further training required.	Informal feedback to date is that staff welcome the more regular 4-6 weekly conversations. These conversations include formal opportunity to request training, which is in addition to requests between meetings.
14	**Governance & transparency**	14.1 The Board should reconsider holding meetings in public, with agendas and papers being publicly available online a week prior to meetings, where items are discussed in private by exception (and the reason for these being clearly recorded).	**1**	**H**	Chair of the Board	To be considered by the Board by 12/09/2019	The Head of Corporate Services presented paper to the board meeting on 12/09/19, and the Board agreed to recommendation to hold board meetings in public. Paper on mechanism to be presented to board in Feb 2020; with intention for Board meetings to be open to public from Autumn 2020. 04.06.2020	Decision made and necessary actions implemented by 30/09/20	Clear commitment to continual improvement in openness and transparency. The effect of the decision will be evaluated post-September 2020.

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		14.2 The Board should also consider public Committee meetings. 14.3 When publishing the agenda and papers online, the Board should make clear that the meeting will be conducted in Gàidhlig and whether translation services will be provided. The Board should note that it is not required to provide translation services for members of the public.				(Board meeting)	It was agreed that the first public board meeting would be May 2020. This took place, available through webcasting and up to 30 people viewed the proceedings Committee meetings are also being held in public, starting with Policy & Resources Committee on 9/6/2020. This was included in the paper presented to the Board in Feb 2020. It is in line with our Gaelic Plan.		
15	**Governance & transparency**	15. The Board should consider options for improving Board engagement with staff. Options, with associated benefits and risks (and mitigations), should be presented to the Board. Specific options which should be considered by the Board include: (1) the appointment of one Board member as a staff engagement champion; (2) the implementation of a shadowing programme for Board members to better understand the work of staff; (3) the regular attendance by staff at Board and Committee meetings; (4) the consideration of an annual staff engagement report by the Board or Committee; (5) the inclusion of a specific staff engagement KPI (often referred to as the "friends and family recommendation" KPI used in other public bodies) for the organisation and in performance reviews of SMT. Other options may be considered by the Board or SMT as appropriate. If carrying out any of the above, the Board must remember that it has no authority to instruct the CEO or any member of staff on operational matters.	**1**	**M**	Chair of the Board	To be considered by the Board by 12/09/2019 (Board meeting)	Following a process of consultation with staff and trade union, a paper was presented to board on 12/09/19 and a number of actions were agreed. Others which were included in the improvement plan recommendation were proposed but not taken forward.	Paper presented to the Board and agreed options implemented by 31/5/2020	Strengthened communication and engagement between Board and staff. Joint-training and information sessions now been organised, and staff meet with members informally over lunch when meetings are held in the office environment.
16	**Governance & transparency**	16.1 Reporting to the Board on progress against the Operational Plan and Corporate Plan should include narrative on how the progress against these plans translates into progress against the vision; whether progress against the vision is as expected and what other actions may help progress against the vision outwith those actions identified in the Operational Plan and Corporate Plan. 16.2 At the first all-staff meeting following a Board meeting, an update should be provided to staff on progress against the vision and plans to progress it further in the period between that meeting and the next meeting planned.	**1**	**H**	Head of Corporate Services Ceannard	Style of reporting to be updated by 12/09/2019 (Board meeting)	Revised reporting format presented to board on 12/09/2019 and is standing item on the agenda for the quarterly board meetings. This system is now established.	New style of reporting agreed by Board in Sept 19 and used thereafter for board, staff and public.	New style format presents information on progress against KPIs and new opportunities that occur during the year. Feedback from committee and board members has been that the new covering paper format has improved the presentation of information.

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17	**Governance & transparency**	17.1 Where any policies or documents which will be publicly available are considered by the Board or Committee, the English and Gaelic versions should both be presented for scrutiny to ensure there are no discrepancies. 17.2 As part of the internal review of policies and documents, Bòrd na Gàidhlig should specifically document who has carried out the check of consistency between the English and Gaelic versions and when this check was carried out.	1	M	Head of Corporate Services Office Manager	Style of reporting to be updated by 12/09/2020	Papers (e.g. minutes) presented to the AMRC in Sept 2019 were in bilingual tabular format. Minutes, policies, standing orders and terms of reference submitted as board papers on 12/09/19 were also presented in bilingual format. New tab added to draft minutes of meetings to clarify that check of consistency between the English and Gaelic versions has been carried out. New index added to minutes of meetings to clarify that check has been carried out on consistency of language versioning	Papers for policies or other documents which will be publicly available are presented by bilingually.	Consistency of information for all users of the documents. Improved quality of information and easier to ensure compliance with governance documents.
18	**Governance & transparency**	18.1 The Board should consider the level of staff resource it currently allocates to each area of activity against its remit, bearing in mind the findings of the ongoing Harvey McMillan review. 18.2 Where the organisation is expending resources in an area outwith its remit, the Board should consider whether this remains appropriate or whether a strategic realignment on the core remit of the organisation is needed. Any actions identified from this review should be added to this improvement plan.	1	H	Ceannard Head of Finance Chair of the Board	To be considered by 31/12/2019 (following Harvey McMillan review)	A series of papers were presented to the board, with the final paper being agreed on 11 December 2019. This last paper included allocation of staffing resources to the priorities identified.	By 31/3/2020, financial plans for 20/21 should demonstrate staffing resource is aligned to priority areas of work.	The board has greater clarity of direction and focus on priorities, as well as strategy for delivering these and the resources required to achieve required outcomes.
19	**Financial Sustainability**	19. Given the longstanding nature of vacancies within Bòrd na Gàidhlig and the difficulties with recruitment, the Board should consider whether its policy of employing only fluent Gaelic speakers remains appropriate. If the Board decides to relax the policy to be on a 'case by case' basis, each position advertised for recruitment should be monitored and documentation should include: (a) How long the role has been vacant (b) How important the role is to the organisation (c) How many applications have been received (d) How many times recruitment has been attempted This will provide SMT with clear information on which to consider whether it is appropriate to consider applications from non-Gaelic speakers. This would be an operational decision for SMT to make on a case-by-case basis.	1	M	Chair of the Board Ceannard	12/09/2019 (Board meeting)	BnG's Gaelic Plan approved by the board on 12/09/19. This replaces the previous Gaelic policy. It includes our policy on the recruitment of fluent or learner Gaelic speakers. This is based on independent legal advice and advice from the Equalities and Human Rights Commission. Head of Corporate Services establishing system for recording recruitment information where organisation has failed to recruit. Equalities monitoring already in place for recruitment process.	Policy reviewed by the Board at September board meeting. System for recording statistics on posts established.	Confidence of board, staff and stakeholders that Gaelic language remains a key skill for all posts. Alongside this, there is the flexibility to consider alternative methods so that key functions are still delivered. 04.06.2020 The staffing report presented to Board on 27/5/2020 demonstrated that all vacant senior and manager posts and newly-created posts had been successfully filled, and all recruits were fluent Gaelic speakers.
20	**Governance & transparency**	20. To improve collaboration and consistency of leadership within the SMT, all papers which are presented to the Board or Committees for decision should be presented as an SMT paper, as opposed to a paper by any specific member of the SMT. This will demonstrate to the Board that the SMT have reached an agreed position and all members of the SMT are satisfied with the quality of the paper presented.	1	H	Head of Corporate Services	Style of reporting to be updated by 12/09/2019 (Board meeting)	System established and utilised for board papers presented to the board and Committees in, and from, September 2019.	Papers agreed by LT for presentation to Committee or Board, except where other governance procedures are in place	Improved quality of papers as they have been reviewed by a group of senior managers, creating greater input, scrutiny and knowledge.

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		This recommendation does not prohibit the allocation of specific work to members of SMT at an operational level, but requires that the SMT agrees with the decision reached and presents a united view to the organisation and the Board.							
21	**Value for Money**	21. As the main method through which the public access information on Bòrd na Gàidhlig will be through its website, this needs to be kept updated. A specific officer in Bòrd na Gàidhlig should be given responsibility for maintaining the website.	**1**	**H**	Director of Language Planning & Community Development	Officer to be appointed by 30/09/2019	The Executive Assistant is now in post and has overall responsibility for maintaining the website in collaboration with other team members. The team have had several conversations, including at the staff conference on 22 April 2020 as to the requirements for an improved website. This feedback, along with recommendations in the Communications Strategy will play a vital part in guiding next steps and the timetable.	Website checked on a quarterly basis to ensure links are live and information accurate.	More of the team are involved in discussions regarding the website.
23	**Governance & transparency**	23. The Board and each Committee should have an annual workplan of items to be considered at each meeting, with these being publicly available. These workplans should be developed prior to the start of each year. This does not preclude agendas being expanded to include additional items as needed but will enable better planning for Committees and the Board.	**1**	**M**	Head of Corporate Services	Workplans for 2019/20 to be created by 31/10/2019	Audit & Assurance Committee (AAC) already has annual work plan in place, and is reviewed at their meetings, The Policy & Resources Committee (PRC) approved their work plan when they met on 11/11/2019. The Board considered their workplan in December 2019 and reviewed it at their meeting on 26/02/2020.	Review at 31/3/2020 demonstrates board and committees have considered all appropriate areas of work.	Workplans provide greater focus for committee and board; contributing to continuous improvement through more effective use of time and focused decision-making.
25	**Financial Sustainability**	25.1 Bòrd na Gàidhlig needs to develop a workforce plan, linked to its corporate plan and vision, which includes succession planning. This workforce plan should identify the current workforce, the workforce currently needed, the workforce needed into the future and the gaps presently and expected in the future. There should be detailed information on how these gaps will be addressed: through recruitment (including the method of recruitment - e.g. apprenticeships, graduate placements, experienced hires, secondments); through changing the services provided by Bòrd na Gàidhlig, and through development of the current workforce. (Action removed from Skills for Growth table). The workforce plan should be updated on an annual basis and considered by the Board or Committee as appropriate.	**1**	**H**	Head of Corporate Services	Draft workforce plan to be presented to the Board at February 2020 board meeting	The Workforce Plan was approved by the board at its meeting on 26/02/2020. However, due to changes in LT membership and other potential staffing developments, the Plan is being updated.	Workforce plan agreed by Board which sets out areas of work; staffing requirements and strategies and actions to ensure posts are appropriately filled.	BnG has considered where the pressure points are for staffing resources, what the opportunities are for delivering our work better and where there is need for increased staffing resources. This was translated into the Medium-Term Financial Plan showing what additional funding was required in order to achieve the required staffing level. The workforce plan is an annual item on the Board workplan.
26	**Governance & transparency**	26.1 Bòrd na Gàidhlig should review its current governance practices against the On Board guidance and the recommendations of the Audit Scotland report on Openness and Transparency. Where the Board is not following best practice, it should outline why this is appropriate or what actions it will take to improve. Thereafter, the Board should consider its approach to openness and transparency on an annual basis, considering how it has improved in the year. The Board should be	**1**	**H**	Head of Corporate Services	Review to be considered by the Board by 31/12/2019	Report on Openness & Transparency was considered by the Board on 11/12/2019; this included a number of recommendations for development.	Audit 19/20 identifies significant improvement from 18/19.	Clear commitment to continual improvement in openness and transparency and a programme of improvement planned.

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		cognisant at all times that it is expected to be always "striving for more" with regards to openness and transparency							
27	**Governance & transparency**	27.1 The Audit & Risk Management Committee should engage Internal Audit to assess the effectiveness of the financial governance systems in place – the Committee structure, delegation schemes, standing orders, the role of officers, etc. It would be our recommendation that the Committee consider including this in the 2019/20 Internal Audit Plan when the new Internal Auditor has been appointed. Any actions arising from Internal Audit assessment of the effectiveness of the financial governance systems in place should be added to this improvement plan.	**1**	**M**	Head of Corporate Services	Review to be considered by the Audit & Risk Management Committee by 31/12/2019	The internal auditor presented a report on Financial Governance to the Audit & Assurance Committee on 5/11/19. The report received a strong rating (best category) and highlighted 6 areas of good practice. There were 2 medium-rated recommendations, both of which have been implemented. The auditors agreed that internal audit recommendations need not be added to this plan but should be included in the register of audit recommendations which is overseen by the Audit & Assurance Committee (06/02/20).	Internal Audit complete a review of the financial governance systems and any H or M actions are implemented by May 2020	Reassurance provided that the organisation has strong and effective financial governance, particularly in light of concerns raised by the auditor of non-compliance with the Code of Conduct on declarations of interest.
28	**Governance & transparency**	**28.1** A self-assessment programme should be developed for the organisation. On an annual basis, all Committees and the Board should complete a self-assessment. In line with best practice, there should be an external assessment on a tri-annual basis. Areas for improvement identified through these self-assessments should be added to this improvement plan	**2**	**H**	Ceannard	Programme to be developed by 31/12/2019 Initial self-assessments to be completed by 30/04/2020	The Board and the Audit & Risk Management Committee carried out self-assessment exercises in 2019. 04.06.2020 Self-assessments have been carried out by both committees, board and LT Actions arising have yet to be added to the Improvement Plan – recommend that actions be added to the action log for each committee/board/LT	All committees, the Board and SMT complete self-assessments and actions arising are included in this plan by 31/5/2020	The annual programme of self-assessment provides a focus for continual improvement. 29.07.2020 The next stage is implementing the actions from the self-assessment programmes.
28	**Governance & transparency**	**28.2** There should also be operational self-assessments completed by staff and LT completed on an annual basis	**2**	**H**	Ceannard	Programme to be developed by 31/12/2019 Initial self-assessments to be completed by 30/04/2020	All staff participate in the 4-6 weekly workplan conversations in which they self-assess progress towards targets. These are linked to the Operational Plan. LT participate in the same process. LT carried out a self-assessment exercise in July 2019 and it has been repeated in February 2020 and is currently being concluded. **10/08/2020** Ensure that a triennail evaluation of the self-assessment programme is added to the Internal Audit Plan	All committees, the Board and SMT complete self-assessments and actions arising are included in this plan by 31/5/2020	The programme of POPs for all staff have significantly increased the communication around and connection between individual performance and the organisation's operational plan. LT self-assessment has been added to Plana-obrach Sgioba Stiùiridh.
29	**Governance & transparency**	29.1 Following the completion of the review of the structure of SMT, Bòrd na Gàidhlig should engage an independent review of SMT against this structure and remit, individually and as a group, with actions identified for each individual member of SMT and for SMT as a collective. This review should provide on the job feedback, identify skills gaps within SMT (individually and as a group) and actions to address those gaps. This review could be carried out by the to-be-appointed	**1**	**H**	Ceannard (Harvey McMillan)	Review to be completed by 31/12/2019	Review was completed by December 2019; and considered by LT in January 2020. The work from the review is being taken forward by the external change management consultant.	Training and development needs arising from the review are included in the training plan	6-weekly POPs are held with each member of LT and Ceannard. This include reviews of training needs; training undertaken and outcomes.

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		support by the Scottish Government. Actions to address SMT-wide skills gaps should be added to this improvement plan and monitored for implementation. Actions to address individual areas of improvement should be monitored by the CEO							
30	**Governance & transparency**	**30.** In conjunction with staff, the CEO should identify areas where she can improve her engagement with staff. This could include having regular set-aside time for informal catch ups or the establishment of an "ask the CEO" area on the intranet.	**1**	**M**	Director of Language Planning & Community Development	Improvements identified and actioned by 31/08/2019	The Ceannard began offering informal catch-ups in July 2019 through a recognised and advertised two-hour slot on a monthly basis and these have carried on since. In addition, the Ceannard has regular meetings with representatives. Despite the move to all employees working from home, this time slot to meet the Ceannard has been maintained.	Additional method operating by 30 August; simple feedback on effectiveness sought by 30 September, and further improvements implemented if required by 30 November	To date, some staff have taken the opportunity to meet with the CEO and the feedback to date on this development has been positive.
32	**Governance & transparency**	**32.1** Bòrd na Gàidhlig, in conjunction with the Sponsor Division, should consider what changes should be made to the operations of the relationship to improve governance and scrutiny. If agreement cannot be reached between Bòrd na Gàidhlig and the Sponsor Division, an independent review of the relationship against best practice and the requirements of legislation and the Framework Document should be carried out. Any actions arising from the review of the relationship between BnG and Sponsor Division should be added to this improvement plan	**2**	**H**	Ceannard	Revised approach to be agreed by 28/02/2020	Current practice was reviewed on 20/12/2020 when revised working practices were agreed. In addition, the Framework Document, last updated in 2016, has been revised and updated. (This was finalised later than planned due to the CEO's absence.) There is a review of the framework document template ongoing and so the BnG framework document will be reviewed again once the new template is available.	Review carried out and plan to implement changes with actions, owners and timescales allocated.	There is increased clarity in reporting and communicating lines between BnG and SG Sponsor Division. 10/08/2020 The Framework Document will be updated when the revised version is issued by SG. Regular programme of formal meetings is in place.
33	**Governance & transparency**	**33.** The Publication Scheme should be reviewed with performance reports, finance reports, papers presented to Board meetings and minutes arising from those meetings being published on Bòrd na Gàidhlig's website.	**2**	**M**	Office Manager	31/03/2020	Work on this had been scheduled for February 2020 but due to the departure of Head of Corporate Services it was delayed. However, it is now underway and anticipated that it will be complete by end May 2020. This was reviewed by SMT in June 2020.	Publication scheme is appropriate and provides transparency of governance.	Work is underway and has led to increased information being available on the website. The papers are now published on the website. 29.07.2020 The revised Publication Scheme is available on our website, providing greater transparency about the organisation's work.
34	**Governance & transparency**	34.1 The Board should consider on at least an annual basis how it is contributing to the outcomes of the National Performance Framework. 34.2 This should be published as part of the Annual Report each year	**1**	**M**	Ceannard	To be considered by the Board by 31/03/2020	The Board discussed the links between the NPF and BnG's work at the Board meeting on 06/06/19. Advice has been sought from sponsor division on ways to enhance this evaluation and CEO attend Scottish Leaders Forum where NPF was explored in case studies and workshops (15/11/19). A table of the NPF priorities to which BnG's work contributes is included in all cover papers for committee and board papers. Report on NPF contribution is included in the 2018/19 annual report, and will again in the 2019/20 annual report	Contribution to NPF reported to the board in March 2020 and included in annual report.	Increased understanding of links between NPF and BnG work at all levels of the organisation. The inclusion of the priorities table in the cover paper has led to a much more explicit link between NPF and BnG's work. Board has increased its understanding of where BnG work contributes directly and indirectly to NPF outcomes.

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36	**Governance & transparency**	36.1 On an annual basis, the Board should consider a report by the Standards Officer outlining whether it has complied with its Standing Orders, Code of Conduct, Terms of Reference and other governance requirements/good practice as appropriate. Any areas of non-compliance identified by the Standards Officer should be rectified with actions added to this improvement plan.	**1**	**H**	Standards Officer	To be considered by the Board by 31/03/2020	A report was tabled for the board meeting on 26/02/2020.	Standards Officer submits an annual report on compliance (or not) with all relevant requirements and action to address non-compliances implemented.	The report demonstrates that the code of conduct is being monitored and that there were no breaches of the code. It also was useful in highlighting where the standing orders were not fully complied with and what the omissions were (timing of circulation of minutes) and what the improvement actions implemented were and those that are still to be done (included in this plan).
37	**Governance & transparency**	**37.1** Bòrd na Gàidhlig, in conjunction with the Sponsor Division, should consider whether the size of the Board is appropriate, bearing in mind that the Board must consist of 5 - 11 members per the Gaelic Language (Scotland) Act 2005. **37.2** This review should specifically consider whether there are specific Board members whose position should be reviewed under section 2(6)(b) of the Act or whether there are Board members who have repeated declarations of interest which should consider resigning in line with the guidance in On Board.	**2**	**M**	Ceeannard	Review to be completed after governance framework review	Following the appointment of the Chair on 16.03.2020, discussions were held with SG on the size of the board. It was agreed that a further two members should be recruited. **27.07.2020** This was formalised in a note to SG on 03/07/2020. This was reviewed and was not found to be required. The organisation has developed a Conflicts of Interest Policy to provide additional guidance on such matters.	Review of number of Board members carried out following review of governance arrangements to ensure sufficient members to fulfil Board responsibilities.	The departure of a number of board members reduced the size of the board to six board members. This size, combined with the number of interests declared, demonstrated that a slightly higher number of members is required. The change to a more focused governance structure has meant that it can be delivered with a smaller number of board members. 27.07.2020 Following completion of skills matrix by board members, and the ongoing individual appraisals, the Chair recommended the appointment of two new board members. Currently being progressing by Public Bodies Unit.
38	**Financial Sustainability**	Bòrd na Gàidhlig should develop a standalone Medium-Term Financial Plan ('MTFP') in addition to an annual budget, linked to its corporate plan and the Scottish Government Medium-Term Financial Strategy.	**1**	**M**	Head of Finance	31/03/2020	This was submitted to the board at their February 2020 meeting. Some amendments were requested, and these were being progressed. However due to COVID-19, the presentation of a business case to SG at this time would not be appropriate and a delay in the process is being recommended to the board has been paused.	MTFP created and updated on an annual basis; giving clarity on links between Corporate Plan and SG MTFS	The board and SMT now have a clear picture of what funding levels would be required if the organisation were to be operating at the desired level of staffing and development funding. This plan, along with the workforce plan, will enable a business case to be made to SG at an appropriate time.
39	**Financial Sustainability**	Bòrd na Gàidhlig should include the impact that decisions will have on the organisation's position against the in-year budget and the funding gap identified in the MTFP, so that it is clear to everyone who is making the decision the longer-term financial impact that decisions are expected to have, rather than simply understanding the impact in the short term.	**1**	**M**	Head of Corporate Services	31/03/2020	Board and Committee cover pages have now been changed so that this information is included as standard	Board/Committee/SMT papers include this information as standard	Committees have welcomed the new format for board and committee papers, as giving increased clarity of implications of proposals being presented to them.
45	**Governance & transparency – NEW**	45.1 Internal Audit Financial Governance actions: We recommend that the Organisation ensure that the Policy & Resources Committee Terms of Reference are drafted for review at the November 2019 meeting prior to be being approved by the Board.	**1**	**H**	Head of Finance	01/11/2019	Terms of Reference agreed by Policy & Resources Committee on 11/11/19 & by the Board on 11/12/2019	Committee with specific focus on reviewing financial planning and monitoring	Budgets discussed and agreed at Policy & Resources Committee on 11/11/19; financial governance system strengthened.

Seisean Fosgailte | Open Session
Cuspair 15.2

A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	23/09/2020
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	15.2

Tiotal a' Phàipeir	Leasachadh a' Bhùird-stiùiridh	
Moladh do Bhuill	Ri Aontachadh	
Neach labhairt:	Shona NicIllinnein	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Sgioba-stiùridh	11/09/2020	Ri Aontachadh
Pàipear-taice air a cheangal ris	Pàipear-taic 1 – Clàr-leasachadh a' Bhùird-stiùiridh	

1.0	**Adhbhar**
1.1	Is e adhbhar na h-aithisge seo clàr-leasachaidh a thoirt dhan Bhòrd-stiùiridh a tha a' mìneachadh nam prìomh chuspairean a dh'fheumas am Bòrd-stiùiridh leasachadh tron bhliadhna. Tha e a' toirt fiosrachadh cuideachd air measgachadh de na sgilean aig buill a' Bhùird-stiùiridh.
2.0	**Cùl-fhiosrachadh**
2.1	Chaidh aithisg sgrùdaidh a dhèanamh air èifeachdas a' Bhùird-stiùiridh le buidheann neo-eisimeileach. Bu chòir ùrachadh a bhith air a' chlàr-sgilean gach bliadhna is tha e air plana-obrach a' Bhùird-stiùiridh. Tha seo a' biathachadh a-steach dhan phròiseas airson a bhith a' trusadh buill ùra.
3.0	**Prìomh Aithris/Fiosrachadh**
3.1	Tha na sia puingean san aithisg a rinn a' bhuidheann air èifeachdas a' Bhùird-stiùiridh a' nochdadh sa chlàr. Tha gnìomhan is clàr-ama mu choinneamh nam puingean agus colbh airson lìonadh gus buaidh a thomhas air adhartas.
4.0	**Moladh**
4.1	Thathar ag iarraidh air a' Bhòrd-stiùiridh beachdachadh air a' chlàr an cois seo agus aontachadh.
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**
	Bidh buaidh ionmhasail ann a thaobh cosgaisean trèanaidh.
5.2	**Buaidhean air Luchd-obrach**
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air an fheachd-obrach.
5.3	**Buaidhean air Trèanadh**
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air trèanadh ach tha molaidhean ann a thaobh trèanadh is leasachadh.
5.4	**Ceanglaichean ri Amasan Ro-innleachadh agus Corporra**
	Tha èifeachdas a' bhùird-stiùiridh mar phàirt den dòigh-obrach riaghlaidh nas fharsainge aig Bòrd na Gàidhlig a bhios a' dèanamh cinnteach gu bheil coileanadh air a riaghladh agus air a dhèanamh nas fheàrr far a bheil sin comasach.
5.5	**Buaidhean air Cliù**
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air cliù na buidhne.
5.6	**Buaidhean air Slàinte is Sàbhailteachd**
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air Slàinte is Sàbhailteachd.
5.7	**Buaidhean Laghail**
	Chan eil buaidh laghail dhìreach sam bith aig an aithisg seo.
5.8	**Buaidhean air Co-ionannachd** Chan eil buaidh sam bith a bharrachd aig an aithisg seo air co-ionannachd.

Pàirt 1: CLÀR NAN SGILEAN DO BHÒRD NA GÀIDHLIG

Na sgilean a tha a dhith gus bòrd cothromach a chumail

<u>Na sgilean coitcheann</u> a tha aig a h-uile ball den Bhòrd-stiùiridh:

1. Rùn taic a chur ri cànan is cultar na Gàidhlig agus an cur air adhart a rèir nam poileasaidhean is nan amasan bunaiteach aig Bòrd na Gàidhlig.
2. Comas obrachadh gu h-èifeachdach air ìre ro-innleachdail agus fianais air stiùireadh is dèanamh cho-dhùnaidhean ro-innleachdail èifeachdach ann an suidheachadh corporra.
3. Fianais air sgilean-sgrùdaidh làidir, comas dùbhlan a thoirt gu cruthachail agus breitheanas glic a chur gu feum ann an cùisean riaghlaidh chorporra.
4. Fianais air deagh sgilean-conaltraidh pearsanta agus obrachadh gu cruthachail ann an suidheachadh sgioba no bùird.

<u>Sgilean a bharrachd</u> a bu chòir a bhith aig buill fa leth gus cothrom eadar fiosrachadh is eòlas a thoirt dhan Bhòrd-stiùiridh:

5. Fianais air eòlas is fiosrachadh pearsanta air siostaman sgrùdaidh, ionmhais is cunntasachd.
6. Eòlas is fiosrachadh air lìbhrigeadh mhìrean de dh'fhoghlam Gàidhlig bhon bhun-sgoil gu foghlam do dh'inbhich.
7. Fiosrachadh aig an ìre as àirde air dealbhadh, rannsachadh is measadh a rèir a bhith ri leasachadh is ath-bheothachadh mhion-chànan.
8. Fianais air fileantachd is litearrachd ann an Gàidhlig.
9. Eòlas air a bhith ag obair gu h-èifeachdach le ùghdarrasan, buidhnean-gnìomha agus buidhnean-coimhearsnachd bunaiteach ann an saoghal poblach na h-Alba.
10. Fianais air eòlas is fiosrachadh pearsanta air rianachd air conaltradh ro-innleachdail/dàimh luchd-ùidhe agus conaltradh èifeachdach ris na meadhanan.

Clàr nan sgilean aig a' Bhòrd-stiùiridh a tha ann an-dràsta

<u>Thoir fa-near:</u> Tha ✓ a' leigeil fhaicinn gu bheil a h-uile gin de na sgilean sònraichte aig ball seach ball

Sgilean Coitcheann				**<u>Sgilean a Bharrachd</u>**					
1	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**
√	√	√	√		√	√	√	√	√
✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
✓	✓	✓	✓		✓	✓	✓	✓	✓
✓	✓	✓	✓		✓		✓	✓	✓
✓	✓	✓	✓		✓		✓	✓	✓
✓	✓	✓	✓	✓	✓	✓	✓		

Pàirt 2: Molaidhean airson Leasachadh

Aithisg Neo-eisimeileach (Cèitean 2020) air Èifeachdas a' Bhùird-stiùiridh

Rò-ràdh

Chaidh fèin-mheasadh a dhèanamh leis na buill agus chuir companaidh neo-eisimeileach aithisg ri chèile leis na toraidhean. Bha sia molaidhean aca agus tha gach moladh sa chlàr gu h-ìosal. Bidh e aig a' bhòrd-stiùiridh co-dhùnaidhean a dhèanamh agus an colbh mu dheireadh a lìonadh a-steach às dèidh adhartas/gnìomhan a dhèanamh.

Moladh	Adhartas	Trèanadh/ Leasachadh a dhith	Buaidh (ri lìonadh nuair a bhios adhartas le gnìomhan)
A' cumail coinneamhan a' Bhùird-stiùiridh gu poblach. Bu chòir dhan gheàrr-chunntas a bhith air-loidhne ann an ùine a tha iomchaidh	Tha seo a-nise a' tachairt gu cunbhalach agus an aon rud airson nan comataidhean. Tha na coinneamhan beò air an eadar-lìon is mar sin tha iad fada nas fhosgailte na coinneamhan air an cumail ann an oifis Inbhir Nis mar eisimpleir. Tha siostam aig an sgioba chorporra gus an tachair seo taobh a-staigh a' chlàr-ama.	Nuair a bhios e comasach coinneamhan a chumail aghaidh-ri-aghaidh, feumar beachdachadh air ciamar a bhios na coinneamhan a ceart cho fosgailte 's a tha iad an-dràsta.	Tha ìomhaigh nas àirde aig BnG air sgàth seo agus tha na co-dhùnaidhean agus an obair fada nas fhosgailte is nas soilleire dhan phoball.
Ag ionnsachadh bho bhùird-stiùiridh eile. Dh'fhaodadh gum biodh BnG ag iarraidh taic bho Sgrùdadh Alba no Deloitte le seo.	Tha cuid de na buill air a bhith 'an làthair' air-loidhne aig coinneamhan bhùird-stiùiridh is chomataidhean eile. Dh'fheuch Deloitte ri taic a thoirt do BhnG le seo ach le suidheachadh COVID-19 cha robh e comasach adhartas a dhèanamh.	Thathar a moladh gum biodh gach ball a' beachdachadh air cothroman gus seo a dhèanamh agus a' bruidhinn aig àm measaidh air dè rinn iad is dè dh'ionnsaich iad.	
Tha buill ùra le eòlas nas eadar-mheasgte a dhith. Bu chòir do sgrùdadh sgilean a' Bhùird-stiùiridh a bhith a' tachairt gu cunbhalach airson beàrnan a thomhas agus stiùir a thoirt do thrusadh buill ùra. Bha moladh ann a thaobh sgilean ann am margaidheachd is eòlas riaghlaidh eile; agus gum biodh e iomchaidh a bhith trusadh dhaoine nach eil ag obair mar-thà ann an saoghal na Gàidhlig.	Chaidh sgrùdadh sgilean a dhèanamh sa Chèitean 2020 agus tha seo a' toirt buaidh air air an obair a tha air tòiseachadh gus buill ùra a thursadh.	Bu chòir dhan sgrùdadh sgilean a bhith a' tachairt gach bliadhna agus a bhith air plana obrach a' Bhùird-stiùiridh.	

Seisean neo-fhoirmeil gus ceanglaichean nas làidire a dhèanamh eadar na buill.	Tha seo air a bhith a' tachairt tron t-samhradh; an dà cuid le oifigearan is gun oifigearan an làthair agus cuideachd le comasaiche.		
Bu chòir do na buill a bhith misneachail mu bhith a' sireadh barrachd fiosrachaidh is soilleireachaidh bho na h-oifigearan air buaidh ionmhais agus buaidh neo-ionmhasail. Tha feum air barrachd adhartais ann an càileachd fiosrachaidh, gu sònraichte an dealbh nas fhaide air adhart agus a' bhuaidh neo-ionmhasail aig gnìomhan. Bhathar a moladh gum biodh buannachd ann an ceisteachan nas domhainn is nas mionaidiche.	Tha buill nan comataidhean air a bhith a' sireadh barrachd fiosrachadh air cuid de na pàipearan a tha a' tighinn thuca mar-thà.	Chaidh fiosrachadh a chuairteachadh air cùrsaichean trèanaidh agus bhiodh e iomchaidh nam biodh na buill a' beachdachadh orra. Ma bhios duine sam bith gan dèanamh, thèid a' bhuaidh a mheasadh. Tha goireas Governance Hub ann aig Riaghaltas na h-Alba gus goireasan a bharrachd a thoirt do bhuill. Bu chòir do na buill an goireas seo a chur gu feum, agus cuideachd a bhith a' bruidhinn ris a' Chathraiche mu chothrom trèanaidh eile.	
Measadh pearsanta aig na buill. Bu chòir amasan soilleir agus plana leasachadh a bhith ann airson gach neach. 'S e cothrom a th' ann airson còmhradh fosgailte air ciamar a thèid leasachadh a dhèanamh air mar a tha an neach agus a' bhuidheann a' coileanadh nan dleastanasan aca.	Tha siostam measaidh ann airson nam ball.	Tha leasachadh a dhith a thaobh amasan agus plana leasachadh.	

Seisean Fosgailte | Open Session
Cuspair 15.3

A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	23/09/2020
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	15.3

Tiotal a' Phàipeir	Aonta Frèama	
Moladh do Bhuill	Ri Aontachadh	
Neach labhairt:	Ceannard	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Sgioba-stiùiridh	08/09/2020	Airson Fiosrachadh
Pàipear-taice air a cheangal ris	Tha Eàrr-ràdh A – Aonta Frèama	

1.0	**Adhbhar**
1.1	Tha am pàipear a' sireadh aonta a' Bhùird-stiùiridh ris an dreachd as ùire den Aonta Frèama, an t-aonta eadar an Riaghaltais agus Bòrd na Gàidhlig.
2.0	**Cùl-fhiosrachadh**
2.1	Chaidh an teamplaid aig an Riaghaltas airson frèama ùrachadh ann an 2020 agus tha i a-nis a' tighinn dhan Bhòrd-stiùiridh.
3.0	**Prìomh Aithris/Fiosrachadh**
3.1	Tha an t-aonta mar phàirt de Leabhar-làimhe Ionmhais Poblach na h-Alba mar phàipear-taice. Tha e a' mìneachadh nan dòighean-obrach a bu chòir a bhith ann eadar an dà bhuidhinn agus na dleastanasan aig an dà bhuidhinn, agus a' mineachadh nan ìrean eadar-dhealaichte den riaghlaidh. Tha na pìosan a tha eadar-dhealaichte bhon t-seann Aonta Frèama air an chomharrachadh ann an dearg. Nuair a bhios am Frèama air aontachadh, thèid fhoillseachadh air an làraich-lìn againn.
4.0	**Moladh**
4.1	Thathar a' moladh gun tèid deasbad a chumail air an Aonta Frèama is gun gabh am Bòrd-stiùiridh ris?
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**
	Tha am Frèama co-cheangailte ri Leabhar-làimhe Ionmhais Poblach na h-Alba a tha a' toirt stiùir dhan bhuidhinn air ciamar a thèid am buidseat a chosg agus air siostaman ionmhais.
5.2	**Buaidhean air Luchd-obrach**
	Tha dleastanasan eadar-dhealaichte air ainmeachadh san Frèama a bhios a' bualadh air luchd-obrach agus feumaidh na h-oifigearan air a bheil seo a' bualadh a bhith mothachail air na dleastanasan sin.
5.3	**Buaidhean air Trèanadh**
	Chaidh trèanadh a dhèanamh an-uiridh air Leabhar-làimhe Ionmhais Poblach na h-Alba le buill Comataidh Sgrùdaidh is Dearbhachd agus oifigearan. Bhiodh e iomchaidh an lèithid a dhèanamh a-rithist airson daoine nach d' rinn e an-uiridh.
5.4	**Ceanglaichean ri Amasan Ro-innleachdail agus Corporra**
	Amas Corporra 4 - Gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige.
5.5	**Ceanglaichean ris an Fhrèam-obrach Coileanaidh 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	☐	Clann	☐
	Cultar	☐	Coimhearsnachdan	☐
	Àrainneachd	☐	Bochdainn	☐
	Slàinte	☐	Eadar-Nàiseanta	☐
	Foghlam	☐	Eaconamaidh	☐
	Gnothachasan soirbheachail is ùr-ghnàthach			☒
5.6	**Buaidhean air Cliù**			
	Tha an Aonta Frèama cudromach a thaobh a bhith a' dèanamh cinnteach gu bheil siostaman ceart ann agus tha seo a' bualadh air cliù na buidhne.			
5.7	**Buaidhean air Slàinte is Sàbhailteachd**			
	Chan eil gin ann.			
5.8	**Buaidhean Laghail**			
	Tha dleastanasan reachdail san Fhrèama.			
5.9	**Buaidhean air Co-ionannas**			
	Chan eil gin ann.			

BÒRD NA GÀIDHLIG FRAMEWORK DOCUMENT

Introduction

1. This framework document has been drawn up by the Scottish Government (SG) in consultation with Bòrd na Gàidhlig (the NDPB). It sets out the broad framework within which Bòrd na Gàidhlig will operate and defines key roles and responsibilities which underpin the relationship between Bòrd na Gàidhlig and the SG. While this document does not confer any legal powers or responsibilities, it forms a key part of the accountability and governance framework and should be reviewed and updated as necessary, and at least every 2-3 years. Any proposals to amend the framework document either by the SG or Bòrd na Gàidhlig will be taken forward in consultation and in the light of SG priorities and policy aims. Any question regarding the interpretation of the document shall be determined by the SG after consultation with Bòrd na Gàidhlig. Legislative provisions shall take precedence over any part of the document.

2. References to Bòrd na Gàidhlig include any subsidiaries and joint ventures owned or controlled by Bòrd na Gàidhlig. Bòrd na Gàidhlig shall not establish subsidiaries or enter into joint ventures without the express approval of the SG.

3. Copies of the document shall be placed in the Scottish Parliament Reference Centre. It shall also be published on the SG and Bòrd na Gàidhlig websites.

Purpose

4. Bòrd na Gàidhlig is to contribute to the achievement of the SG's primary purpose of increasing sustainable economic growth by aligning its aims and objectives with the SG's published Programme for Government, Scotland's Economic Strategy and National Performance Framework.

5. Bòrd na Gàidhlig has a number of statutory duties as set out in the Gaelic Language (Scotland) Act 2005 and the Education (Scotland) Act 2016. These include:

(a)promoting, and facilitating the promotion of

(i)the use and understanding of the Gaelic language, and

(ii)Gaelic education and Gaelic culture,

(b)advising (either on request or when it thinks fit) the Scottish Ministers, public bodies and other persons exercising functions of a public nature on matters relating to the Gaelic language, Gaelic education and Gaelic culture,

(c)advising (on request) other persons on matters relating to the Gaelic language, Gaelic education and Gaelic culture,

(d)monitoring, and reporting to the Scottish Ministers on, the implementation of the European Charter for Regional or Minority Languages dated 5 November 1992 in relation to the Gaelic language.

(e) a responsibility to prepare and submit to the Scottish Ministers guidance in relation to the provision of Gaelic education and the development of such provision.

6. Bòrd na Gàidhlig's purpose, strategic aims and objectives, as agreed by the Scottish Ministers, are to:

- to increase the number of persons who are able to use and understand the Gaelic language;
- to encourage the use and understanding of the Gaelic language; and
- to facilitate access, in Scotland and elsewhere, to the Gaelic language and Gaelic culture.

Relationship between Scottish Government and Bòrd na Gàidhlig

7. Effective strategic engagement between the SG and Bòrd na Gàidhlig is essential in order that they work together as effectively as possible to maintain and improve public services and deliver improved outcomes. Both the SG and Bòrd na Gàidhlig will take all necessary steps to ensure that their relationship is developed and supported in line with the jointly agreed principles set out in the statement on 'Strategic Engagement between the Scottish Government and Scotland's NDPBs''

In addition, both the SG and Bòrd na Gàidhlig will ensure that they operate within the development areas set out in the National Gaelic Language Plan and pursue the priorities set out in it. In relation to Gaelic Plans both the SG and Bòrd na Gàidhlig will operate within the framework set out in the 2005 Gaelic Act and the guidance on Gaelic Language Plans.

Governance and accountability

Legal origins of powers and duties

8. Bòrd na Gàidhlig is established under the Gaelic Language (Scotland) Act 2005. The constitution of Bòrd na Gàidhlig is set out in Section 1 of the Act. Bòrd na Gàidhlig does not carry out its functions on behalf of the Crown.

Ministerial responsibilities

9. The Scottish Ministers are ultimately accountable to the Scottish Parliament for the activities of Bòrd na Gàidhlig and its use of resources. They are not however responsible for day to day operational matters. Their responsibilities include:

- agreeing Bòrd na Gàidhlig's strategic aims and objectives and key targets as part of the corporate planning process including approving the National Gaelic Language Plan;
- agreeing the budget and the associated Grant In Aid requirement to be paid to Bòrd na Gàidhlig, and securing the necessary Parliamentary approval;
- carrying out responsibilities specified in the founding legislation such as appointments to the Bòrd na Gàidhlig Board, approving the terms and conditions of the Cathraiche (Chair) and Board Members and the appointment of the Ceannard (Chief Executive Officer); and
- other matters such as approving the Ceannard and staff pay remit (in line with SG Pay Policy) and laying the accounts (together with the annual report) before the Parliament.

Bòrd na Gàidhlig Board Responsibilities

10. The Bòrd na Gàidhlig board, including the Cathraiche (Chair), normally consists of non-executives appointed by the Scottish Ministers in line with the Code of Practice for Ministerial Public Appointments in Scotland. The role of the Board is to provide leadership, direction, support and guidance to ensure Bòrd na Gàidhlig delivers, and is committed to delivering, its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers. It has corporate responsibility, under the leadership of the Cathraiche, for the following:

- developing and taking forward taking forward Bòrd na Gàidhlig's strategic aims and objectives as agreed by Scottish Ministers;
- determining the steps needed to deal with changes which are likely to impact on the strategic aims and objectives of Bòrd na Gàidhlig or on the attainability of its operational targets;
- promoting the efficient, economic and effective use of staff and other resources by Bòrd na Gàidhlig consistent with the principles of Best Value, including, where appropriate, participation in shared services arrangements;
- ensuring that effective arrangements are in place to provide assurance on risk management, governance and internal control. (The Board must set up an Audit Committee to provide

independent advice, review and provide assurance on the effectiveness of the internal control and risk management systems);

- (in reaching decisions) taking into account relevant guidance issued by Scottish Ministers;
- ensuring that the Board receives and reviews regular financial information concerning the management and performance of Bòrd na Gàidhlig and is informed in a timely manner about any concerns regarding the activities of Bòrd na Gàidhlig;
- appointing, with the approval of the Scottish Ministers, the Bòrd na Gàidhlig Ceannard and, in consultation with the SG, setting appropriate performance objectives and remuneration terms linked to these objectives, which give due weight to the proper management and use of resources within the stewardship of Bòrd na Gàidhlig and the delivery of outcomes;
- demonstrating high standards of corporate governance at all times, including openness and transparency in its decision making;
- approving the National Gaelic Language Plan (NGLP) and ensuring this is approved Scottish Ministers;
- carrying out duties in relation to Gaelic Language Plans as set out in the Gaelic Language (Scotland) Act 2005, including approving plans, as required and as necessary; and,
- preparing and submitting guidance, in relation to the provision and development of Gaelic education, to Scottish Ministers.

Further guidance on how the Board should discharge its duties is provided in appointment letters and in 'On Board- A guide for Board Members of Public Bodies in Scotland'.

The Responsibilities of the Cathraiche

11. The Cathraiche is accountable to Scottish Ministers and, in common with any individual with responsibility for devolved functions, may also be held to account by the Scottish Parliament. Communications between the Bòrd na Gàidhlig Board and Scottish Ministers should normally be through the Cathraiche. He or she is responsible for ensuring that Bòrd na Gàidhlig's policies and actions support Scottish Ministers' wider strategic policies and that its affairs are conducted with transparency.

12. In leading the Board the Cathraiche must ensure that:

- the work of the Board is subject to regular self-assessment and that the Board functions effectively;
- the Board contains the necessary balance of skills appropriate –for conducting Bòrd na Gàidhlig business, in accordance with recognised good practice in corporate governance;
- the Board promotes and practices openness and transparency by holding Board meetings in public, in line with recognised good practice of Public Bodies;
- Board Members are fully briefed on their terms of appointment, duties, rights and responsibilities;
- he or she, together with the other Board Members, receives appropriate induction training, including training relating to financial management and reporting requirements and, as appropriate, on any differences that may exist between private and public sector practice;
- Scottish Ministers are advised of Bòrd na Gàidhlig needs when Board vacancies arise, and works with the SG Sponsor team and Public Appointments unit to ensure they are aware of the Boards skills/experience gaps, allowing them to plan a focused public appointments recruitment processes;

- there is a code of conduct for Board Members in place, approved by the Scottish Ministers, and that each Board Member adheres to this code.

13. The Cathraiche is responsible for assessing the performance of individual Board Members on a continuous basis and undertakes a formal appraisal at least annually. The Cathraiche, in consultation with the Board as a whole, is also responsible for undertaking the Ceannard's annual performance appraisal.

Individual Board Members' Responsibilities

14. Individual Board members should act in accordance with the responsibilities of the Board as a whole and comply with Bòrd na Gàidhlig's code of conduct, and with the rules relating to the use of public funds and to conflicts of interest. (In this context "public funds" means not only any funds provided to Bòrd na Gàidhlig by the Scottish Ministers but also any other funds falling within the stewardship of Bòrd na Gàidhlig, including trading and investment income, gifts, bequests and donations.) General guidance on Board Members' responsibilities is summarised in their appointment letters and is also provided in On Board: A Guide for Board Members of Public Bodies in Scotland.

Bòrd na Gàidhlig Ceannard responsibilities

15. The Ceannard of Bòrd na Gàidhlig is employed and appointed by the Board with the approval of the Scottish Ministers. He/she is the Board's principal adviser on the discharge of its functions and is accountable to the Board. His/her role is to provide operational leadership to Bòrd na Gàidhlig and ensure that the Board's aims and objectives are met and Bòrd na Gàidhlig's functions are delivered, and targets met through effective and properly controlled, executive action. His/her general responsibilities include the performance, management and staffing of Bòrd na Gàidhlig. General guidance on the role and responsibilities of the Ceannard is contained in 'On Board.' Specific responsibilities to the Board include:

- advising the Board on the discharge of its responsibilities - as set out in this document, in the founding legislation and in any other relevant instructions and guidance issued by, or on behalf of, Scottish Ministers - and implementing the decisions of the Board;

- ensuring that financial considerations are taken fully into account by the Board at all stages in reaching and executing its decisions, and that appropriate financial appraisal and evaluation techniques, consistent with the Appraisal and Evaluation section of the Scottish Public Finance Manual (SPFM), are followed;

- ensuring that Bòrd na Gàidhlig adheres, where appropriate, to the SG's Programme and Project Management Principles;

- having robust performance and risk management arrangements - consistent with the Risk Management section of the SPFM - in place that support the achievement of Bòrd na Gàidhlig's aims and objectives and that facilitate comprehensive reporting to the Board, the SG and the wider public;

- ensuring that adequate systems of internal control are maintained by Bòrd na Gàidhlig, including effective measures against fraud and theft consistent with the Fraud section of the SPFM;

- establishing appropriate documented internal delegated authority arrangements consistent with the Delegated Authority section of the SPFM;

- advising the Board on the performance of Bòrd na Gàidhlig in line with its aims and objectives;

- preparing Bòrd na Gàidhlig's corporate and business plans, in light of the strategic aims and objectives agreed by Scottish Ministers;

- ensuring effective relationships and maintaining regular communications with SG officials; and

- ensuring that timely forecasts and monitoring information on performance and finance are provided to the SG; that the SG is notified promptly if over or under spends are likely and that corrective action is taken; and that any significant problems whether financial or otherwise, and whether detected by internal audit or by other means, are notified to the SG in a timely fashion.

Bòrd na Gàidhlig Accountable Officer responsibilities

16. The Principal Accountable Officer for the Scottish Administration (the Permanent Secretary of the SG) will designate the Ceannard as the Accountable Officer for Bòrd na Gàidhlig.

~~17.~~ Accountable Officers are personally answerable to the Scottish Parliament for the exercise of their functions, as set out in the Memorandum to Accountable Officers for Other Public Bodies. These include:

- ensuring the propriety and regularity of Bòrd na Gàidhlig's finances and that there are sound and effective arrangements for internal control and risk management;
- ensuring that the resources of Bòrd na Gàidhlig are used economically, efficiently and effectively and that appropriate arrangements are in place to secure Best Value and deliver Value for Money for the public sector as a whole;
- ensuring compliance with relevant guidance issued by the Scottish Ministers, in particular the SPFM and SG Pay Policy;
- signing the annual accounts and associated governance statements; and
- a statutory duty to obtain written authority from the Board / Cathraiche before taking any action which he/she considered would be inconsistent with the proper performance of the Accountable Officer functions.

~~18~~17. It is incumbent on the Ceannard to combine his/her Accountable Officer responsibilities to the Scottish Parliament with his/her wider responsibilities to the Board. The Board/Cathraiche should be fully aware of, and have regard to, the Accountable Officer responsibilities placed upon the Ceannard, including the statutory duties described above.

Portfolio Accountable Officer responsibilities

~~20~~18. The Principal Accountable Officer for the Scottish Administration will designate the Director-General ~~for Learning~~Education, Communities and Justice as the Accountable Officer for the SG portfolio budget for Bòrd na Gàidhlig. Withdrawal of the Accountable Officer designation would also be a matter for the Principal Accountable Officer. The responsibilities of a Portfolio Accountable Officer are set out in detail in the Memorandum to Accountable Officers for Parts of the Scottish Administration. He/she is personally answerable to the Scottish Parliament for ensuring that:

- the financial and other management controls applied by the SG are appropriate and sufficient to safeguard public funds and, more generally that those being applied by Bòrd na Gàidhlig conform to the requirements both of propriety and of good financial management;
- the key roles and responsibilities which underpin the relationship between the SG and Bòrd na Gàidhlig are set out in a framework document - and that this document is regularly reviewed;
- effective relationships are in place at Director and Deputy-Director level between the SG and Bòrd na Gàidhlig in accordance with the strategic engagement principles; and
- there is effective continuous assessment and appraisal of the performance of the Cathraiche of Bòrd na Gàidhlig, in line with the requirements of the Code of Practice for Ministerial Public Appointments in Scotland.

Scottish Government Director and Deputy Director

~~21~~19. The Director for Learning and Deputy Director for Learning have responsibility for overseeing and ensuring effective relationships between the SG and Bòrd na Gàidhlig which support alignment of Bòrd na Gàidhlig's business to the SG's Purpose and National Outcomes and high performance by Bòrd na Gàidhlig. They will work closely with the Bòrd na Gàidhlig Ceannard and be answerable to the

Portfolio Accountable Officer for maintaining and developing positive relationships with Bòrd na Gàidhlig characterised by openness, trust, respect and mutual support. They will be supported by a sponsor unit in discharging these functions. The Director, or Deputy Director, shall be responsible for assessing the performance of the NDPB Cathraiche, at least annually.

Sponsor unit responsibilities

~~22~~20. The SG sponsor unit for Bòrd na Gàidhlig is Gaelic and Scots Team. It is the normal point of contact for Bòrd na Gàidhlig in dealing with the SG. The unit, under the direction of the Deputy Director, is the primary source of advice to the Scottish Ministers on the discharge of their responsibilities in respect of Bòrd na Gàidhlig and undertakes the responsibilities of the Portfolio Accountable Officer on his/her behalf. Specific responsibilities include:

- discharging sponsorship responsibilities in line with the principles and framework set out in the document 'Strategic Engagement between the Scottish Government and Scotland's NDPBs' and ensuring that sponsorship is suitably flexible, proportionate and responsive to the needs of the Scottish Ministers and Bòrd na Gàidhlig;

- ensuring that appointments to the Board of Bòrd na Gàidhlig are made timeously and, where appropriate, in accordance with the Code of Practice for Ministerial Appointments to Public Bodies in Scotland;

- proportionate monitoring of Bòrd na Gàidhlig's activities through an adequate and timely flow of appropriate information, agreed with Bòrd na Gàidhlig, on performance, budgeting, control and risk management;

- addressing in a timely manner any significant problems arising in Bòrd na Gàidhlig, alerting the Portfolio Accountable Officer and the responsible Minister(s) where considered appropriate;

- ensuring that the objectives of Bòrd na Gàidhlig and the risks to them are properly and appropriately taken into account in the SG's risk assessment and management systems; and

- informing Bòrd na Gàidhlig of relevant SG policy in a timely manner.

Internal audit

~~23~~21. Bòrd na Gàidhlig shall:

- establish and maintain arrangements for internal audit in accordance with the Public Sector Internal Audit Standards and the Internal Audit section of the SPFM;

- set up an Audit Committee of its Board, in accordance with the Audit Committees section of the SPFM, to advise both the Board and the Ceannard in his/her capacity as Bòrd na Gàidhlig's Accountable Officer;

- forward timeously to the SG the audit charter, strategy, periodic audit plans and annual audit assurance report, including the Bòrd na Gàidhlig Head of Internal Audit opinion on risk management, control and governance and other relevant reports as requested; and

- keep records of, and prepare and forward timeously to the SG an annual report on fraud and theft suffered by Bòrd na Gàidhlig and notify the SG at the earliest opportunity of any unusual or major incidents.

~~24~~22. The SG's Internal Audit Division has a right of access to all documents held by the Bòrd na Gàidhlig internal auditor, including where the service is contracted out. The SG has a right of access to all Bòrd na Gàidhlig records and personnel for any purpose.

External audit

~~25~~23. The Auditor General for Scotland (AGS) audits, or appoints auditors to audit, Bòrd na Gàidhlig's annual accounts and passes them to the Scottish Ministers who shall lay them before the

Scottish Parliament, together with the auditor's report and any report prepared by the AGS. For the purpose of audit the auditors have a statutory right of access to documents and information held by relevant persons. Bòrd na Gàidhlig shall instruct its auditors to send copies of all management reports (and correspondence relating to those reports) and responses to the SG.

~~26~~24. The AGS, or examiners appointed by the AGS, may carry out examinations into the economy, efficiency and effectiveness with which Bòrd na Gàidhlig has used its resources in discharging its functions. The AGS may also carry out examinations into the arrangements made by Bòrd na Gàidhlig to secure Best Value. For the purpose of these examinations the examiners have a statutory right of access to documents and information held by relevant persons. In addition, Bòrd na Gàidhlig shall provide, in contracts and any conditions to grants, for the AGS to exercise such access to documents held by contractors and sub-contractors and grant recipients as may be required for these examinations; and shall use its best endeavours to secure access for the AGS to any other documents required by the AGS which are held by other bodies.

Annual report and accounts

~~27~~25. Bòrd na Gàidhlig must publish an annual report of its activities together with its audited accounts after the end of each financial year. The annual report must cover the activities of any corporate, subsidiary or joint ventures under the control of Bòrd na Gàidhlig. It should comply with the Government Financial Reporting Manual (FReM) and outline Bòrd na Gàidhlig's main activities and performance against agreed objectives and targets for the previous financial year.

~~28~~26. The accounts must be prepared in accordance with relevant statutes and the specific accounts direction (including compliance with the FReM) and other relevant guidance issued by the Scottish Ministers. Any financial objectives or targets set by the Scottish Ministers should be reported on in the accounts and will therefore be within the scope of the audit. Any subsidiary or joint venture owned or controlled by Bòrd na Gàidhlig shall be consolidated in its accounts in accordance with International Financial Reporting Standards as adapted and interpreted for the public sector context.

~~29~~27. The draft report should be submitted to the SG for comment, and the draft accounts for information by the end of June. The final version should be available for laying before the Scottish Parliament by the Scottish Ministers. Whilst the statutory date for laying and publishing accounts audited by the AGS is by 31 December, following the close of the previous financial year, there is an expectation on the part of the Scottish Ministers that accounts will be laid and published as early as possible. The accounts must not be laid before they have been formally sent by the AGS to the Scottish Ministers and must not be published before they have been laid. Bòrd na Gàidhlig shall be responsible for the publication of the report and accounts e.g. on Bòrd na Gàidhlig's website.

Management responsibilities

Corporate and business plans

~~30~~28. Bòrd na Gàidhlig must ensure that a corporate plan, agreed with the Scottish Ministers, is in place and published on Bòrd na Gàidhlig's website. Bòrd na Gàidhlig shall agree with the SG the issues to be addressed in the plan and the timetable for its preparation and review. The finalised plan shall reflect Bòrd na Gàidhlig's strategic aims and objectives as agreed by the Scottish Ministers, indicative budgets and any priorities set by the Scottish Ministers. It shall demonstrate how Bòrd na Gàidhlig contributes to the achievement of the SG's primary purpose of increasing sustainable economic growth and alignment with the SG's National Performance Framework (NPF). The corporate plan for Bòrd na Gàidhlig should include:

- the purpose and principal aims of Bòrd na Gàidhlig;
- an analysis of the environment in which Bòrd na Gàidhlig operates;
- key objectives and associated key performance targets for the period of the plan, the strategy for achieving those objectives and how these will contribute towards the achievement of the SG's primary purpose and alignment with the NPF;
- indicators against which performance can be judged;

- details of planned efficiencies, describing how Bòrd na Gàidhlig proposes to achieve better value for money, including through collaboration and shared services; and
- other matters as agreed between the SG and Bòrd na Gàidhlig.

~~31~~29. The corporate plan should inform the development of a separate business plan for each financial year. The business plan for Bòrd na Gàidhlig should include key targets and milestones for the year immediately ahead, aligned to the NPF, and be linked to budgeting information so that, where possible, resources allocated to achieve specific objectives can be identified. A copy of Bòrd na Gàidhlig's business plan should be provided to the sponsor unit prior to the start of the relevant financial year.

Budget management

~~32~~30. Each year, in the light of decisions by the Scottish Ministers on the allocation of budgets for the forthcoming financial year, the SG will send to Bòrd na Gàidhlig by 31 March a formal statement of its budgetary provision, a note of any related matters and details of the budget monitoring information required by the SG. Transfers of budgetary provision between the different summary classifications as advised would require the prior approval of the SG Finance Directorate. Any proposals for such transfers should therefore be submitted to the sponsor unit. Transfers of provision within the summary classifications may be undertaken without reference to the SG, subject to any constraints on specific areas of expenditure e.g. the approved pay remit.

~~33~~31. If the trading and other resource income - or the net book value of disposals of non-current assets - realised is less than included in the most up to date agreed budget Bòrd na Gàidhlig shall, unless otherwise agreed with the SG, ensure a corresponding reduction in its gross expenditure. If income realised is more than included in the most up to date agreed budgets Bòrd na Gàidhlig must obtain the prior approval of the SG before using any excess to fund additional expenditure. (Failure to obtain prior approval for the use of excess income - excluding income resulting from gifts, bequests and donations - to fund additional expenditure may result in corresponding reductions in budgets for the following financial year.)

Cash management

~~34~~32. Any grant in aid (i.e. the cash provided to Bòrd na Gàidhlig by the SG to support the allocated budget) for the year in question must be authorised by the Scottish Parliament in the annual Budget Act. Grant in aid will normally be paid in monthly instalments on the basis of updated profiles and information on unrestricted cash reserves. Payment will not be made in advance of need, as determined by the level of unrestricted cash reserves and planned expenditure. Unrestricted cash reserves held during the course of the year should be kept to the minimum level consistent with the efficient operation of Bòrd na Gàidhlig - and the level of funds required to meet any relevant liabilities at the year-end. Grant in aid not drawn down by the end of the financial year shall lapse. Grant in aid shall not be paid into any restricted reserve held by Bòrd na Gàidhlig.

~~35~~33. The banking arrangements adopted by Bòrd na Gàidhlig must comply with the Banking section of the SPFM.

Risk management

~~36~~34. Bòrd na Gàidhlig shall ensure that the risks that it faces are dealt with in an appropriate manner, in accordance with relevant aspects of generally recognised best practice in corporate governance, and develop a risk management strategy, consistent with the Risk Management section of the SPFM. Reporting arrangements should ensure that the sponsor unit is made aware of relevant risks and how they are being managed. The Bòrd na Gàidhlig Audit Committee is also required, at the earliest opportunity, to notify the relevant SG Audit and Risk Committee if it considers that it has identified a significant problem which may have wider implications.

~~**Fraud management**~~

~~37. Bòrd na Gàidhlig~~

Organisational security and resilience

35. As part of risk management arrangements, the NDPB shall ensure that it has a clear understanding at board level of the key risks, threats and hazards it may face in the personnel, physical and cyber domains, and take action to ensure appropriate organisational resilience to those risks/threats/hazards. It should have particular regard to the following key sources of information to help guide its approach:

- **Having and Promoting Business Resilience (part of the Preparing Scotland suite of guidance) The Scottish Public Sector Action Plan on Cyber Resilience and associated guidance**

Counter fraud arrangements

36. The NDPB should adopt and implement policies and practices to safeguard itself against fraud and theft, in accordance with the ~~Fraud~~Fraud section of the SPFM. Application of these processes must be monitored actively, supported by a fraud ~~response~~action plan and robust reporting arrangements. This includes the establishment of avenues to report any suspicions of fraud. ~~In addition Bòrd na Gàidhlig should take risk-based and proportionate steps to appraise the financial standing of any supplier or other body with which it intends to enter into a contract or to provide funding.~~

Performance management

~~38~~37. Bòrd na Gàidhlig shall operate management information and accounting systems that enable it to review, in a timely and effective manner, its financial and non-financial performance against the strategic aims, objectives, targets and milestones set out in the corporate and business plans. The results of such reviews should be reported on a regular basis to Board of Bòrd na Gàidhlig and copied to the SG. The SG shall assess Bòrd na Gàidhlig's performance on a continuous basis and undertake a formal internal review at least twice a year. The responsible Scottish Minister shall meet the Cathraiche of Bòrd na Gàidhlig at least once a year.

Bòrd na Gàidhlig staff management

Broad responsibilities for Bòrd na Gàidhlig staff

~~39~~38. Bòrd na Gàidhlig will have responsibility for the recruitment, retention and ~~motivation~~morale of its staff. The broad responsibilities toward its staff are to ensure that:

- personnel policies, practices and systems comply with employment and equalities legislation, and standards expected of public sector employers;
- the level and structure of its staffing, including grading and staff numbers, are appropriate to its functions and the requirements of economy, efficiency and effectiveness (subject to the SG Pay Policy for Staff Pay Remits);
- the performance of its staff at all levels is satisfactorily appraised and Bòrd na Gàidhlig's performance measurement systems are reviewed from time to time;
- its staff are encouraged to acquire the appropriate professional, management and other expertise necessary to achieve Bòrd na Gàidhlig's objectives;
- proper and timely consultation with staff takes place on key issues affecting them;
- effective grievance and disciplinary procedures are in place;
- whistle-blowing procedures consistent with the Public Interest Disclosure Act 1998 are in place; and
- a code of conduct for staff is in place based on the Model Code for Staff of Executive NDPBs – see chapter 5 of Public Bodies: A Guide for Departments.

Pay and conditions of service

~~40~~39. Bòrd na Gàidhlig shall submit to the SG for approval (normally annually unless a multi-year deal has been agreed) a pay remit in line with the SG Pay Policy for Staff Pay Remits and negotiate a pay settlement within the terms of the approved remit. Proposals on non-salary rewards must comply with the guidance in the Non-Salary Rewards section of the SPFM. Bòrd na Gàidhlig shall comply with employment and equalities legislation. The terms and conditions of the Ceannard are subject to a separate approval exercise in line with the SG Pay Policy for Senior Appointments.

Pensions, redundancy and compensation

~~41~~40. Superannuation arrangements for Bòrd na Gàidhlig staff are subject to the approval of the SG. Bòrd na Gàidhlig staff shall normally be eligible for a pension provided by LGPS. Staff may opt out of the occupational pension scheme provided by Bòrd na Gàidhlig.

~~42~~41. Any proposal by Bòrd na Gàidhlig to move from existing pension arrangements, or to pay any redundancy or compensation for loss of office, requires the prior approval of the SG. Proposals on compensation payments must comply with the- Settlement Agreements, Severance, Early Retirement and Redundancy Terms. This includes referral to the SG of any proposed:

• compensation payment being considered for an individual outwith any existing approved scheme and before the individual is approached and any offer made either orally or in writing; or,

• business case for a settlement agreement being considered for an individual and before the individual is approached and any offer made either orally or in writing.

Asset and property management

~~43~~42. Bòrd na Gàidhlig shall maintain an accurate and up-to-date record of its current and non-current assets consistent with the Property: Acquisition, Disposal and Management section of the SPFM. 'Non-current' assets should be disposed of in accordance with the ~~Disposal of Property, Plant & Equipment section of the~~ SPFM. The SG's Property Division should be consulted about relevant proposed disposals of property that the NDPB holds for operational purposes (rather than investment) at the earliest opportunity so it may be advertised internally. ~~An Internal Advertisement~~An Internal Advertisement form must be completed and submitted at least one month prior to property being advertised on the open market~~-~~. Any proposal to acquire land, buildings or other rights in property for accommodation / operational purposes should comply with the SPFM. The NDPB is also subject to the SG Asset Management Policy, including the requirement for acquisition of a new lease, continuation of an existing lease, ~~choosing~~decision not to exercise a break option in a lease or purchase of property for accommodation / operational purposes, to be approved in advance by Scottish Ministers. The Property Controls Team should be consulted as early as possible in this process. All assets (property, plant and equipment) are to be properly recorded and updated as necessary by the NDPB on the Cabinet Office electronic ~~Property Information Mapping System (e-PIMS).~~ Property Information Mapping System (e-PIMS).

Delegated authorities

~~44~~43. Bòrd na Gàidhlig's specific delegated financial authorities - as agreed in consultation between Bòrd na Gàidhlig and the SG - are set out in the attached **Appendix**. Bòrd na Gàidhlig shall obtain the SG's prior written approval before entering into any undertaking to incur any expenditure that falls outside these delegations. Bòrd na Gàidhlig shall also comply with any requirements for prior SG approval included in the SPFM and/or this document. Prior SG approval must always be obtained before incurring expenditure for any purpose that is or might be considered novel, contentious or repercussive or which has or could have significant future cost implications.

Income generation

~~45~~44. Bòrd na Gàidhlig shall seek to optimise income - grant in aid does not qualify as income - from all sources, including from the European Union, and ensure that the SG is kept informed. Novel or contentious proposals for new sources of income or methods of fundraising must be approved by the

SG. Fees or charges for any services supplied by Bòrd na Gàidhlig shall be determined in accordance with the Fees & Charges section of the SPFM.

~~46~~45. Gifts, bequests or donations received by Bòrd na Gàidhlig score as income and should be provided for in the agreed resource DEL and capital DEL budgets, updated as necessary in consultation with the SG. However, Bòrd na Gàidhlig should be able to demonstrate that expenditure funded by gifts etc is additional to expenditure normally supported by grant in aid (i.e. SG core funding) or by trading and other income. Before accepting such gifts etc Bòrd na Gàidhlig shall consider if there are any associated costs in doing so or any conflicts of interests arising. Bòrd na Gàidhlig shall keep a written record of any such gifts etc and what happened to them.

Financial investments

~~47~~46. Unless covered by a specific delegated authority shall not make any financial investments without the prior approval of the SG. That would include equity shares in ventures which further the objectives of Bòrd na Gàidhlig. Bòrd na Gàidhlig shall not invest in any venture of a speculative nature.

Borrowing

~~48~~47. Borrowing cannot be used to increase Bòrd na Gàidhlig's spending power. Under Schedule 1, Section 12(3) of the Gaelic Language (Scotland) Act 2005 Bòrd na Gàidhlig does not have the power to borrow money.

Lease arrangements

~~49~~48. Unless covered by a specific delegated authority Bòrd na Gàidhlig shall not enter into any finance, property or accommodation related lease arrangement – including the extension of an existing lease or the non-exercise of a tenant's lease break - without the SG's prior approval. Before entering/ continuing such arrangements Bòrd na Gàidhlig must be able to demonstrate that the lease offers better value for money than purchase and that all options of sharing existing public sector space have been explored. Non-property/ accommodation related operating leases are subject to a specific delegated authority. Bòrd na Gàidhlig must have capital DEL provision for finance leases and other transactions which are in substance borrowing.

Tax arrangements

~~50~~49. Non-standard tax management arrangements should always be regarded as novel and/or contentious and must therefore be approved in advance by the SG. Relevant guidance is provided in the Tax Planning and Tax Avoidance section of the SPFM. Bòrd na Gàidhlig must comply with all relevant rules on taxation, including VAT. All individuals who would qualify as employees for tax purposes should be paid through the payroll system with tax deducted at source. It is the responsibility of Bòrd na Gàidhlig to observe VAT legislation and recover input tax where it is entitled to do so. Bòrd na Gàidhlig is not VAT registered and therefore cannot charge or recover VAT. The implications of VAT in relation to procurement and shared services should be considered at an early stage to ensure that financial efficiency is achieved. Bòrd na Gàidhlig must also ensure that it accounts properly for any output tax on sales or disposals.

Lending and guarantees

~~51~~50. Under Schedule 1, Section 12(3) of the Gaelic Language (Scotland) Act 2005, Bòrd na Gàidhlig does not have the power to give guarantees therefore Bòrd na Gàidhlig should neither lend or borrow money.

Third party grants

~~52~~51. Under Schedule 1, Section 11(f) of the Gaelic Language (Scotland) Act 2005, Bòrd na Gàidhlig has the power to make grants and loans. Such funding would be subject to the guidance in

the State Aid section of the SPFM. Guidance on a framework for the control of third party grants is provided as an annex to the Grant & Grant in Aid section of the SPFM.

Impairments, provisions and write-offs

~~53~~52. Assets should be recorded on the balance sheet at the appropriate valuation basis in accordance with the FReM. Where an asset - and that includes investments - suffers impairment it is important that the prospective impairment and background is communicated to the SG at the earliest possible point in the financial year to determine the implications for Bòrd na Gàidhlig's budget. Similarly any significant movement in existing provisions or the creation of new provisions should be discussed in advance with the SG. Write-off of bad debt and/or losses scores against Bòrd na Gàidhlig's resource DEL budget classification and is subject to a specific delegated limit.

Insurance

~~54~~53. Bòrd na Gàidhlig is subject to the SG policy of self-insurance. Commercial insurance must however be taken out where there is a legal requirement to do so and may also be taken out in the circumstances described in the Insurance section of the SPFM - where required with the prior approval of the SG. In the event of uninsured losses being incurred the SG shall consider, on a case by case basis, whether or not it should make any additional resources available to Bòrd na Gàidhlig. The SG will provide Bòrd na Gàidhlig with a Certificate of Exemption for Employer's Liability Insurance.

Procurement and payment

~~55~~54. Bòrd na Gàidhlig's procurement policies shall reflect relevant guidance in the Procurement section of the SPFM and relevant guidance issued by the SG's Procurement and Commercial Directorate. Procurement should be undertaken by appropriately trained and authorised staff and treated as a key component of achieving Bòrd na Gàidhlig's objectives consistent with the principles of Best Value, the highest professional standards and any legal requirements. Unless covered by a specific delegated authority any proposal to award a contract without competition (non-competitive action) must be approved in advance by the SG. Any external consultancy contracts with a value of more than £25,000 must be approved in advance by the Cabinet Secretary for Infrastructure, Investment and Cities and the Cabinet Secretary for Finance, Constitution and Economy.

~~56~~55. Any major investment programmes or projects undertaken by Bòrd na Gàidhlig shall be subject to the guidance in the Major Investment Projects section of the SPFM [and is also subject to a specific delegated authority]. The sponsor unit must be kept informed of progress on such programmes and projects and Ministers must be alerted to any developments that could undermine their viability. ICT investment plans must be reported to the SG's Information Services Investment Board.

~~57~~56. Bòrd na Gàidhlig shall pay all matured and properly authorised invoices relating to transactions with suppliers in accordance with the Expenditure and Payments section of the SPFM, and in doing so shall seek wherever possible and appropriate to meet the SG's target for the payment of invoices within 10 working days of their receipt.

Gifts made, special payments and losses

~~58~~57. Unless covered by a specific delegated authority Bòrd na Gàidhlig shall not, without the SG's prior approval, make gifts or special payments or write-off of losses. Special payments and losses are subject the guidance in the Losses and Special Payments section of the SPFM. Gifts by management to staff are subject to the guidance in the Non-Salary Rewards section of the SPFM.

Clawback

~~59~~58. Where Bòrd na Gàidhlig has financed expenditure on assets by a third party, Bòrd na Gàidhlig shall make appropriate arrangements to ensure that any such assets above an agreed value are not disposed of by the third party without Bòrd na Gàidhlig's prior consent. Bòrd na Gàidhlig shall put in place arrangements sufficient to secure the repayment of its due share of the proceeds - or an appropriate proportion of them if Bòrd na Gàidhlig contributed less than the whole cost of acquisition

or improvement. Bòrd na Gàidhlig shall also ensure that if assets financed by Bòrd na Gàidhlig cease to be used by the third party for the intended purpose an appropriate proportion of the value of the asset shall be repaid to Bòrd na Gàidhlig.

Board expenses

~~60~~59. Remuneration, allowances and expenses paid to board members and any pension arrangements must comply with the SG Pay Policy for Senior Appointments and any specific guidance on such matters issued by the Scottish Ministers.

BÒRD NA GÀIDHLIG FRAMEWORK DOCUMENT: APPENDIX

SPECIFIC DELEGATED FINANCIAL AUTHORITIES

		Delegated Limit
External business and management consultancies		£25,000
Non-competitive action		£10,000
Operating leases – other than property/ accommodation related leases		**Nil**
Gifts		**£250**
Special payments		**Nil**
Claims waived or abandoned		**Nil**
Write-off of bad debt and/or losses		**Nil**

Seisean Fosgailte | Open Session
Cuspair 15.4

A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	23/09/2020
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	15.4

Tiotal a' Phàipeir	Riaghladh Ionmhais	
Moladh do Bhuill	Airson Fiosrachadh	
Neach labhairt:	Shona C NicIllinnein	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Sgioba-stiùiridh	08/09/2020	Airson fiosrachadh
Pàipear-taice air a cheangal ris	Tha PT1 – Sgeama Ùghdarras Tiomnaichte - Fios	

1.0	**Adhbhar**
1.1	Tha an riaghladh seo air ùrachadh gus ceadan aig ìre nas àirde a thoirt don Bhòrd-stiùiridh, don Chomataidh Poileasaidh is Goireasan agus don Sgioba-stiùiridh a thaobh a bhith ag aontachadh thabhartasan.
2.0	**Cùl-fhiosrachadh**
2.1	Tha an Sgeama Ùghdarras Tiomnaichte cudromach ann an siostaman riaghladh an ionmhais.
3.0	**Prìomh Aithris/Fiosrachadh**
3.1	Tha na h-aithisgean luchd in-sgrùdaidh a' toirt seachad beachd gu bheil siostaman riaghladh an ionmhais agus an siostam airson maoineachadh ag obair gu math. Leis gu bheil dearbhadh ann gu bheil na siostaman iomchaidh, tha e a' dèanamh ciall gu bheil na crìochan airson aontaidhean ag èirigh, rud nach do thachair sna ceithir bliadhna a chaidh seachad. Bidh an sgioba-stiùiridh ag aontachadh iarrtasan suas gu £50k Bidh a' Chomataidh Poileasaidh is Goireasan ag aontachadh iarrtasan eadar £50,001 is £100k. Bidh am Bòrd-stiùiridh ag aontachadh iarrtasan nas àirde na £100k. Cuideachd, bidh an Cathraiche a-nise a' soighneadh cosgaisean-siubhail a' Cheannaird, seach an Stiùiriche Planadh Cànain is Leasachadh Coimhearsnachdan.
4.0	**Moladh**
4.1	Gum bi am Bòrd-stiùiridh a' toirt aire do na h-atharrachaidhean.
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**
	Cha tèid atharrachadh air mar a thèid buidseatan a chosg.
5.2	**Buaidhean air Luchd-obrach**
	Bidh na h-aon siostaman a' ruith a thaobh measadh is co-dhùnadh mu thagraidhean a thaobh taic-airgid ach leis na pròiseactan nas motha a-mhàin a' dol gu comataidh no chun a' Bhòrd-stiùiridh.
5.3	**Buaidhean air Trèanadh**
	A bharrachd air sgaoileadh fiosrachadh air na crìochan cha bhi buaidh ann air trèanadh.
5.4	**Ceanglaichean ri Amasan Ro-innleachadach agus Corporra**
	4.4 Gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige.

5.5	**Ceanglaichean ris an Fhrèam-obrach Coileanaidh Nàiseanta**			
	AR N-ADHBHAR		**AR LUACHAN**	
	Fòcas air a bhith a' cruthachadh dùthaich nas soirbheachail 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 lecoibhneas , urram agus co-fhaireachdainn, a' toirt spèis do riaghladh an lagha, agus ag obair ann an dòigh a tha fosgailte agus follaiseach	
	AR LUACHAN BUILEAN NÀISEANTA			
	Còraichean daonna	☐	Clann & òigridh	☐
	Cultar	☐	Coimhearsnachdan	☐
	Àrainneachd	☐	Bochdainn	☐
	Slàinte	☐	Eadar-nàiseanta	☐
	Foghlam	☐	Eaconamaidh	☐
	Gnothachasan soirbheachail is ùr-ghnàthach	☐		
5.6	**Buaidhean air Cliù**			
	Mun robh sgeama mar seo aig a' bhuidhinn, dh'fhaodadh gun adhbharaicheadh sin droch chliù.			
5.7	**Buaidhean air Slàinte is Sàbhailteachd**			
	n/a			
5.8	**Buaidhean Laghail**			
	Tha cead aig Bòrd na Gàidhlig fo Achd na Gàidhlig (Alba) 2005 a bhith a' toirt seachad thabhartasan.			
5.9	**Buaidhean air Co-ionannas**			
	N/a			

Bòrd na Gàidhlig

SCHEME OF DELEGATED FINANCIAL AUTHORITY LIMITS

1. Purpose

All expenditure incurred by Bòrd na Gàidhlig must be approved in accordance with the authorisation limits set out in this schedule of Delegated Financial Authority Limits.

The Scottish Government has set out financial authority limits, above which its approval must be obtained.

Bòrd na Gàidhlig must always obtain the Scottish Government's approval before incurring expenditure for any purpose that is or might be considered novel contentious or repercussive or which has or could significant future cost implications.

All senior executives who commit expenditure must comply with these limits, and with any associated directions, regulations, policies and procedures.

2. Contents

The Delegated Financial Authority Limits set out in this document refer to:

- Procurement of Goods & Services/Travel and Subsistence claims (Page 3)
- Funding Distribution (Grant Awards) (Page 4)
- Finance (Page 4)
- Assets (Page 5)

3 Approved Delegated Financial Authority Limits apply to budgets within the post holder's responsibility

I Shona MacLennan, Accountable Officer, Bòrd na Gàidhlig, in accordance with the requirements of the Delegated Authority section of the Scottish Public Finance Manual, herby approve the scheme of delegated financial authority limits set out in this document (Pages [1] to [4] inclusive).

Shona MacLennan
Accountable Officer

08 September 2020
Date of signing

Points to note:

Selection of supplier for goods and services must comply with the Procurement Policy and the competitive tendering thresholds set out below.

Unless call-off, framework or central contracts are available, the following process will apply:

1. Purchases between £1,000 and £5,000 require verbal quotations from at least 3 suppliers.
2. Purchases between £5,001 and £25,000 require written quotations from at least 3 suppliers.
3. Purchases in excess of £25,000 require full tendering procedures, in accordance with relevant legislation and guidance.

PROCUREMENT OF GOODS & SERVICES

Purchases

- Equal to or greater than £25k – Accountable Officer
- Less than £25k – Leadership Team with Head of Department managing the Purchase Order relating to their area of budget responsibility.

Award of Contracts

- Equal to or greater than £25k – Accountable Officer
- Less than £25k – Leadership Team with Head of Department managing the Purchase Order relating to their area of budget responsibility.

Non-Competitive Action

- Greater than £10k - Scottish Government
- Equal or less than £10k – Leadership Team with Head of Department managing the Purchase Order relating to their area of budget responsibility.

External Business & Management Consultancy Contracts

- Greater than £25k - Scottish Government
- Equal or less than £25k – Leadership Team with Head of Department managing the Purchase Order relating to their area of budget responsibility.

Operating Leases – Other than Property/Accommodation Related Leases

- Greater than £0 - Scottish Government

Travel and Subsistence Claims (Members and Employees)

- Equal to or greater than £1k – Accountable Officer
- Less than £1k - Head of Finance

- A Board member or a member of the Leadership team should have their travel and subsistence claim authorised by the Accountable Officer.
- The Accountable Officer's claim should be authorised by the ~~Director of Language Planning and Community Development~~Cathraiche .
- Staff members should have their claim authorised by their line manager before it is forwarded to be processed and countersigned by the Finance Administrator.

FUNDING DISTRIBUTION (GRANT AWARDS)

Grant Awards

Grants would only be authorised for payment if the following recommendations/approvals have been obtained:

- Greater than £~~4~~100k - Board
- Greater than £~~15~~50k, equal to or less than £~~4~~100k - Policy and Resources Committee
- Greater than £0, equal to or less than £~~15k~~ 50k – Leadership Team

In Principle Agreements

Where grants have been agreed in principle at the appropriate level (see above), subject to submission of satisfactory reports, the Leadership Team would authorise the payments of the subsequent instalments of the grants. Where reports are not satisfactory, the decision on whether to continue the agreement would be referred to the appropriate level for consideration.

Additional grants to key Partner Organisations

Where additional grant funding is sought for discrete projects, these applications will be considered at the appropriate level of approval, ie greater than £~~40k~~ 100k at Board; greater than £~~15k~~ 50k but no more than £~~40~~100k at Committee; at £~~15k~~ 50k or less at Leadership Team.

A report will be submitted to the Board annually post-year end to advise on the following:

- consider how funding to key organisations is broken down into individual grants;
- what that funding was for;
- what was achieved with that funding;
- any instances of failing to deliver on the grant goals, and the risk of future failure to deliver what all of that means for the Bòrd's ability to achieve its vision/objective/Corporate Plan.

The report will also document how what occurred in the current year is impacting on the budgeted grants to be provided to key organisations going forward.
During a year, a report would be made to the Board on an exceptional basis if officers were concerned about significant risks to any of the key partner organisations.

Authorisation limits

- Equal to or greater than £25k, - Accountable Officer
- Greater than £0, less than £25k – Leadership Team including~~with~~ Head of Department managing the Purchase Order relating to their area of budget responsibility.

FINANCE

Cheque Signing

- Equal to or greater than £5k– Accountable Officer plus one other authorised signatory.
- Greater than £0 but less than £5k - any two authorised signatories.

Online Payments

- Greater than £0 –Head of Finance, Accountable Officer or Director of Language Planning and Community Development.

Payroll Processing

- Greater than £0 – Accountable Officer.

Losses/Write-offs/Special Payments

- Greater than £0 - Scottish Government

Gifts

- Greater than £250 - Scottish Government
- £250 or less – Accountable Officer

Points to note:

1. Cheque Signatories: The list of cheque signatories, approved by the Bòrd (Bank Requirement) designates those empowered to sign cheques.
2. Payroll: The processed payroll must be authorised by the Ceannard before employee bank accounts can be credited.
3. Payroll payments in a financial year cannot exceed amount allocated by the Scottish Government.
4. Procedure for processing an online payment: Finance Administrator would set up payment on system, the Accountable Officer or Director of Language Planning and Community Development would both authorise payment and authorise the release of payment.

ASSETS

Acquisition of Assets/Investments

- Greater than £0 – Accountable Officer

Disposal of Assets

- Greater than £0 – Accountable Officer

Rreference should be made to the Framework Document and the appropriate section of the Scottish Public Finance Manual before assets/Investments are acquired or disposed.

Seisean Fosgailte | Open Session
Cuspair 16

A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	23/09/2020
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	16

Tiotal a' Phàipeir	Clàr Mhì-Chìnntean Ro-innleachdail	
Moladh do Bhuill	Ri Aontachadh	
Neach labhairt:	Shona C NicIllinnein / Ailig Greumach	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Sgioba-stiùiridh Comataidh Sgrùdaidh is Dearbhachd	05/08/2020 27/08/2020	Airson Fiosrachadh Ri Aontachadh
Pàipear-taice air a cheangal ris	Tha Eàrr-ràdh 1 – Clàr Mhì-chinntean Ro-innleachdail	

1.0	**Adhbhar/Reason**
1.1	Tha am pàipear seo a' toirt iomradh air na mì-chìnntean ro-innleachdail a dh'fhaodadh a bhith a' bualadh air obair na buidhne. Chaidh an clàr ùrachadh aig coinneamh Comataidh Sgrùdaidh is Dearbhachd air 27/08/2020.
2.0	**Cùl-fhiosrachadh/Background**
2.1	Bithear a' dèanamh sgrùdadh gu cunbhalach air na clàran de mhì-chinntean gach ràith aig coinneamhan a' Bhùird-stiùiridh agus coinneamhan na Comataidh Sgrùdaidh is Dearbhachd agus gach mìos aig coinneamhan den Sgioba-stiùiridh gus dèanamh cinnteach gu bheil na clàran freagarrach a thaobh nam mì-chìnntean a tha air an comharrachadh agus gus beachdachadh air na gnìomhan a thathar a' dèanamh gus rian a chumail air mì-chìnntean agus gus mì-chìnntean a lùghdachadh.
3.0	**Prìomh Aithris/Fiosrachadh / Main points**
3.1	Tha earrann sa chlàr le mì-chìnntean co-cheangailte ri Covid-19. Tha ceithir mì-chìnntean air ainmeachadh; tha trì dhiubh ann a bha ùr agus dhà eile a bha air a' chlàr mar-thà. Chaidh mì-chinnt na leanas sìos: 1.1 – Buaidh COVID-19 air seann daoine ann an coimhearsnachdan traidiseanta - lùghdachadh ann an coltachd bho 4 gu 3 1.4 – Call luchd-obrach air sgàth tinneis - coltachd air ìsleachadh bho 3 gu 2 2.1 – Coimhearsnachdan traidiseanta na Gàidhlig a' fàs nas sine agus a' crìonadh – coltachd air ìsleachadh bho 4 gu 3 2.2 – Cunntas-sluaigh na h-Alba - coltachd air lughdachadh bho 3 gu 2 5.3 – Cliù – coltachd air lughdachadh bho 5 gu 4. Chaidh na mì-chìnntean air a dhol suas: 4.2 Poileataigeachadh a' chànain – coltachd suas bho 3 gu 4.
4.0	**Moladh /Recommendation**
4.1	Thathar ag iarraidh air Buill: a) Beachdachadh air an ùrachadh mu dheireadh a chaidh a dhèanamh air a' chlàr mhì-chinntean ro-innleachdail agus air a' chlàr mhì-chinntean obrach.

	b) Beachdachadh air mi-chìnntean feuch a bheil Buill den bheachd gum bu chòir dhuinn fiosrachadh ùr a chur ris na clàran mhì-chinntean c) An aonta a chur ris na clàran mhì-chìnntean, a' gabhail a-steach molaidhean a thèid a dhèanamh a thaobh mì-chìnntean a bharrachd nach eil air a' chlàr an-dràsta.
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**
	n/a
5.2	**Buaidhean air Luchd-obrach**
	n/a
5.3	**Buaidhean air Trèanadh**
	n/a
5.4	**Ceanglaichean ri Amasan Ro-innleachadh agus Corporra**
	Amas a' Phlana Chorporra 4: Gun cùm Bòrd na Gàidhlig air a' leasachadh nan dòighean-obrach aige.
5.5	**Ceanglaichean ri Frèam-obrach Coileanaidh Nàiseanta**
	n/a
5.6	**Buaidhean air Cliù**
	n/a
5.7	**Buaidhean air Slàinte is Sàbhailteachd**
	n/a
5.8	**Buaidhean Laghail**
	n/a
5.9	**Buaidhean air Co-ionannas**
	n/a

Clàr Mhi-chinntean Ro-innleachdail

Àireamh a' Chunnairt	Mìneachadh air a' Chunnart	Buaidh a' chunnairt (nan tigeadh an cunnart gu bith, sgrìobhaibh na rudan a dh'fhaodadh tachairt)	Rianan-smachd gan Cur an Sàs (Le bhith a' gabhail ealla ris a' bhuaidh, sgrìobhaibh dè tha a dhìth gus buaidh a' chunnairt a lùghdachadh)	Gnìomh Gabh ris / Dèilig ris / Gluais e / Cuir às dha / Gabh Cothrom	Ceann-latha air an deach a chomharra chadh	Nuair a rinneadh an sgrùdadh mu dheireadh air rianan-smachd	Measadh Làithreach air a' Chunnart			Sgòr a bh' ann roimhe	Gluasad san ìre de Chunnart	Sgòr gun ghnìomhan lasachaidh			Cò ris a tha an cunnart an urra
							A' Bhuaidh	Buailteach Tachairt	Sgòr airson a' Chunnairt						
1. Covid-19															
1.1	**Buaidh Covid-19 air seann-dhaoine**	A' call pàirt mhòr de ghinealach luchd-labhairt fileanta na Gàidhlig aig a bheil beartas briathrachas agus eòlas cultarail, a' lagachadh bunait a' chànain.	A' dèanamh cinnteach gun tèid obair a dhèanamh sa bhad gus conaltradh bhiortail a mheudachadh eadar seann daoine agus daoine òga	**Dèilig ris:** Còmhla ri com-pàirtichean, brosnachaich conaltraidh thar ghinealach airson aonarachd nan seann-dhaoine lùghdachadh agus tar-aiseag cànain a mheudachadh.	Màrt 2020	Lùnastal 2020	3	4	12	16	↓	4	3	12	Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
1.2	**Lùghdachadh san eaconomaidh, a' fàgail gu bheil ìre nas lugha de mhaoineachadh poblach ann agus feum a bharrachd airson maoineachadh ann an seirbhisean cùraim èiginneach** (b' e seo puing 4.2 sa chlàr mu dheireadh)	Ìre nas lugha de mhaoineachadh airson leasachadh na Gàidhlig	A' dèanamh cinnteach gu bheil Feabhas Luach na prìomh phrionnsabal ann am modh-obrach Bòrd na Gàidhlig.	**Dèilig ris:** Tha Bòrd na Gàidhlig a' leantainn air ag obair a rèir prionnsabalan Feabhas Luach. **Gabh ris** Ullaich suidheachaidhean àrd-ìre stèidhichte air prìomhachasan leasachaidh air eagal 's gum bi maoineachadh nas lugha ann **Gabh cothrom:** Co-obraich le buidhnean eile san roinn phoblaich airson roghainn seirbheis co-roinnte a meudachadh agus gus beachdachadh air co-obrachadh a bharrachd	Giblean 2019	Lùnastal 2020	4	4	16	16	→	4	4	16	Ceann Roinn an Ionmhais
1.3	**Chan urrainn do com-pàirtichean pròiseactan a lìbhreachadh (a chaidh a mhaoineachadh le BnG)**	Ìre nas lugha de ghnìomhan anns a' Ghàidhlig; comas nas lugha airson nam prìomhachasan ro-innleachdail aig BnG a lìbhrigeadh.	Co-obrachadh le com-pàirtichean airson beachdachadh air roghainn eile agus gus roghainnean eile a chruthachadh.	**Dèilig ris:** Lean air le conaltradh gu tric leis na prìomh bhuidhnean maoinichte. **Gabh cothrom**: A' beachdachadh air, còmhla ri com-pàirtichean, roghainn eile no leasachaidhean ùra airson taic a chur ri lìbhrigeadh seirbhisean na Gàidhlig.	Giblean 2020	Lùnastal 2020	4	3	12	12	→	4	4	16	Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
1.4	**Call luchd-obrach air sgàth tinneis**	Comas lùghdaichte obair BnG a dhèanamh agus buaidh air misneachd an luchd-obrach.	Prògram taic airson luchd-obrach ag obair bhon taigh.	**Dèilig ris:** Ath-sgrùdaich prìomhachasan na buidhne. Dèan cinnteach gu bheil sunnd na phrìomhachas airson luchd-obrach agus airson a' bhùird.	Màrt 2020	Lùnastal 2020	4	2	8	12	↓				Ceannard

Glè Mhòr	Sgòr airson Cunnairt **20-25**	Cha ghabhar ris an ìre de chunnart seo agus feumar gnìomhan lasachaidh a chur an sàs sa bhad agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Mòr	Sgòr airson Cunnairt **12-16**	Cha ghabhar ris an ìre de chunnart seo agus feumar rianan-smachd a chur an sàs gus an cunnart a lùghdachadh agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Meadhanach Mòr	Sgòr airson Cunnairt **6-10**	Faodar rianan-smachd a chur an sàs no faodar gabhail ris a' chunnart. Nithear sgrùdadh air gach ràith.
Beag	Sgòr airson Cunnairt **1-5**	Gabhar ris an ìre de chunnart seo, fhad 's a nithear sgrùdadh air gach sia mìosan.

Cho luath 's a thèid sgrùdadh a dhèanamh air cunnart tha e deatamach co-dhùnadh dè an fhreagairt as iomchaidh airson dèiligeadh ris. Tha còig dòighean ann airson dèiligeadh ri cunnartan. 'S iad:

- **Gabh ris –** Gabh ri buaidh a' chunnairt ma thachras e. Ma thathar a' fulang a' chunnairt chan fheumar rianan-smachd a chur ann agus mar sin feumar sgrùdadh a dhèanamh air a' chunnart gach ràith.
- **Dèilig ris -** Gabh gnìomh gus coltachd agus/no buaidh a' chunnairt a lùghdachadh.
- **Gluais e -** Thoir air falbh pàirt den chunnart is thoir seo do chuideigin eile.
- **Cuir às dha** - Sguir den gnìomh aig a bheil a' chunnart ma tha seo iomchaidh.
- **Gabh cothrom** – Co-roinn an cunnart le com-pàirtiche eile a tha an sàs anns an obair.

Ùrachadh mu dheireadh: 27.08.2020

Clàr Mhi-chinntean Ro-innleachdail

Àireamh a' Chunnairt	Mìneachadh air a' Chunnart	Buaidh a' chunnairt (nan tigeadh an cunnart gu bith, sgrìobhaibh na rudan a dh'fhaodadh tachairt)	Rianan-smachd gan Cur an Sàs (Le bhith a' gabhail ealla ris a' bhuaidh, sgrìobhaibh dè tha a dhìth gus buaidh a' chunnairt a lùghdachadh)	Gnìomh Gabh ris / Dèilig ris / Gluais e / Cuir às dha / Gabh Cothrom	Ceann-latha air an deach a chomharra chadh	Nuair a rinneadh an sgrùdadh mu dheireadh air rianan-smachd	Measadh Làithreach air a' Chunnart			Sgòr a bh' ann roimhe	Gluasad san ìre de Chunnart	Sgòr gun ghnìomhan lasachaidh	Cò ris a tha an cunnart an urra
							A' Bhuaidh	Buailteach Tachairt	Sgòr airson a' Chunnairt				
2. Tha barrachd dhaoine a' cleachdadh agus a' faighinn buannachd bhon Ghàidhlig aig obair, aig an taigh agus anns a' choimhearsnachd.													
2.1	**Tha coimhearsnachdan traidiseanta na Gàidhlig a' fàs nas aosta agus a' lùghdachadh**	Bidh dìth feachd-obrach a tha gnìomhach gu h-eaconomach a' lùghdachadh chothroman airson tar-chur eadar-ghinealach agus airson cleachdadh	A' dèanamh cinnteach gu bheil na poileasaidhean a tha buntainn ri coimhearsnachdan Gàidhlig ag amas air òganaich a chumail agus a tharraing a-steach.	**Deilig ris:** Gàidhlig a bhith mar phàirt ann an leasachadh phoileasaidhean. Cuir ri co-chomhairleachaidhean poblach. Cuir taic ri iomairtean a tha ag amas air daoine a chumail agus a tharraing a-steach do choimhearsnachdan na Gàidhlig, a' gabhail a-steach a bhith a' brosnachadh bhuidhnean gus faicinn gur e cothrom a th' ann an obair bhon taigh airson òganaich a bhith a' fuireach anns na h-eileanan.	Samhain 2019	Lùnastal 2020	3	3	9	12	↓	4	3	12	Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
2.2	**Cunntais-shluaigh na h-Alba 2021 (air a chur air ais gu 2022)**	Bhiodh droch bhuaidh aig lùghdachadh leantaileach luchd-labhairt na Gàidhlig air sealladh a' phobaill agus an luchd-poilitigs.	A' brosnachadh luchd-labhairt na Gàidhlig na sgilean Gàidhlig aca aithneachadh anns a' chunntais-shluaigh.	**Gabh ris:** Ro-innleachd conaltraidh gus daoine a bhrosnachadh gus na sgilean Gàidhlig aca aithneachadh ann an cunntas-shluaigh na h-Alba *(2022 a nis)*. Ro-innleachd conaltraidh ann mus tig tòraidhean a' chunntais-shluaigh a-mach. **Gabh cothrom:** Brosnaich duine sam bith aig a bheil sgilean Gàidhlig gus pàirt a ghabhail ann am pròiseas a' chunntais-shluaigh.	Samhain 2019	Lùnastal 2020	3	2	6	9	↓	4	3	12	Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd
2.3	**Eaconamaidh**	Bidh maoineachadh lùghdaichte airson buidhnean poblach a' fàgail gu bheil nas lugha air a chosg air a' Ghàidhlig.	A' co-obrachadh le buidhnean poblach gus am brosnachadh gus taic a chumail suas airson na Gàidhlig.	**Dèilig ris:** Dèan an argamaid gur e so-mhaoin eaconomaigeach a th' anns a' Ghàidhlig Deasaich Planaichean Gàidhlig a bhios ag adhartachadh nam prìomhachasan riatanach. Cleachd Planaichean Gàidhlig gus buidhnean poblach a bhrosnachadh gus cosg air Gàidhlig àbhaisteachadh ann am prìomh raointean mar fhoghlam. Gabh cothrom: Bidh a' Ghàidhlig mar cothrom cruth-atharrachaidh sgìreil air a' chlàr-gnothaich aig coinneamh CoHI san Dàmhair 2020. Coinneamh Adhartas nas Luaithe air 2 Sultain 2020.	Samh 2019	Lùnastal 2020	4	4	16	16	→	4	4	16	Stiùiriche Planadh Cànain is Leasachaidhean Coimhearsnachd

Glè Mhòr	Sgòr airson Cunnairt **20-25**	Cha ghabhar ris an ìre de chunnart seo agus feumar gnìomhan lasachaidh a chur an sàs sa bhad agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Mòr	Sgòr airson Cunnairt **12-16**	Cha ghabhar ris an ìre de chunnart seo agus feumar rianan-smachd a chur an sàs gus an cunnart a lùghdachadh agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Meadhanach Mòr	Sgòr airson Cunnairt **6-10**	Faodar rianan-smachd a chur an sàs no faodar gabhail ris a' chunnart. Nithear sgrùdadh air gach ràith.
Beag	Sgòr airson Cunnairt **1-5**	Gabhar ris an ìre de chunnart seo, fhad 's a nithear sgrùdadh air gach sia mìosan.

Cho luath 's a thèid sgrùdadh a dhèanamh air cunnart tha e deatamach co-dhùnadh dè an fhreagairt as iomchaidh airson dèiligeadh ris. Tha còig dòighean ann airson dèiligeadh ri cunnartan. 'S iad:

- **Gabh ris –** Gabh ri buaidh a' chunnairt ma thachras e. Ma thathar a' fulang a' chunnairt chan fheumar rianan-smachd a chur ann agus mar sin feumar sgrùdadh a dhèanamh air a' chunnart gach ràith.
- **Dèilig ris -** Gabh gnìomh gus coltachd agus/no buaidh a' chunnairt a lùghdachadh.
- **Gluais e -** Thoir air falbh pàirt den chunnart is thoir seo do chuideigin eile.
- **Cuir às dha** - Sguir den gnìomh aig a bheil a' chunnart ma tha seo iomchaidh.
- **Gabh cothrom** – Co-roinn an cunnart le com-pàirtiche eile a tha an sàs anns an obair.

Ùrachadh mu dheireadh: 27.08.2020

Clàr Mhi-chinntean Ro-innleachdail

Àireamh a' Chunnairt	Mìneachadh air a' Chunnart	Buaidh a' chunnairt (nan tigeadh an cunnart gu bith, sgrìobhaibh na rudan a dh'fhaodadh tachairt)	Rianan-smachd gan Cur an Sàs (Le bhith a' gabhail ealla ris a' bhuaidh, sgrìobhaibh dè tha a dhìth gus buaidh a' chunnairt a lùghdachadh)	Gnìomh Gabh ris / Dèilig ris / Gluais e / Cuir às dha / Gabh Cothrom	Ceann-latha air an deach a chomharra chadh	Nuair a rinneadh an sgrùdadh mu dheireadh air rianan-smachd	Measadh Làithreach air a' Chunnart			Sgòr a bh' ann roimhe	Gluasad san ìre de Chunnart	Sgòr gun ghnìomhan lasachaidh		Cò ris a tha an cunnart an urra
							A' Bhuaidh	Buailteach Tachairt	Sgòr airson a' Chunnairt						
3. Tha cothroman leasachaidh sgil na Gàidhlig airson daoine aig aois sam bith a' meudachadh agus tha iad nas ruigsinniche.															
3.1	**Air sgàth cudrom air a' bhuidseat mar thoradh air Covid-19, cha phrìomhaich na h-Ùghdarrasan Ionadail leudachadh Foghlam Gàidhlig.**	Chan eil an àireamh de chloinn aig a bheil sgilean Gàidhlig gu leòr airson àireamhan luchd-labhairt a chumail suas.	A' dèanamh cinnteach gu bheil daoine agus airgead gu leòr ann gus iarrtas a choileanadh	Dèilig ris / Gluais e: Obraich còmhla ri Ùghdarrasan Ionadail gus dèanamh cinnteach gu bheil luchd-obrach rim faighinn nuair a tha feum orra. Dèilig ris / Gluais e: Obraich còmhla ri colaistean, oilthighean agus solaraichean trèanaidh gus dèanamh cinnteach gu bheil na cùrsaichean aca a' lìbhrigeadh luchd-obrach gu leòr gus iarrtas a choileanadh. Dèilig ris: Lean air le taic airson Ùghdarrasan Ionadail airson dleastanasan nam Planaichean Gàidhlig agus le taic tro obair le lìonraidhean nàiseanta (GLAN, ADES msaa.)	Samhain 2019	Lùnastal 2020	4	4	16	16	→	4	5	20	Stiùiriche Foghlam na Gàidhlig
3.2	**Chan eil ùghdarrasan ionadail deònach fàs a thoirt air Foghlam Gàidhlig.**	Chan eil an àireamh de chloinn aig a bheil sgilean Gàidhlig gu leòr airson àireamhan luchd-labhairt a chumail suas.	A' dèanamh na h-argamaid (ionmhasail agus foghlaim) airson foghlam na Gàidhlig.	**Dèilig ris:** Obraich còmhla ri Riaghaltas na h-Alba agus ùghdarrasan ionadail gus dèanamh cinnteach gu bheil taic fiosrachaidh làidir ann gus deagh argamaid a dhèanamh. Rianan-smachd: lean air le taic airson Ùghdarrasan Ionadail airson dleastanasan nam Planaichean Gàidhlig agus le taic tro obair le lìonraidhean nàiseanta (GLAN, ADES msaa.) **Gabh cothrom:** Cleachd Siorrachd Àir a Tuath mar sgrùdadh cùise gus ùghdarrasan eile a bhrosnachadh.	Samhain 2019	Lùnastal 2020	4	4	16	16	→	4	5	20	Stiùiriche Foghlam na Gàidhlig
3.3	**Slighe-ionnsachaidh neo-iomlan no slighe-ionnsachaidh nach tòisich**	Bidh ìre nas lugha de dhaoine a' ruigsinn a' chomais aca a bhith fileanta anns a' Ghàidhlig	A' dèanamh cinnteach gu bheil foghlam Gàidhlig fhathast na roghainn. A' dèanamh cinnteach gun urrainn a h-uile pàiste a tha a' tòiseachadh ann am foghlam Gàidhlig a leantainn air adhart leis gu ìre na h-àrd-sgoile.	**Dèilig ris / Gluais e:** Lean air le taic airson Ùghdarrasan Ionadail airson dleastanasan nam Planaichean Gàidhlig agus le taic tro obair le lìonraidhean nàiseanta (GLAN, ADES msaa.) Lean air le obair com-pàirteachais le LearnGaelic agus buidhnean nàiseanta mar Foghlam Alba agus an SQA. Dèan conaltradh le Ùghdarrasan Ionadail gus dèanamh cinnteach gun urrainn dhan uiread 's a ghabhas de dh'òganaich a dh'ionnsaicheas Gàidhlig sa bhun-sgoil leantainn orra leatha san àrd-sgoil.	Samhain 2019	Lùnastal 2020	4	4	16	16	→	5	3	15	Stiùiriche Foghlam na Gàidhlig

Glè Mhòr	Sgòr airson Cunnairt **20-25**	Cha ghabhar ris an ìre de chunnart seo agus feumar gnìomhan lasachaidh a chur an sàs sa bhad agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Mòr	Sgòr airson Cunnairt **12-16**	Cha ghabhar ris an ìre de chunnart seo agus feumar rianan-smachd a chur an sàs gus an cunnart a lùghdachadh agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Meadhanach Mòr	Sgòr airson Cunnairt **6-10**	Faodar rianan-smachd a chur an sàs no faodar gabhail ris a' chunnart. Nithear sgrùdadh air gach ràith.
Beag	Sgòr airson Cunnairt **1-5**	Gabhar ris an ìre de chunnart seo, fhad 's a nithear sgrùdadh air gach sia mìosan.

Cho luath 's a thèid sgrùdadh a dhèanamh air cunnart tha e deatamach co-dhùnadh dè an fhreagairt as iomchaidh airson dèiligeadh ris. Tha còig dòighean ann airson dèiligeadh ri cunnartan. 'S iad:

- **Gabh ris –** Gabh ri buaidh a' chunnairt ma thachras e. Ma thathar a' fulang a' chunnairt chan fheumar rianan-smachd a chur ann agus mar sin feumar sgrùdadh a dhèanamh air a' chunnart gach ràith.
- **Dèilig ris -** Gabh gnìomh gus coltachd agus/no buaidh a' chunnairt a lùghdachadh.
- **Gluais e -** Thoir air falbh pàirt den chunnart is thoir seo do chuideigin eile.
- **Cuir às dha** - Sguir den gnìomh aig a bheil a' chunnart ma tha seo iomchaidh.
- **Gabh cothrom** – Co-roinn an cunnart le com-pàirtiche eile a tha an sàs anns an obair.

Ùrachadh mu dheireadh: 27.08.2020

Clàr Mhi-chinntean Ro-innleachdail

Àireamh a' Chunnairt	Mìneachadh air a' Chunnart	Buaidh a' chunnairt (nan tigeadh an cunnart gu bith, sgrìobhaibh na rudan a dh'fhaodadh tachairt)	Rianan-smachd gan Cur an Sàs (Le bhith a' gabhail ealla ris a' bhuaidh, sgrìobhaibh dè tha a dhìth gus buaidh a' chunnairt a lùghdachadh)	Gnìomh Gabh ris / Dèilig ris / Gluais e / Cuir às dha / Gabh Cothrom	Ceann-latha air an deach a chomharra chadh	Nuair a rinneadh an sgrùdadh mu dheireadh air rianan-smachd	Measadh Làithreach air a' Chunnart			Sgòr a bh' ann roimhe	Gluasad san ìre de Chunnart	Sgòr gun ghnìomhan lasachaidh			Cò ris a tha an cunnart an urra
							A' Bhuaidh	Buailteach Tachairt	Sgòr airson a' Chunnairt						
			A' dèanamh cinnteach gu bheil a h-uile neach-ionnsachaidh inbheach a tha ag iarraidh a bhith fileanta a' faighinn cothrom sin a dhèanamh.	**Gabh cothrom:** Obraich leis a h-uile com-pàirtiche gus ruigsinneachd air goireasan air-loidhne a bhrosnachadh airson luchd-ionnsachadh aig gach aois. Cleachd an dàta a tha a' tighinn a-mach à LearnGaelic gach mìos. **Gluais e:** Dèan cinnteach gu bheil stiùiriche ro-innleachdail ann airson dèanamh cinnteach gu bheil goireasan aig luchd-ionnsachaidh gus an toirt gu fileantas.											

4. Tha beachdan fàbharach aig barrachd daoine ann an Alba mu dheidhinn cànan agus cultar na Gàidhlig.

4.1	**Gun caill a' Ghàidhlig an ìomhaigh fhàbharach aice.**	Nas lugha de dhaoine ag iarraidh a bhith an sàs anns a' chànan no a bhith ga ionnsachadh	A' dèanamh cinnteach gu bheil soirbheas na Gàidhlig ann an bailtean agus cathair-bhailtean air shoillseachadh. A' soillseachadh luach a' chànain ann an coimhearsnachdan traidiseanta na Gàidhlig. A' dol an aghaidh teachdaireachdan mì-fàbharach agus mì-fhios.	**Dèilig ris:** Ro-innleachd conaltraidh gnìomhach a bhith ann gus na soirbheasan fhoillseachadh agus airson a dhol an aghaidh mì-fhios. **Gluais e:** Brosnaich daoine eile gus deagh naidheachdan mun Ghàidhlig a mheudachadh	Samhain 2019	Lùnastal 2020	4	4	16	16	→	5	4	20	Ceannard
4.2	**An cànan ga dhèanamh poilitigeach**	Taic dhan Ghàidhlig a' fàs pòlaraichte a rèir loidhnichean pàrtaidh ann an iomairtean airson taghadh 2021.	A' leantainn air le conaltradh còmhla ris a h-uile partaidh poileataigeach air stèidh neo-thaobhach.	**Dèilig ris:** Dèan cinnteach nach tèid Gàidhlig a tarraing gu aon taobh gu poilitigeach. Meudaich an ìre de chom-pàirteachadh le luchd-poilitigs, tagraichean poileataigeach agus pàrtaidhean poileataigeach.	Samhain 2019	Lùnastal 2020	4	4	16	12	↑	4	4	16	Ceannard
4.3	**Chan eilear a' faicinn gur e rud cudromach a th' anns a' Ghàidhlig**	Crìonadh taic phoblach agus phoilitigeach airson na Gàidhlig	Ag àbhaisteachadh na Gàidhlig anns a beatha na h-Alba	**Dèilig ris:** Cuir cuideam air luach sòisealta agus eaconomamach na Gàidhlig ann an Alba.	Samhain 2019	Lùnastal 2020	4	4	16	12	↑	4	4	16	Ceannard

Glè Mhòr	Sgòr airson Cunnairt **20-25**	Cha ghabhar ris an ìre de chunnart seo agus feumar gnìomhan lasachaidh a chur an sàs sa bhad agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Mòr	Sgòr airson Cunnairt **12-16**	Cha ghabhar ris an ìre de chunnart seo agus feumar rianan-smachd a chur an sàs gus an cunnart a lùghdachadh agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Meadhanach Mòr	Sgòr airson Cunnairt **6-10**	Faodar rianan-smachd a chur an sàs no faodar gabhail ris a' chunnart. Nithear sgrùdadh air gach ràith.
Beag	Sgòr airson Cunnairt **1-5**	Gabhar ris an ìre de chunnart seo, fhad 's a nithear sgrùdadh air gach sia mìosan.

Cho luath 's a thèid sgrùdadh a dhèanamh air cunnart tha e deatamach co-dhùnadh dè an fhreagairt as iomchaidh airson dèiligeadh ris. Tha còig dòighean ann airson dèiligeadh ri cunnartan. 'S iad:

- **Gabh ris –** Gabh ri buaidh a' chunnairt ma thachras e. Ma thathar a' fulang a' chunnairt chan fheumar rianan-smachd a chur ann agus mar sin feumar sgrùdadh a dhèanamh air a' chunnairt gach ràith.
- **Dèilig ris** - Gabh gnìomh gus coltachd agus/no buaidh a' chunnairt a lùghdachadh.
- **Gluais e** - Thoir air falbh pàirt den chunnart is thoir seo do chuideigin eile.
- **Cuir às dha** - Sguir den gnìomh aig a bheil a' chunnart ma tha seo iomchaidh.
- **Gabh cothrom** – Co-roinn an cunnart le com-pàirtiche eile a tha an sàs anns an obair.

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Clàr Mhi-chinntean Ro-innleachdail

Àireamh a' Chunnairt	Mìneachadh air a' Chunnart	Buaidh a' chunnairt (nan tigeadh an cunnart gu bith, sgriobhaibh na rudan a dh'fhaodadh tachairt)	Rianan-smachd gan Cur an Sàs (Le bhith a' gabhail ealla ris a' bhuaidh, sgriobhaibh dè tha a dhìth gus buaidh a' chunnairt a lùghdachadh)	Gnìomh (Gabh ris / Dèilig ris / Gluais e / Cuir às dha / Gabh Cothrom	Ceann-latha air an deach a chomharra chadh	Nuair a rinneadh an sgrùdadh mu dheireadh air rianan-smachd	Measadh Làithreach air a' Chunnart			Sgòr a bh' ann roimhe	Gluasad san ìre de Chunnart	Sgòr gun ghnìomhan lasachaidh		Cò ris a tha an cunnart an urra
							A' Bhuaidh	Buailteach Tachairt	Sgòr airson a' Chunnairt					
5. Tha Bòrd na Gàidhlig a' leantainn a leasachadh mar a tha e a' fàs														
1	**Chan eil comas-lìbhrigidh gu leòr aig luchd-obrach**	Chan urrainn Bòrd na Gàidhlig na dleastanasan aca a choileanadh agus thèid misneachd an luchd-obrach a lùghdachadh.	Dèan cùis gnothachais airson luchd-obrach a bharrachd. Cuir an gnìomh ceuman eadar-amail airson seirbheisean corporra agus dèan ath-sgrudadh air feumalachdan ionmhais.	**Dèilig ris:** Cuir a-steach agus dèan cùis gnothachais do Riaghaltas na h-Alba **Dèilig ris:** Thoir aire air plana an fheachd-obrach gus dèanamh cinnteach gu bheil luchd-obrach gu leòr ann gus na bun-obraichean Corporra agus Ionmhais a lìbhrigeadh gu soirbheachail anns a' ghèarr-ùine agus san fhad-ùine.	Samhain 2019	Lùnastal 2020	4	4	16	16	→	5	4	20	Ceannard
2	**Cliù**	Tha droch chliù ann an cuid de thaobhan a' toirt buaidh air comas Bòrd na Gàidhlig gus a dhleastanas a choileanadh.	Ro-innleachd Conaltraidh gus aire a thoirt air dreuchd Bòrd na Gàidhlig ann a bhith a' brosnachadh agus a' maoineachadh leasachadh na Gàidhlig.	**Dèilig ris:** Cleachd a h-uile meadhan gus ar sgeulachd innse	Samhain 2019	Lùnastal 2020	4	4	16	20	↓	5	5	25	Ceannard

Glè Mhòr	Sgòr airson Cunnairt **20-25**	Cha ghabhar ris an ìre de chunnart seo agus feumar gnìomhan lasachaidh a chur an sàs sa bhad agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Mòr	Sgòr airson Cunnairt **12-16**	Cha ghabhar ris an ìre de chunnart seo agus feumar rianan-smachd a chur an sàs gus an cunnart a lùghdachadh agus feumar sgrùdadh a dhèanamh air a' chunnart gach mìos.
Meadhanach Mòr	Sgòr airson Cunnairt **6-10**	Faodar rianan-smachd a chur an sàs no faodar gabhail ris a' chunnart. Nithear sgrùdadh air gach ràith.
Beag	Sgòr airson Cunnairt **1-5**	Gabhar ris an ìre de chunnart seo, fhad 's a nithear sgrùdadh air gach sia mìosan.

Cho luath 's a thèid sgrùdadh a dhèanamh air cunnart tha e deatamach co-dhùnadh dè an fhreagairt as iomchaidh airson dèiligeadh ris. Tha còig dòighean ann airson dèiligeadh ri cunnartan. 'S iad:

- **Gabh ris –** Gabh ri buaidh a' chunnairt ma thachras e. Ma thathar a' fulang a' chunnairt chan fheumar rianan-smachd a chur ann agus mar sin feumar sgrùdadh a dhèanamh air a' chunnart gach ràith.
- **Dèilig ris -** Gabh gnìomh gus coltachd agus/no buaidh a' chunnairt a lùghdachadh.
- **Gluais e -** Thoir air falbh pàirt den chunnart is thoir seo do chuideigin eile.
- **Cuir às dha** - Sguir den gnìomh aig a bheil a' chunnart ma tha seo iomchaidh.
- **Gabh cothrom** – Co-roinn an cunnart le com-pàirtiche eile a tha an sàs anns an obair.

Ùrachadh mu dheireadh: 27.08.2020

STRATEGIC RISK REGISTER

Risk Ref. No.	Risk Description	Consequence of Risk (if the risk was to materialise, list the things that could happen)	Control Measures in Place (Using the consequences as a reference, list what needs to be put in place to minimise the impact of the risk)	Action Tolerate / Treat / Transfer / Terminate / Take an Opportunity	Date Identified	When control last reviewed	Current Risk Assessment			Previous Risk Rating	Risk Movement	Unmitigated Risk Score			Risk Owner
							Impact	Probability	Risk Rating			Impact	Probability	Risk Rating	
1. Covid-19															
1.1	**Impact of Covid-19 on elderly**	Loss of substantial part of the generation of fluent Gaelic speakers with a richness of vocabulary and cultural knowledge, leading to an impoverished language base.	Ensuring that immediate work is done to maximise virtual contact between elderly and young people	**Treat:** With partners, encourage cross-generation communications to reduce elderly isolation and increase language transfer.	Mar 2020	August 2020	3	4	12	16	↓	4	3	12	Director of Language Planning and Community Developments
1.2	**Downturn in the economy, leading to reducing public funds and greater need for funding in critical care services** (was 4.2 in previous register)	Less funding available for Gaelic development	Ensuring that Best Value is a key consideration in how Bòrd na Gàidhlig operates	**Treat:** Bòrd na Gàidhlig continues to operate on Best Value principles. **Tolerate** Prepare high-level scenarios based on development priorities in case of reduced funding **Take an opportunity** Collaborate with other public sector organisations to increase shared service options and consider increased collaborative working	April 2019	August 2020	4	4	16	16	→	4	4	16	Head of Finance
1.3	**Partners unable to deliver projects (funded by BnG)**	Reduced activity in Gaelic; reduced ability to deliver BnG strategic priorities.	Collaboration with partners to discuss and develop alternatives.	**Treat** Continue regular communication with main funded organisations. **Take an opportunity** Consider, with partners, alternatives or new developments to support delivery of Gaelic services.	April 2020	August 2020	4	3	12	12	→	4	4	16	Director of Language Planning and Community Developments
1.4	**Loss of staff due to illness**	Reduced ability to carry out BnG's work and impact on staff morale.	Programme of support for staff in working from home.	**Treat** Review organisational priorities. Ensure wellbeing is a priority for staff and board.	Mar 2020	August 2020	4	2	8	12	↓				Ceannard

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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

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Take an opportunity - Share the risk with a partner involved in the area of work

Last updated: 27.08.2020

STRATEGIC RISK REGISTER

Risk Ref. No.	Risk Description	Consequence of Risk (if the risk was to materialise, list the things that could happen)	Control Measures in Place (Using the consequences as a reference, list what needs to be put in place to minimise the impact of the risk)	Action Tolerate / Treat / Transfer / Terminate / Take an Opportunity	Date Identified	When control last reviewed	Current Risk Assessment			Previous Risk Rating	Risk Movement	Unmitigated Risk Score			Risk Owner
							Impact	Probability	Risk Rating			Impact	Probability	Risk Rating	
2. More people are using and benefiting from Gaelic at work, at home, and in the community.															
2.1	**Ageing and declining traditional Gaelic-speaking communities**	Absence of economically active workforce will reduce ability for intergenerational transmission and usage	Ensuring that policies affecting Gaelic-speaking communities aim to retain and attract young people	**Treat:** Include Gaelic language in development of policies and contribute to public consultations Support initiatives aimed at retaining and attracting people to Gaelic speaking communities inluding Encourage organisations to see current home-working as an opportunity for young people to live in the islands.	Nov 2019	August 2020	3	3	9	12	↓	4	3	12	Director of Language Planning and Community Developments
2.2	**Scotland's Census 2021 (deferred to 2022)**	Continued deline of Gaelic speakers will negatively impact the view of the public and politicians	Encouraging Gaelic speakers to acknowledge their Gaelic skills in the census	**Tolerate:** Communication strategy to enourage people to acknowledge their Gaelic skills in Scotland's Census 2021 (*now 2022)*. Communication strategy in place to prior to publication of census results **Take an Opportunity** Encourage anyone who has Gaelic skills to participate in the census process. process	Nov 2019	August 2020	3	2	6	9	↓	4	3	12	Director of Language Planning and Community Developments
2.3	**Economy**	Reduced funding for public bodies will result in less spending on Gaelic	Cooperating with public bodies to encourage maintainance of support for Gaelic	**Treat:** Make the case for Gaelic as an economic asset Develop Gaelic Plans which progress essential priorities Use Gaelic Plans to encourage public bodies to normalise Gaelic spending in key areas such as education Take the Opportunity CoHI meeting in October 2020 has Gaelic as a regional transformational opportunity on the agenda. Faster Rate of Progress meeting on 2 September 2020.	Nov 2019	August 2020	4	4	16	16	→	4	4	16	Director of Language Planning and Community Developments

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3. Opportunities for people to develop their Gaelic skills at any age have increased and are more accessible															
3.1	**As consequence of budgetary pressures resulting from Covid-19 LAs do not prioritise extending Gaelic Education.**	Number of children with Gaelic skills is insufficient to maintain speaker numbers	Ensuring that there is enough people and financial resources to meet demand	**Treat / Transfer:** Working with local authorities to ensure that staff are available where they are needed. **Treat / Transfer:** Working with colleges, universities, and training providers to ensure that their courses are delivering enough staff to meet demand. **Treat** Continuing support for LAs on Gaelic Plan commitments and through engagement with national networks (GLAN, ADES etc.)	Nov 2019	August 2020	4	4	16	16	→	4	5	20	Director of Gaelic Education
3.2	**Local authorities unwilling to grow Gaelic Education**	Number of children with Gaelic skills is insufficient to maintain speaker numbers	Making the case (financial and educational) for Gaelic education.	**Treat:** Working with Scottish Government and local authorities to ensure there is robust supporting information for a strong case. Control Measure: Continuing support for LAs on Gaelic Plan commitments and through engagement with national networks (GLAN, ADES etc.) **Take the opportunity** Use North Ayrshire as case study to encourage other authorities	Nov 2019	August 2020	4	4	16	16	→	4	5	20	Director of Gaelic Education
3.3	**Incomplete Learning journey or Learning journey not started**	Fewer people fulfil potential to become fluent in Gaelic	Ensuring that Gaelic education remains a choice. Ensuring that all children starting Gaelic education can follow it through to secondary level. Ensuring that all adult learners who aim to become fluent have the opportunity to do so.	**Treat / Transfer:** Continuing support for LAs on Gaelic Plan commitments and through engagement with national networks (GLAN, ADES, CLAD etc.) Continuing partnership work with LearnGaelic and national organisations such as Education Scotland and the SQA. Dialogue with local authorities to ensure that as many young people as possible who learn Gaelic at primary school can continue this at secondary school. **Take the opportunity:** Work with all partners to promote access to online resources for all ages of learners. Make use of data provided by LearnGaelic.scot monthly. **Transfer:** Ensure that there is strategic lead to ensure that learners have facilities to take them to fluency.	Nov 2019	August 2020	4	4	16	16	→	5	3	15	Director of Gaelic Education

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4. More people in Scotland are positive about Gaelic language and culture															
4.1	**Gaelic does not maintain a positive image**	People less inclined to be involved with or learn the language	Ensuring the success of Gaelic in Scotland's towns and cities is highlighted. Highlighting the value of the language to traditional Gaelic-speaking communities. Countering negative messages and misinformation.	**Treat:** Having an active communication strategy to publicise the successes and counter misinformation. **Transfer** Encourage others to maximise good news stories about Gaelic	Nov 2019	August 2020	4	4	16	16	→	5	4	20	Ceannard
4.2	**Politicisation of the language**	Support for Gaelic becomes polarised along political party lines with campaigning for the 2021 election.	Continuing dialogue with all political parties on a non-partisan basis.	**Treat:** Ensuring Gaelic is not drawn into a partisan position. Increase engagement with politicians, candidates and political parties.	Nov 2019	August 2020	4	4	16	12	↑	4	4	16	Ceannard
4.3	**Gaelic not seen as important**	Public and political support for Gaelic eroded	Normalising Gaelic within Scottish life	**Treat:** Emphasise the social and economic worth of Gaelic to Scotland	Nov 2019	August 2020	4	4	16	16	→	4	4	16	Ceannard
5. Bòrd na Gàidhlig continues to develop how it works															
1	**Insufficient staff capacity**	Bòrd na Gàidhlig is unable to fulfil its commitments and staff morale is reduced.	Business case for more staff. Implement interim measures for corporate services and review finance needs	**Treat:** Submit and make business case to Scottish Government **Treat:** Attention given in the workforce plan to ensure that enough staff resource is in place to successfully deliver Corporate and Finance functions in the short and long term.	Nov 2019	August 2020	4	4	16	16	→	5	4	20	Ceannard
2	**Reputation**	Negative aspects of reputation affect Bòrd na Gàidhlig's ability to deliver its role.	Communications Strategy to highlight Bòrd na Gàidhlig's role in promoting and funding Gaelic development	**Treat:** Utilising all media channels to tell our story	Nov 2019	August 2020	4	4	16	20	↓	5	5	25	Ceannard

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Last updated: 27.08.2020

Seisean Fosgailte | Open Session
Cuspair 17

A' freagairt ri	Am Bòrd-stiùiridh
Ceann-latha na Coinneimh	23/09/2020
Àite:	Air-loidhne
Nì a' Chlàir-ghnothaich	17

Tiotal a' Phàipeir	Plana Obrach a' Bhùird-stiùiridh	
Moladh do Bhuill	Ri Aontachadh	
Neach labhairt:	Shona NicIllinnein, Ceannard	
Cùrsa Riaghlachais airson na h-Aithris	**Ceann-latha na Coinneimh**	**Seòrsachadh na h-Aithris**
Sgioba Stiùiridh	11/09/2020	Ri Aontachadh
Pàipear-taice air a cheangal ris	Tha- Eàrr-ràdh A – Plana Obrach a' Bhùird-stiùiridh	

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.
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.
4.0	**Moladh**
4.1	Thathar ag iarraidh air Buill beachdachadh air a' phlana obrach an cois seo agus aontachadh.
5.0	**Prìomh Bhuaidhean Ro-innleachdach**
5.1	**Buaidhean air Ionmhas**
	Chan eil buaidh ionmhasail dhìreach sam bith aig an aithisg seo.
5.2	**Buaidhean air Luchd-obrach**
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air an fheachd-obrach.
5.3	**Buaidhean 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	**Buaidhean air Cliù**

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	☐	Clann	☐
Cultar	☐	Coimhearsnachdan	☐

	Àrainneachd	☐	Bochdainn	☐
	Slàinte	☒	Eadar-nàiseanta	☐
	Foghlam	☐	Eaconamaidh	☐
	Gnothachasan soirbheachail is ùr-ghnàthach	☒		
5.6	**Buaidhean air Slàinte is Sàbhailteachd**			
	Chan eil buaidh dhìreach sam bith aig an aithisg seo air Slàinte is Sàbhailteachd.			
5.7	**Buaidhean Laghail**			
	Chan eil buaidh laghail dhìreach sam bith aig an aithisg seo.			
5.8	**Buaidhean air Co-ionannanachd** Chan eil buaidh sam bith a bharrachd aig an aithisg seo air co-ionannachd.			

AM BÒRD STIÙIRIDH AIG BÒRD NA GÀIDHLIG
Plana Obrach 2020/21 (Dreachd 07/09/2020)

BÒRD NA GÀIDHLIG BOARD
Work Plan 2020/21 (Draft 07/09/2020)

		MÌOS - MONTH	02 2020	03 2020	04 2020	05 2020	06 2020	07 2020	08 2020	09 2020	10 2020	11 2020	12 2020	01 2021	02 2021	03 2021
		Ceann-latha Coinneamh a' Bhùird – Board Meeting Date	**26**			**26**				**23**			**02**		**24**	
A h-uile Coinneamh Puingean Stèidhichte	Cùisean Tòiseachaidh / Fàilte	Introduction / Welcome	√			√				√			√		√	
	A' nochdadh chom-pàirtean	Declaration of Interests	√			√				√			√		√	
	Geàrr-chunntas na Coinneimh mu Dheireadh	Minute of Previous Meeting	√			√				√			√		√	
All meetings Standing Items	Clàr Ghnìomhan	Action Log	√			√				√			√		√	
	Aithisg Buidheann-stiùiridh a' Phlana Leasachaidh	Improvement Plan Steering Group	√			√				√			√		√	
	Aithisg air Plana Gnìomh	Operational Plan Progress Report	√			√				√			√		√	
	Aithisg Ionmhais	Finance Report	√			√				√			√		√	
	Clàran Mi-chìnntean	Risk Management	√			√				√			√		√	
	Geàrr-chunntasan nan comataidhean is a' bhuidheann obrach	Committee and Working Group Minutes	√			√				√			√		√	
	Aithisg a Cheannard	CEO Report	√			√				√			√		√	
	Sùil air a Phlana Obrach	Workplan Review	√			√				√			√		√	
	Iarrtasan taic-airgid £40,000+	Funding applications £40,000+								√			√		√	
Prìomhachasan Ro-innleachdail	Plana Corporra	Corporate Plan											√		√	
	Plana Cànain Nàiseanta na Gàidhlig	National Gaelic Language Plan								√			√		√	
Strategic Priorities	Adhartas nas Luaithe	Faster Rate of Progress				√				√			√		√	
Puingean Cunbhalach Bliadhnail	Plana Gnìomh	Operational Plan	√													
	Buidseat na Bliadhna	Annual Budget	√													
	Plana Ionmhais airson Teirm Meadhanach	Mid-term Financial Plan	√			√										
	Aithisg Bhliadhnail na Comataidh Sgrùdaidh is Dearbhachd	Audit and Assurance Committee Annual Report								√						
Annual Cyclical Items	Aithisg Bhliadhnail na Comataidh Poileasaidh is Goireasan	Policy and Resources Committee Annual Report								√						
	Aithisg Bhliadhnail is Cunntasan	Annual Report & Accounts	√							√						
	Aithisg an Luchd-Sgrùdaidh on Taobh a Muigh	External Audit Report								√						
	Aithisg Oifigear nan Inbhean	Standards Officer Report	√													
	Aithisg Luchd-obrach	Staffing Report				√										
	Aithisg Slàinte is Sàbhailteachd	Health & Safety Report				√										
	Èifeachdas a' Bhòrd-stiùiridh	Review of board effectiveness				√				√						
	Plana Luchd-obrach	Workforce Plan	√													
	Plana trèanaidh	Training Plan (May 2021)	√													
	Aithisg Adhartais air a' Phlana Leasachaidh	Progress Report on Improvement Plan	√													
	Pròg̀ram coinneamhan a' bhòrd-stiùiridh	Calendar of board & committee meetings											√			
	Fosgailteachd	Openness & transparency	√													
	Maoineachadh nam Buidhnean Gàidhlig	Funding Gaelic Organisations	√													
	Aithisg Rèiteachaidh – Plana Leasachaidh (Cèitean)	Reconciliation Report – Improvement Plan (May)														
	Aithisg air Planaichean Gàidhlig	Gaelic Language Plans Report				√										
Puingean Ad Hoc																