

22 Dàmhair 2020/ 22 October 2020

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Neach-gairm Rè Ùine
Comataidh Sgrùdadh Poblach agus Iar-reachdail Pàrlamaid na h-Alba
Pàrlamaid na h-Alba

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A Chathraiche chòir

Sgrùdadh air Bòrd na Gàidhlig airson 2018/19

Mòran taing airson ur litreach air 2 Dàmhair 2020. Tha sinn a' cur fàilte air a' chothrom gus fiosrachadh a thoirt dhan chomataidh mun obair againn. Gheibhear fiosrachadh an cois seo mun bhuidhinn, mu na dleastanasan againn, mu na KPI-an againn agus mu bhith a' libhrigeadh a' Phlana Obrach airson 2019/20. Tha fiosrachadh ann cuideachd mu mar a bhios Bòrd na Gàidhlig a' cur ris an Fhrèam-obrach Coileanaidh Nàiseanta, a tha a' sealltainn na farsaingeachd de dh'obair èifeachdaich a bhios sinn a' dèanamh airson na Gàidhlig. Chaidh a' chomhairleachadh dhuinn nach fhaod sinn an sgrìobhainn air fad a thoirt dhuibh a chionn 's nach deach an aithisg bhliadhnail is cunntasan a chur air beulaibh na Pàrlamaid fhathast.

Dh'iarr sibh daingneachadh gu bheil na sgilean is an t-eòlas aig Bòrd na Gàidhlig a dh'fheumas iad gus leasachaidhean susbainteach a dhèanamh air thoiseach air sgrùdadh 20/21. Anns an earrann gu h-ìosal, tha mi a' mìneachadh nan ceuman a tha sinn a' cur an sàs gus dèanamh cinnteach gum bi deagh aithisg sgrùdaidh againn ann an 2020/21. Is iad na prìomh eileamaidean: plana leasachaidh ùraichte gus na gnìomhan a tha sinn a' dol a chur an gnìomh a mhìneachadh; taic le eòlas bhon taobh a-muigh ann an stiùireadh atharrachadh gus na sgilean agus an t-eòlas a thoirt dhuinn gus am plana a bhuileachadh; a bhith a' cruthachadh adhbhar gnòthachais gus dèanamh cinnteach gu bheil goireasan gu leòr aig a' bhuidhinn airson an àm ri teachd; agus a bhith a' fastadh buill ùra air a' bhòrd-stiùiridh. Gheibhear fiosrachadh mu na rudan seo uile gu h-ìosal.

2018/19 Audit of Bòrd na Gàidhlig

Thank you for your letter of 2 October 2020. We welcome the opportunity to provide the Committee with information on our work. We enclose information about the organisation, our functions, our KPIs and delivery of the 2019/20 Operational Plan. It also includes information on how Bòrd na Gàidhlig contributes to the National Performance Framework which demonstrates the wide range of effective work that we carry out for Gaelic. We have been advised that as the annual report and accounts have not been laid before Parliament we cannot provide you with the complete document.

You also asked for reassurances that Bòrd na Gàidhlig has the skills and expertise required to make significant improvements ahead of the 20/21 audit. In the section below, I set out actions which we are putting in place to ensure that we achieve a good audit for 2020/21. The key elements are a refreshed improvement plan to detail the actions we will implement; the support of external expertise in change management to provide the skills and expertise to implement the plan; the development of a business case to ensure adequate resourcing of the organisation for the future; and the recruitment of new board members. Information on each of these is provided below.

Am Plana Leasachaidh

Tha an sgrìobhainn seo na phrìomh phàirt de leasachadh leantainneach na buidhne. Tha e air a bhith air ùrachadh mar thoradh air an sgrùdadh bhon taobh a-muigh ann an 2019/20. Tha e na phlana cuimsichte le sruthan-obrach soilleir agus targaidean a ghabhas a thomhas. Bha cothrom aig an luchd-obrach uile an cuid bheachdan a chur a-steach agus tha seo a' toirt dhuinn tuigse nas fheàrr den phròiseas leasachaidh againn. Tha Deloitte ga sgrùdadh an-dràsta gus dèanamh cinnteach gu bheil e a' cur aghaidh air na molaidhean riatanach.

Eòlas air Stiùireadh Atharrachadh bhon taobh a-muigh

Tha an t-eòlas air stiùireadh atharrachadh bhon taobh a-muigh ag amas air sgilean agus eòlas a bharrachd a thoirt a-staigh gus dèanamh cinnteach gu bheil leasachadh leantainneach air a thoirt air adhart agus air a stèidheachadh gu daingeann air feadh na buidhne.

Tha Deloitte a' dèanamh ath-sgrùdadh air an speac airson na taic seo gus dèanamh cinnteach gu bheil e ga dhealbh gu h-ìomchaidh is gum bi stòrasan gu leòr ann air a shon. Nuair a tha seo air aontachadh, thèid an t-seirbheis a chur a-mach gu tairgse tro fhrèam-obrach Riaghaltas na h-Alba agus Public Contract Scotland gus dèanamh cinnteach gu bheil e a rèir reachdas solair.

Is iad na prìomh rointean obrach a bhios ann a bhith ag ath-bhreithneachadh agus a' dealbhadh structaran riaghlaidh airson libhrigeadh dhleastanasan reachdail agus KPI-an a' Bhùird aig an àm seo agus san àm ri teachd, agus na rudan a leanas a chrìochnachadh:

Plana Leasachaidh

Adhbhar Gnothachais

Plana Cruth-atharrachaidh

Bheir an iomairt seo eòlas agus sgilean so-ghluasadach a bharrachd dhuinn taobh a-staigh pasgan de suas ri 50 latha thar 4 mìosan gus cruth-atharrachadh a stiùireadh, le 2 mhios a bharrachd ma tha feum air seo.

Adhbhar Gnothachais

Tha beàrn ann a tha a' sìor fhàs eadar a' bhuidseit bhliadhnail againn nach eil air fàs gu h-eachdraidheil, agus am maoineachadh a tha a dhìth gus na riatanasan corporra a tha a' sìor fhàs aig

The Improvement Plan

This document is key to the continuing development of the organisation. It has been refreshed in light of the 2019/20 external audit. It is a focused plan with clear workstreams and measurable targets. All members of the staff team have had an opportunity to input and this is leading to a clearer understanding of the improvement process. It is currently being reviewed by Deloitte to ensure that it addresses the required recommendations.

External change management expertise

The external change management expertise aims to provide additional skills and expertise to ensure that continuous improvement is further developed and thoroughly embedded across the organisation.

The specification for this support is currently being reviewed by Deloitte to ensure that it is appropriately designed and resourced. Once agreed, the service will be procured using the Scottish Government framework and Public Contract Scotland to ensure compliance with procurement legislation.

The key areas of work will be reviewing and designing management structures for current and planned delivery of the Bòrd's statutory duties and KPIs, and completion of the following:

Improvement Plan

Business Case

Transformational Change Plan

This initiative will provide expertise and additional transferable skills within a package of up to 50 days over a 4-month period to spearhead transformational change and a potential further 2 months if required.

Business Case

There is an increasingly widening gap between the historic standstill annual budget and the funding required to fulfill the increasing corporate requirement of public



buidhnean poblach a choileanadh, gus ar dleastanasan reachdail a choileanadh fo Achd na Gàidhlig, agus nas cudromaiche, gus dèanamh cinnteach gun coinnich sinn ri feumalachdan an luchd-ùidh againn. Dh'aontaich am bòrd ri plana cruth-atharrachaidh airson na buidhne san Dùbhlachd 2019 anns am bi BnG a' cuimseachadh air buaidh ro-innleachdail agus air barrachd co-obrachaidh le com-pàirtichean gus a' bhuidhne agus an t-èifeachdas aige a mheudachadh. Chruthaich sinn plana luchd-obrach agus plana ionmhasail meadhan-ùine gus seo a choileanadh. Chomharraich am plana ionmhasail seo gun robh cruaidh fheum air barrachd maoineachaidh gus an urrainn dhuinn fhìn agus ar com-pàirtichean maoinichte barrachd a libhrigeadh gus coinneachadh ris an iarrtas a tha a' sìor fhàs airson Gàidhlig agus a cultar. Mar phàirt den chruth-atharrachadh, thèid adhbhar gnòthachais a chur gu Riaghaltas na h-Alba airson maoineachadh a bharrachd gus spionnadh a bharrachd a thoirt dhan Ghàidhlig.

Am Bòrd-stiùiridh

Tha am Bòrd-stiùiridh gu bhith a' fastadh trì ùra agus tha e a' sireadh sgilean ann an stiùireadh atharrachadh, riaghladh corporra agus sgrùdadh ionmhais, dealbhadh ro-innleachdail cho math ri conaltradh corporra. Chaidh an sònrachadh neach ath-sgrùdadh agus a cho-thaobhadh ri feumalachdan làithreach a' Bhùird-stiùiridh a chaidh a chomharrachadh tro fhèin-mheasadh agus pròiseasan sgrùdaidh bhon taobh a-muigh.

Cuiridh na buill ùra seo ri comas-libhrigidh agus sùbailteachd a bharrachd air a bhith a' cur an comas planadh leantainneach agus a bhith a' dèanamh cinnteach gu bheil am bòrd-stiùiridh a' libhrigeadh a dhleastanasan, a' gabhail a-steach sgrùdadh, gu h-èifeachdach agus gu co-obrachail.

Bhathar an dùil an obair fastaidh seo a dhèanamh na bu thràithe ach thug COVID-19 buaidh air obair Aonad nan Dreuchdan Poblach agus chuir Bòrd na Gàidhlig ìmpidh orra gum bu chòir pròiseas nan dreuchdan a chur an gnìomh gu cho luath 's a ghabhas. Tha am pròiseas a' dol air adhart an-dràsta le ceann-latha mu dheireadh airson iarrtasan air 18/12/2020 agus leis na buill gu bhith air an cur an dreachd bho 1 Giblean 2021.

bodies, to deliver our statutory duties under the Gaelic Language Act and ensuring, very importantly, that we meet stakeholders' needs. The board agreed a transformational change plan in December 2019 for the organisation which would see BnG focus on strategic impact and increased collaboration with partners to maximise impact and effectiveness. We developed a workforce plan and a medium-term financial plan for achieving this. The latter identified a pressing need for increased funding to enable increased delivery by ourselves and our funded partners to meet the growing demand for Gaelic language and culture. As part of the transformational change, a business case will be submitted to Scottish Government for increased resources to deliver increased impetus for Gaelic.

The Board

The Board is about to recruit three new members and is seeking skills in change management expertise, corporate governance and financial scrutiny, strategic planning as well as corporate communications. The person specification has been reviewed and aligned with the Board's current needs identified through self-evaluation and external audit processes. These new members will increase capacity and resilience as well as enable succession planning and ensure that the Board delivers its functions, including scrutiny, effectively and collaboratively.

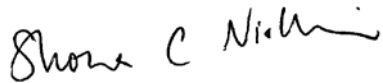
It was planned to carry out this recruitment earlier but the work of the Public Appointments Unit was affected by COVID-19 and Bòrd na Gàidhlig urged that the appointments' process should be implemented with speed. The process is underway with the closing date for applications set for 18/12/2020 and appointments taking effect from 1 April 2021.



Tha sinn an dùil gu bheil seo a' toirt dhuibh an fhiosrachaidh agus an fhois-inntinn a tha a dhìth oirbh agus bhiomaid toilichte fiosrachadh sam bith eile a bhiodh feumail a thoirt dhuibh, an dàrna cuid ann an sgrìobhadh no aghaidh ri aghaidh.

We trust that this provides the Committee with the information and reassurances that you seek and would be pleased to provide any further information, either in writing or in person, as would be helpful.

Deagh dhùrachd



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