Coinneamh:	Comataidh Sgrùdaidh is Dearbhachd
Ceann-là/Àm:	19 Samhain aig 09.30
Càite:	Microsoft Teams

Clàr-gnothaich – Seisean Fosgailte

1. **Cùisean Tòiseachaidh**

    1.1. Fàilte is Leisgeulan

    1.2. A' Nochdadh Com-pàirtean

    1.3. Gnothaich Iomchaidh Sam Bith Eile (GISBE)

2. **Molaidhean Sgrùdaidh**

    2.1. Molaidhean In-Sgrùdaidh (Ri Aontachadh)

    PT1 Inbhe Molaidhean In-Sgrùdaidh

    Nicola Pearson, Ceann an Ionmhas is Cùisean Corporra

    2.2. Molaidhean In-sgrùdaidh (Ri Aontachadh)

    PT1 Tabhartasan do Bhuidhnean Gàidhlig

    PT2 Lèirmheas air modail maoineachaidh ùr na Prìomh Buidhnean Gàidhlig

    Scott McCready, Wbg

3. **Rianachd Mhì-chinntean**

    3.1. Rianachd Mhì-chinntean Ro-innleachdail (Ri Aontachadh)

    PT1 Clàr Mhì-chinntean Ro-innleachdail

    Nicola Pearson, Ceann an Ionmhas is Cùisean Corporra

4. **Riaghladh**

    4.1. Plana Obrach an Comataidh Sgrùdaidh is Dearbhachd (Ri Aontachadh)

    PT1 Plana Obrach 2024/25

    Nicola Pearson, Ceann an Ionmhas is Cùisean Corporra

5. **GISBE**

    Ceann-là na h-ath choinneimh: 25/02/2025

Deireadh an t-Seisein

Meeting:	Audit and Assurance Committee
Date/Time:	19 November at 09.30
Location:	Microsoft Teams

Agenda – Open Session

1. <u>**Opening Items**</u>

   1.1. Welcome and Apologies

   1.2. Declarations of Interest

   1.3. Any Other Competent Business (AOCB)

2. <u>**Audit Recommendations**</u>

   2.1. Internal Audit Recommendations (For Decision)

   PT1 Status of Audit Recommendations

   Nicola Pearson, Head of Finance and Corporate Affairs

   2.2. Internal Audit Reports (For Decision)

   PT1 Grants to Gaelic Organisations

   PT2 Review of New Funding Model

   Scott McCready, Wbg

3. <u>**Risk Management**</u>

   3.1. Strategic Risk Management (For Decision)

   PT1 Strategic Risk Register

   Nicola Pearson, Head of Finance and Corporate Affairs

4. <u>**Governance**</u>

   4.1. Audit and Assurance Committee Work Plan (For Decision)

   PT1 Work Plan for 2024/25

   Nicola Pearson, Head of Finance and Corporate Affairs

5. <u>**AOCB**</u>

   Date of the next meeting: 25/02/2025

End of Session

Bòrd na Gàidhlig

Meeting:	Audit and Assurance Committee
Date:	19 November 2024
Title:	Status of Audit Recommendations
Action Required:	For Decision
Paper number:	2.1
Spokesperson:	Nicola Pearson, Head of Finance and Corporate Affairs
Appendices:	PT1 Status of Audit Recommendations

1. Purpose

1.1. The purpose of this paper is to present information on progress on the actions arising from Internal and External Audit reports to the Audit and Assurance Committee.

1.2. The paper is in English as will be reviewed by the internal and external auditors as part of their audit work.

2. Background/Main points

2.1. It is important the Audit and Assurance Committee assures itself that there is adequate progress and control improvements in implementing the recommendations.

2.2. There are no outstanding internal audit recommendations.

2.3. There are no outstanding external audit recommendations.

2.4. There are no internal audit observations.

3. Recommendation

3.1. The Committee is requested to approve the register.

4. Main Strategic Impacts

4.1. Impact on Finance: Audit fees are included in the budget.

4.2. Impact on Staff: The register is reviewed regularly by the Leadership Team and managers to ensure that progress is being made.

4.3. Impact on Training: N/A

4.4. Link Corporate Aims: Bòrd na Gàidhlig will continue to develop how it works.

4.5. Impacts on Reputation: It is important the Bòrd na Gàidhlig continues to demonstrate improvement and these audit recommendations contribute to this.

4.6. Impacts on Health and Safety: N/A

4.7. Legal Impacts: N/A

4.8. Impacts on Equality: N/A

4.9. Impacts on the Environment: N/A

5. Links to the National Performance Framework

Human Rights	☐	Children and Young People	☐
Culture	☐	Communities	☐
Environment	☐	Poverty	☐
Health	☐	International	☐
Learning	☐	Economy	☐
Successful Innovative Businesses	☒		

6. Governance Route
6.1. Approved by the Leadership Team on 7 November 2024.

7. Confirmation of Circulation of Document
7.1. This is an open paper.

EXTERNAL AUDIT RECOMMENDATIONS

Unique Ref	Date added	Recommendation	Management Action	Owner	Current Position	Date of Update	Progress	Expected Completion Date
EAR2	21/11/2023	Checklist to be incorporated to enhance the preparation and production of the annual report and accounts.	BNG will incorporate the checklist into the procedures for annual report and accounts preparation.	Head of Finance & Corporate Affairs	The checklists were used as part of the year end processes but as it was felt that these added another layer of administration, they will not be used going forward. **Audit Scotland confirmed they were happy with this approach.**	09-Sep-24	Completed	31-Mar-24

INTERNAL AUDIT RECOMMENDATIONS - NONE

INTERNAL AUDIT OBSERVATIONS - NONE

Meeting:	Audit and Assurance Committee
Date:	19 November 2024
Title:	Internal Audit Reports
Action Required:	For Decision
Paper number:	2.2
Spokesperson:	Scott McCready, Wbg Services LLP
Appendices:	PT1 Grants to Gaelic Organisations
	PT2 Review of New Funding Model

1. Purpose

1.1. The paper presents the internal audit reports produced by Wbg following the work undertaken in September 2024.

1.2. The paper is in English as reports have been prepared by the Internal Auditor.

2. Background/Main points

2.1. This is the first set of reports relating to the Internal Audit schedule for 2024-25 to come to the Audit and Assurance Committee.

2.2. For each area of review, the Internal Auditors assign a level of assurance in accordance with the following classification:

Assurance	Classification
Strong	Controls satisfactory, no major weaknesses found, no or only minor recommendations identified.
Substantial	Controls largely satisfactory although some weaknesses identified, recommendations for improvement made.
Weak	Controls unsatisfactory and major systems weaknesses identified that require to be addressed immediately.
No	No or very limited controls in place leaving the system open to significant error or abuse, recommendations made require to be implemented immediately.

2.3. Where recommendations are made, a grading of High, Medium or Low priority is assigned, depending on the degree of risk assessed as outlined below:

Grading	Classification
High	Major weakness that we consider needs to be brought to the attention of the Audit and Assurance Committee and addressed by Senior Management of the organisation as a matter of urgency.
Medium	Significant issue or weakness which should be addressed by the organisation as soon as possible.
Low	Minor issue or weakness reported where management may wish to consider our recommendation.

2.4. Below is a summary of recommendations made, and areas of good practice noted by Wbg in this first reporting cycle of 2024/25.

Report	Rating	Recommendations	Grading	Areas of good practice
Grants to Gaelic Organisations	Strong	0	n/a	3
New Funding Model	Strong	0	n/a	5

3. Recommendation

3.1. The Committee are requested to approve the reports presented.

4. Main Strategic Impacts

4.1. Impact on Finance: Internal audit fees are included in the budget.

4.2. Impact on Staff: N/A

4.3. Impact on Training: Once recommendations implemented, desk notes testing & training may be required.

4.4. Link to Corporate Aims: Bòrd na Gàidhlig will continue to develop how it works.

4.5. Impacts on Reputation: It is important the Bòrd na Gàidhlig continues to demonstrate improvement and internal audit reviews contribute to this.

4.6. Impacts on Health and Safety: N/A

4.7. Legal Impacts: N/A

4.8. Impacts on Equality: N/A

4.9. Impacts on the Environment: N/A

5. Links to the National Performance Framework

Human Rights	☐	Children and Young People	☐
Culture	☐	Communities	☐
Environment	☐	Poverty	☐
Health	☐	International	☐
Learning	☐	Economy	☐

Successful Innovative Businesses ☒

6. Governance Route

6.1. N/A as no recommendations or observations made.

7. Confirmation of Circulation of Document

7.1. This is an open paper.

Bòrd na Gàidhlig

Internal Audit
2024-25

Grants to Gaelic Organisations
October 2024

Overall Conclusion

Strong

The matters raised in this report came to our attention during the course of our audit and are not necessarily a comprehensive statement of all weaknesses that exist or all improvements that might be made.

This report has been prepared solely for Bòrd na Gàidhlig's individual use and should not be quoted in whole or in part without prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any third party.

We emphasise that the responsibility for a sound system of internal control rests with management and work performed by internal audit should not be relied upon to identify all system weaknesses that may exist. Neither should internal audit be relied upon to identify all circumstances of fraud or irregularity should there be any although our audit procedures are designed so that any material irregularity has a reasonable probability of discovery. Every sound system of control may not be proof against collusive fraud. Internal audit procedures are designed to focus on areas that are considered to be of greatest risk and significance.

wbg

1

Overview

Purpose of review

The purpose of this assignment was to review the processes and procedures in place for the approval of grants and the release of instalments. We undertook testing of the grants released to ensure that the Organisation's procedures are being adhered to.

This review formed as part of our 2024/25 Internal Audit Annual Plan.

Scope of review

Our objectives for this review were to ensure:

- The Organisation has robust processes and procedures in place for the approval of grants and the release of instalments.

- The Organisation are adhering to the processes and procedures relating to the approval of grants and the release of instalments.

- The Organisation are providing sufficient information to Senior Management and the Board regarding grants being made.

Our approach to this assignment took the form of discussion with relevant staff, review of documentation and where appropriate sample testing.

Limitation of scope

There was no limitation of scope.

wbg

2

Background

Income for distribution to Gaelic Speaking Organisations

The Organisation receives a Grant-in-Aid award from the Scottish Government for each financial year so that it can meet its aims and obligations. The Funding Scheme page of the Organisation's website states:

"*It is through funding the main Gaelic organisations and other agreed contractors that the Organisation carries out the majority of the work for which it is responsible. However, sometimes the Organisation will award contracts to relevant individuals and organisations in order to accomplish a specific strategic goal, and the Organisation also funds initiatives in partnership with other organisations. The Organisation distributes funding to public bodies who are drafting and implementing Gaelic language plans.*"

Funding Schemes

The Organisation offers funding schemes at various times throughout the year, along with the opportunity for ad hoc project proposals that are submitted at any time.

During 2024/25, the Organisation had the following funding schemes on offer:

| Gaelic Arts Fund;
| Gaelic Immersion Courses for Education Practitioners Grants;
| Gaelic Education Grants;
| Gaelic Early Years Grants;
| Taic Freumhan Coimhearsnachd (Community Grants);
| Gaelic Plans Fund;
| Colmcille;
| Gaelic Officers Scheme; and
| Other/General Grants.

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3

Information on Website

The Organisation's website includes a dedicated Funding Schemes page, which details the 9 grants offered. Each individual grant section provides information and links to the required documentation for the above schemes.

Processes and Procedures

The Organisation has Desk Top Instructions that include information on recording the processes involved in inviting, receiving, evaluating, approving, and paying grants under the Delivery Partners funding scheme, in support of the Organisation's Framework document and Corporate Plan. The layout of information provided in the Desk Top Instructions defines the purpose of the procedure, definition of roles and the subsequent process to follow regarding inviting, receiving, evaluating, approving, and paying grants under each scheme. The Desk Top Instructions are updated annually by the Funding and Projects Officer and appropriately reviewed and approved by the Director of Development. The desktop instructions were approved on 24 January 2024 and are scheduled for review in January 2025.

Fluxx is the grant management system used by the Organisation and is used internally by staff and externally by grantees. The system went live in October 2022.

Approval of 2024/25 Partners

The Board met on 14 December 2023 to agree in principle the amounts which would be provided to the Delivery Partners. The Board approved the grants and agreement on 7 March 2024, prior to sending the Funding Agreements to the Delivery Partners. For many organisations, the agreement spans the period from 2024 to 2029, while some have shorter-term agreements.

We reviewed the Policy and Resource Committee meeting minutes from 6 February 2024 and confirmed that the Gaelic Plan funds for 2024/25 were discussed.

4

Testing

We undertook testing of the 12 Delivery Partners and can confirm that staff are adhering to the documented procedures for each of the grants tested.

We reviewed the following Organisations:

Organisation	Amount Granted by BnG
Stòrlann Nàiseanta na Gàidhlig	£300,000
Ionad Chaluim Chille Ìle	£100,000
Comunn na Gàidhlig	£1,005,000
An Comunn Gàidhealach	£133,250
Fèisean nan Gàidheal	£230,000
Comhairle nan Leabhraichean	£193,150
Ainmean-Àite na h-Alba	£85,680
Faclair na Gàidhlig	£82,340
Tobar an Dualchais	£42,000
Ceòlas Uibhist	£80,000
Acair	£61,500
Theatre Gu Leòr	£62,000
Stòrlann Nàiseanta na Gàidhlig	£300,000

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5

Work Undertaken

In line with our objectives, we undertook the following work:

Objective 1: The Organisation has robust processes and procedures in place for the approval of grants and the release of instalments.

- We held discussions with the Funding and Projects Officer to clarify the operational and financial control processes and staff involvement.
- We assessed the processes to ensure they are adequate and comply with current guidelines and best practice.
- We reviewed the Desk Top Instructions to confirm that there is clear guidance for staff.
- We reviewed the Organisation's website to ensure it covers Grant and Funding information.
- We reviewed the Fluxx System Handbook to confirm it provides clear guidance for staff.

Objective 2: The Organisation are adhering to the processes and procedures relating to the approval of grants and the release of instalments.

- We completed testing of the 12 Delivery Partners within the Organisation.
- We confirmed that the information recorded on the Fluxx System matched the payment made on the original grant documentation.
- We ensured that all grant payments receive the appropriate level of authorisation.
- We confirmed compliance with the Desk Top Instructions.
- We reviewed supporting documentation to ensure it supports the grant process.

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Objective 3: The Organisation are providing sufficient information to Senior Management and the Board regarding grants being made.

l   We reviewed the decision-making documents, including an appraisal of the Board meeting minutes from 14 December 2023 and 7 March 2024. We also reviewed the Policy and resources Committee minutes from 6 February 2024 and confirmed that the Gaelic Plan funds for 2024/25 were discussed.

l   We reviewed the grant monitoring arrangements, which included reviewing all Progress Reports submitted to the Organisation during 2024/25.

7

Conclusion

Overall conclusion

Overall Conclusion: Strong
Following our review, we confirm that the Organisation has robust controls in place for the approval of grants and the release of instalments. Our sample testing of 12 Delivery Partners verified that staff are consistently adhering to the documented procedures for each grant tested. We have raised several good practice points.

Summary of recommendations

Grading of recommendations				
	High	**Medium**	**Low**	**Total**
Grants to Gaelic Organisations	0	0	0	0

As can be seen from the above table there were no recommendations made.

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8

Areas of good practice

The following is a list of areas where the Organisation is operating effectively and following good practice.	
1.	The Organisation provides sufficient information to the Board and the Policy & Resources Committee, ensuring appropriate approval before funding agreements are issued.
2.	We completed sample testing on 12 Delivery Partners and we can confirm that staff are following the documented procedures for each of the grants we reviewed. Based on the evidence provided by the Organisation, there were 12 Organisations in total, and we can confirm that all were processed correctly.
3.	The Organisation has Desktop Instructions for its Delivery Partners. From our sample testing of the processes, we found that the grants were reviewed, processed, and approved in accordance with the Desktop Instructions. Additionally, it was discussed that Fluxx is the management system used both internally by staff and externally by grantees.

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The following is a list of areas where the Organisation is operating effectively and following good practice.	
4.	The Organisation's website contains relevant and robust information on all of its funding schemes. Each funding scheme contains key information, including: | Guidelines for applicants; | Scheme details; and | Funding guidance. Within each individual grant section there is information and links to documentation required for each of the schemes. From our review of the website, we can confirm that relevant and useful information was provided for the following schemes: | Gaelic Arts Fund; | Gaelic Immersion Courses for Education Practitioners Grants; | Gaelic Education Grants; | Gaelic Early Years Grants; | Taic Freumhan Coimhearsnachd (Community Grants); | Gaelic Plans Fund; | Colmcille; | Gaelic Officers Scheme; and | Other/General Grants.

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We include for your reference comparative benchmarking data of the number and ranking of recommendations made for audits of a similar nature in the most recently finished internal audit year.

Grants to Gaelic Organisations

Benchmarking				
	High	**Medium**	**Low**	**Total**
Average number of recommendations in similar audits	0	0	2	2
Number of recommendations at Bòrd na Gàidhlig	0	0	0	0

From the table above it can be seen that the Organisation has a lower number of recommendations compared to those organisations it has been benchmarked against.

The table below details the actual dates for our fieldwork and the reporting on the audit area under review. The timescales set out below will enable us to present our final report at the next Audit and Assurance meeting.

Audit stage	Date
Fieldwork start	13 September 2024
Closing meeting	23 September 2024
Draft report issued	11 October 2024
Receipt of management responses	4 November 2024
Final report issued	7 November 2024
Audit and Assurance	19 November 2024
Number of audit days	2

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We detail below our staff who undertook the review together with the Organisation staff we spoke to during our review.

Wbg			
Partner	Graham Gillespie	Partner	gg@wbg.co.uk
Manager	Scott McCready	Internal Audit Manager	smc@wbg.co.uk
Auditor	Hannah Khan	Internal Auditor	hk@wbg.co.uk
Auditor	Rachel Maxwell	Internal Auditor	rjm@wbg.co.uk

Bòrd na Gàidhlig			
Key Contacts:	Nicola Pearson	Head of Finance & Corporate Affairs	nicola@gaidhlig.scot
	Steven Kellow	Funding and Projects Manager	stevenk@gaidhlig.scot
	Iain MacMillan	Director	iain@gaidhlig.scot
Wbg appreciates the time provided by all the individuals involved in this review and would like to thank them for their assistance and co-operation.			

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Bòrd na Gàidhlig

Internal Audit

2024-25

Review of New Funding Model to Delivery Partners
October 2024

Overall Conclusion

Strong

The matters raised in this report came to our attention during the course of our audit and are not necessarily a comprehensive statement of all weaknesses that exist or all improvements that might be made.

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1

Overview

Purpose of review

The purpose of this assignment was to evaluate the revised arrangements in place for monitoring and developing the funding model which supports the administration to Delivery Partners.

This review formed part of our 2024/25 Internal Audit Annual Plan.

Scope of review

Our objectives for this review were to:

| Ensure the funding model aligns with the objectives of the Organisation and meets the needs of the Delivery Partners.

| Ensure there is appropriate segregation of duties in place.

| Ensure that the data is complete and accurate and that reliable results are produced.

| Ensure that performance is appropriately monitored.

| Ensure the Delivery Partners funding is utilised and monitored appropriately within the Organisation.

| Establish how the funds are allocated, including criteria for distribution.

Our approach to this assignment took the form of discussion with relevant staff, review of documentation and where appropriate sample testing.

Limitation of scope

There was no limitation of scope.

wbg

2

Background

The New Funding Model

The Organisation sent out the Funding Agreement award letter in April 2024 to confirm the approval of the grant. According to the agreement, the grant is provided for the delivery of the Programme between 1 April 2024 and 31 March 2025, and in principal amounts for future years shown, in some cases up to 2029. On 7th March 2024, the Board met to formalise the agreement, a step taken before the funding agreements are issued. The minutes recorded the method, process, and assumptions used for calculating the budgets, which were included in the meeting papers. The papers assumed that the total income for 2024/25 would be the baseline grant-in-aid allocation of £5.125m. A detailed budget breakdown was also provided to the Board members.

Desktop Instructions

The Organisation has Desktop Instructions outlining the process for inviting, receiving, evaluating, approving, and paying grants under the Gaelic Plans Fund, Taic Freumhan Coimhearsnachd, Colmcille, and General Grants funding schemes, as well as any other ad hoc schemes.

Corporate Plan

The Corporate Plan for 2023 – 2028 sets out the overall framework that guides the Organisation in meeting its responsibilities for implementing key parts of the National Gaelic Language Plan. Each year, the Organisation will evaluate the Corporate Plan and create an annual Operating Plan, which will include specific actions and include measurement metrics or targets for each of the strategic priorities outlined in the Corporate Plan.

The Organisation uses Key Performance Indicators (KPIs) to evaluate progress and measure the work accomplished. The 6 KPIs are as follows:

- More opportunities for people to use their Gaelic skills at home, work and in their communities.
- More support for provision in Early Years (EY).

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| Promote the benefits of Gaelic Medium Education (GME) & Gaelic Learner Education (GLE).
| More support for the learning of Gaelic.
| Gaelic has an increasing role in a diverse and open Scottish identity.
| Bòrd na Gàidhlig is effective in its leadership role and contributes to the overall delivery of the National Gaelic Language Plan 4.

Board and Committee

We reviewed the meeting minutes from the Senior Management Team (SMT) meeting on 24 November 2023, where the Executive Team provided input on the current recommendations for applications from Delivery Partner for 2024–29. In December 2023, the Board of Directors met to agree, in principle, the funding amounts to be allocated to Delivery Partners. This agreement was formalised in March 2024 before the funding agreements were issued.

We also reviewed the minutes of the Policy and Resources Committee from February 2024. It was discussed with the Funding and Projects Manager that the Committee currently receives two progress reports annually, in February and September, on the Organisations' performance. The Board then receives an update in March to approve the following year's grants, with an additional update in December if any grants require approval at that time.

Segregation of Duties

We reviewed the Scheme of Delegated Financial Authority Limits, which ensures that all expenditure incurred by the Organisation is approved in line with the limits outlined in the document. Any expenditure exceeding these limits must be approved by the Board.

For grant approvals:

- Grants exceeding £100k require Board approval;

- Grants over £50k but less than or equal to £100k require Policy and Resources Committee approval; and

- Grants up to £50k require Leadership Team approval.

Performance

We reviewed the timelines for the first report submissions. The following deadlines were:

- 6 reports are due in July 2024;

- 1 in August 2024; and

- 5 in October 2024.

We reviewed the 6 reports due in July, which included the following sections:

- Report and Overview;

- Organisational Risks;

- Financial Report; and

- Funding Support for Partner Organisations of Bòrd na Gàidhlig 2024/25.

We reviewed the progress toward KPIs from the 6 reports and found that the KPIs were categorised into six color-coded groups. The percentage of KPIs reported by Organisations as achieved or currently in progress (with full achievement in year anticipated) is as follows:

- Acair: 100%;

- Stòrlann Nàiseanta na Gàidhlig: 100%;

- Ionad Chaluim Chille Ìle: 94%;

- Comunn na Gàidhlig: 96%;

- Ainmean-Àite na h-Alba: 90%; and

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ǀ   Tobar an Dualchais: 44%.

Budget
We reviewed the cash basis for August 2024 and confirmed that the budget is monitored monthly by SMT. In 1/12 samples, we found a variance in values due to a payment that was due in August. The Organisation had additional questions while assessing their progress, and delays in their response resulted in a delay in payment. The payment was made on September 6th 2024.

Allocation of Fundings
It was discussed with the Funding and Projects Manager that there is no specific criterion for the allocation of funds. It was noted that a single criteria could not apply to all organisations, as the allocation depends on the amounts awarded in previous years. We reviewed the "Overview of Organisations Paper" from the SMT meeting, which included proposed funding and contracts presented to the SMT in November 2023.

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Work Undertaken

In line with our objectives, we undertook the following work:

Objective 1: Ensure the funding model aligns with the objectives of the Organisation and meets the needs of the Delivery Partners.

- We reviewed the Desktop Instructions for development grant schemes to confirm that there is a robust process in place.
- We reviewed the Corporate plan 2023-2028 to ensure that the funding model aligns with the objectives of the Organisation.
- We reviewed the Board meeting minutes from December 2023, March 2024 and the Policy and Resources meeting minutes from January 2024 to ensure that the model was appropriately approved.

Objective 2: Ensure there is appropriate segregation of duties in place.

- We reviewed the Scheme of Delegated Financial Authority to confirm appropriate segregation of duties for grant approvals.
- We reviewed the job description for the Development Director, the Funding and Projects Manager and the Grants Administrator to confirm there was adequate segregation of duties in place.

Objective 3: Ensure the data is complete and accurate and that reliable results are produced.

- We selected a sample of 6 reports from Delivery Partners from July 2024 under the new funding model and confirmed that the reports were completed timely and contained detailed information.
- We discussed with the Funding and Projects Manager that data from the new funding model is still in the process of being collected.

Objective 4: Ensure the performance is appropriately monitored.

- We selected a sample of 6 completed reports from July 2024 and confirmed whether the KPIs have been completed, are in progress, or have not yet been started.

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Objective 5: Ensure the Delivery Partners funding is utilised and monitored appropriately within the Organisation.

- We reviewed the Cash Basis for August 2024 to confirm that the budget is monitored against the year-to-date (YTD) actual figures on a monthly basis by the Senior Management Team (SMT).

Objective 6: Establish how the funds are allocated, including criteria for distribution.

- We reviewed the 'Review of Organisations' document, which was one of the papers from the SMT meeting minutes of November 2023, to determine how funds were allocated to Delivery Partners under the new funding model.

Conclusion

Overall conclusion

Overall Conclusion: Strong
Following our review, we can provide the Organisation with strong assurance that the revised arrangements in place for monitoring and developing the funding model to Delivery Partners are robust. We have raised several good practice points within the Executive Summary.

Summary of recommendations

Grading of recommendations				
	High	**Medium**	**Low**	**Total**
Review of New Funding Model to Delivery Partners	0	0	0	0

As can be seen from the above table there were no recommendations.

wbg

Areas of good practice

The following is a list of areas where the Organisation is operating effectively and following good practice.	
1.	We reviewed the document titled "Overview of the Organisations," which was included in the SMT papers from 24 November 2023. This document outlined the proposed funding amounts and contract lengths before the final decision at the Board meeting in March 2024.
2.	We reviewed the Cash Basis for August 2024 and confirmed that the YTD budget is monitored against the YTD actual figures on a monthly basis by the SMT. Additionally, a financial report, including notes on the budget is submitted for internal review.
3.	We reviewed the Scheme of Delegated Financial Authority and confirmed that there is an appropriate segregation of duties for grant approvals. Additionally, we reviewed the job descriptions for the following roles: | Director of Development; | Funding and Projects Manager; and | Administrator (Grants). We confirmed that appropriate segregation of duties are in place for each role.

The following is a list of areas where the Organisation is operating effectively and following good practice.	
4.	The Organisation has a Corporate Plan for 2023-2028, which includes 6 KPIs. We can confirm that the progress of these KPIs is reflected in the progress reports of the Delivery Partners.
5.	We reviewed the following minutes to confirm that the approval of the new funding model for Delivery Partners was completed: ⎸ Board in-principle decision minutes from December 2023; and ⎸ Board minutes from March 2024. From these minutes, we can confirm that the funding model was appropriately approved and communicated prior to the distribution of the funding agreements to Delivery Partners.

wbg

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The table below details the actual dates for our fieldwork and the reporting on the audit area under review. The timescales set out below will enable us to present our final report at the next Audit and Assurance meeting.

Audit stage	Date
Fieldwork start	13 September 2024
Closing meeting	23 September 2024
Draft report issued	11 October 2024
Receipt of management responses	4 November 2024
Final report issued	7 November 2024
Audit and Assurance Committee	19 November 2024
Number of audit days	3

wbg

12

We detail below our staff who undertook the review together with the Organisation staff we spoke to during our review.

Wbg			
Partner	Graham Gillespie	Partner	gg@wbg.co.uk
Manager	Scott McCready	Internal Audit Manager	smc@wbg.co.uk
Auditor	Hannah Khan	Internal Auditor	hk@wbg.co.uk
Auditor	Rachel Maxwell	Internal Auditor	rjm@wbg.co.uk

Bòrd na Gàidhlig			
Key Contacts:	Nicola Pearson	Head of Finance & Corporate Affairs	nicola@gaidhlig.scot
	Steven Kellow	Funding and Projects Manager	stevenk@gaidhlig.scot
	Iain MacMillan	Director	iain@gaidhlig.scot
Wbg appreciates the time provided by all the individuals involved in this review and would like to thank them for their assistance and co-operation.			

wbg

Meeting:	Audit and Assurance Committee
Date:	19 November 2024
Title:	Risk Management
Action Required:	For Decision
Paper number:	3.1
Spokesperson:	Nicola Pearson, Head of Finance & Corporate Affairs
Appendices:	PT1 Strategic Risk Register

1. **Purpose**
   1.1. The paper presents the Strategic Risk Register for the organisation.
   1.2. The paper is in English as it will be reviewed by the internal and external auditors as part of their work.

2. **Background/Main points**
   2.1. The strategic risk register records and assesses the major risks faced by Bòrd na Gàidhlig. It also records the mitigating actions and progress on these undertaken to reduce or control the level of the risk faced .
   2.2. Risks are assessed to assert the significance of the threat and at what level the risk should be treated. Each risk is scored as very high, high, medium or low based on the risks Impact x Likelihood. Detailed information on scoring can be found the Risk Management Strategy.
   2.3. On the register the Gross Score is the score assessed prior to the implementation of the current controls, with the Net Score being the risk assessment including the current controls.
   2.4. The register aims to focus on the risks (uncertainties, opportunities, and negative impacts) which most directly impact of BnG's priorities.
   2.5. There have been no changes to risk ratings since the register was presented to the Board in October, however a number of narratives have been updated – summarised below.

Risk ↑	Risk ↓	Other
No ratings have increased since last review	No ratings have reduced since last review	**1.** A number of narratives have been updated **2.** Timeline in risk 6 has been amended

3. Recommendation

3.1. The Committee is requested to:

- discuss the register and make recommendations on addition and removal of risks.
- The committee is requested to approve the register.

4. Main Strategic Impacts

4.1. Impact on Finance: No direct impact but ensures that financial risks are considered by the organisation.

4.2. Impact on Staff: The risk register provides direction on controls and actions put in place by staff.

4.3. Impact on Training: Risk management training to be arranged regularly.

4.4. Links to Corporate Aims: Bòrd na Gàidhlig will continue to develop how it works.

4.5. Impacts on Reputation: Effective risk management is core to maintaining a positive reputation as an effective and efficient public organisation.

4.6. Impacts on Health and Safety: N/A

4.7. Legal Impacts: It is a requirement of the Scottish Public Finance Manual that a public body maintains risk management processes
https://www.gov.scot/publications/scottish-public-finance-manual/risk-management/risk-management/

4.8. Impacts on Equality: N/A

4.9. Impacts on the Environment: N/A

5. Links to the National Performance Framework

Human Rights	☐	Children and Young People	☐
Culture	☐	Communities	☐
Environment	☐	Poverty	☐
Health	☐	International	☐
Learning	☐	Economy	☐
Successful Innovative Businesses	☒		

6. Governance Route

6.1. Approved by the Leadership Team on 8 November 2024.

7. Confirmation of Circulation of Document

7.1. This is an open paper.

BnG Strategic Risk Register

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

Scoring

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

Refer to Section 4 of Risk Management Strategy for detailed information.

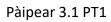|		
Very High	Risk Score 20-25	Unacceptable level of risk exposure that requires immediate mitigating action and monthly monitoring
High	Risk Score 12-16	Unacceptable level of risk which requires controls to be put in place to reduce exposure and monthly monitoring
Medium	Risk Score 6-10	Controls can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

Acronyms of people responsible:

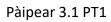ED – Ealasaid MacDonald, Ceannard

IMM – Iain Macmillan, Director

JMH – Jennifer McHarrie, Director

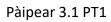NP – Nicola Pearson, Head of Finance and Corporate Services

Ref	Risk description	Cause	Impact	Gross score [prior to current controls] (I/L/S)	Current controls [systems already in place]	Net score [including current controls] (I/L/S)	Proposed actions and controls [tasks being undertaken to deal with arising risk]	Timeline	Risk owner
1	Inadequate resources to deliver the Corporate Plan	SG temporary freeze on recruitment

Medium and longer-term finances are not increased therefore Gaelic development is constrained

[BnG baseline funding has remained static since 2007/08; this is a real-terms decrease of approx 45%] | BnG's contribution to Gaelic development ceases to meet with demand

We have insufficient staff capacity and/or capability to deliver our Corporate Plan

Impact on wellbeing of staff and board

Reputation is negatively impacted | 25

(5X5) | Implementation of multi-year funding agreements for main delivery partners which encourage collaboration

Corporate Plan developed in line with new NGLP and approved by SG

Business case presented to SG which has resulted in annual but not consolidated uplifts

MFTP updated annually and presented to Board

Effective recruitment, induction, training and development and performance | 20

(4x5) | ~~Review current staff resource to mitigate impact of vacant posts.~~

Build in agility to take advantage of funding opportunities as they arise

Programme for development of middle managers skills and knowledge

Continue to make the case for increased funding for BnG or amendment to running costs cap | ~~Oct '24~~

Ongoing

Dec '24

Ongoing | ED |

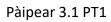| Ref	Risk description	Cause	Impact	Gross score [prior to current controls] (I/L/S)	Current controls [systems already in place]	Net score [including current controls] (I/L/S)	Proposed actions and controls [tasks being undertaken to deal with arising risk]	Timeline	Risk owner
					management systems in place Budget management in place to comply with SG GiA requirements for running costs Review of staff resource to mitigate impact of vacant posts.				
Risk Appetite : *HIGH*		*We acknowledge there is a challenging environment in public finance and continue to work closely with our sponsorship team in relation to resource.*							

Bòrd na Gàidhlig

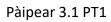| 2	Failure to deliver objectives through partnerships and network organisations [BnG has effectively increased its partnership development and advisory function and this needs to be maintained]	Limited control over direction and impact of third-party delivery BnG strategies for engagement and/or relationships do not respond to stakeholders' needs Quality and reach of communication is insufficient to engage Failure to adapt to changes in primary or secondary legislation	Difficult for Delivery Partners to achieve anticipated outcomes Support for Gaelic is undermined Willingness to collaborate and engage with BnG is reduced	15 [5x3]	Sustained effective communication with key delivery bodies Change in GLP processes leading to engagement between BnG and public authorities Framework agreement with SG External Communications Strategy reporting to Board quarterly	12 [4x3]	~~New stakeholder strategy being developed~~ New corporate and operational plans will focus on outcomes with effective performance metrics thereby providing clearer direction internally and externally	2024/25 ASAP following approval of Corporate Plan by SG	IMM
Risk Appetite : HIGH	*BnG delivers development activities in partnership with community based organisations and bodies, and relies on the those organisations to deliver on the plans they have submitted and have had approved by BnG. The arrangements are based on an agreed shared plan and are dependent on the capacity of partner organisations to deliver on these plans*							

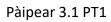| 3 | Supporting growth and promotion in Gaelic education is ineffective | BnG advisory input is not of sufficient quality and impact

Political decisions are taken which address the majority, not the minority

Statutory Guidance on Gaelic education is not sufficiently strong

Dependant on the wider support of external organisations | Advice provided by BnG on Education Reform and other legislation is ignored or not implemented

Gaelic education is not normalised within Scotland, leading to reduced uptake, attainment and impact

Gaelic is not normalised across Scottish society, increasing language loss and disaffection | 20

[5x4] | Statutory Guidance on Gaelic Language Plans published

Consistent advice provided to the ongoing processes for Education Reform and Scottish Languages Bill

Engagement with SG Gaelic and Scots Division in collaborative work

Participation in regional and other fora to promote Gaelic

Contribute to education focused consultations | 15

[5x3] | Revision and renewal of Statutory Guidance on Gaelic Education

Increased engagement with political parties on the importance of Gaelic education for normalising and growing Gaelic

Input to the Scottish Languages Bill process on a new national GM Education strategy | 2025/26

Ongoing

2024/25 | JMH |
| **Risk Appetite : MEDIUM** | *Advisory role to Scottish Government on Gaelic Education means impact not always guaranteed* | | | | | | | |

4	People don't understand the role and functions of BnG	BnG strategies for engagement and/or relationships are ineffective Negative media -external/ generally and internal to Gaelic communities Insufficient communication on what BnG does to make a difference	Reduced support for Gaelic development Gaelic speakers and learners lose confidence in BnG and therefore negative effect on the community leaving them disenfranchised.	12 [4x3]	~~Communications strategy refreshed and implemented~~ Continued work with organisations who receive funding to clearly acknowledge BnG support External Communications Strategy approved Oct 24	9 [3x3]	Continue to develop role of board members as ambassadors for BnG Use launch of new NGLP and BnG Corporate Plan to reinforce the key messages of what we do Review External Communications Strategy ~~and update~~ to strengthen processes around press communications.	Ongoing 2024 2024	NP
Risk Appetite : ***MEDIUM***		*Whilst BnG does what it can to explain and inform, it has to accept that there may always be misunderstanding around BnG's scope of work.*							

| 5 | Failure to maximise the benefits from the work undertaken by our key stakeholders and delivery partners | Communication strategy with our key stakeholders and delivery partners is ineffective

Insufficient capacity and/or capability among our key stakeholders and delivery partners

Delivery partners not necessarily delivering in line with BnG's objectives. | Damages the credibility and reputation of BnG. Ultimately this could lead to a reduction in support (financial and other) from Scottish Government, key partners and communities | 16

[4x4] | Grant systems in place which provide monitoring

New multi-year agreements developed

Gaelic language plans system in place

Increased social media and comms

Presentation of progress reports to CPG

GLP Statutory Guidance published | 12

[4x3] | Monitoring of NGLP and Corporate Plan

Encourage stakeholders and key delivery partners to publicise their good news stories broadly

Investigate the possible reinstatement of Communications Officer network | Ongoing

Mar '25

Mar '25 | IMM |
|---|---|---|---|---|---|---|---|---|---|
| **Risk Appetite :**
MEDIUM | | *Funding arrangements are based on Plans which outline how delivery partners will meet their own and BnGs objectives and the provision of ongoing funding is dependent on the receipt of satisfactory monitoring reports.* | | | | | | | |

| 6 | The governance developments implemented in the organisation are not sustained | Insufficient capacity and/or capability

New responsibilities are allocated without commensurate resources

Widening field of operations due to external or internal pressure. | Organisation does not meet stakeholders' expectations leading to disillusion and criticism; ultimately impacting on Gaelic development | 16

[4x4] | Continuous improvement planning system in place

Increasing use of technology to assist in more administrative tasks

Increased number of board members bringing additional skills and resilience

Programme of internal audit in place. | 9

[3x3] | Engage fully in parliamentary process for new languages bill

Review and update organisational Succession Plan | 2024/25

Dec Oct '24 | ED |
|---|---|---|---|---|---|---|---|---|---|
| **Risk Appetite :**
MEDIUM | | *Skills development is a priority, as is engagement, with matrix in place to monitor progress.* | | | | | | | |

Pàipear 4.1

Bòrd na Gàidhlig

Meeting:	Audit and Assurance Committee
Date:	19 November 2024
Title:	Audit and Assurance Committee Work Plan 2024/25
Action Required:	For Decision
Paper number:	4.1
Spokesperson:	Nicola Pearson
Appendices:	PT1 Work Plan 2024/25

1. Purpose

1.1. In The purpose of this report is to provide the Audit and Assurance Committee with a work plan which sets out the key issues that the Committee needs to consider as part of its work program for the year.

1.2. The paper is in English as it is presented by the Head of Finance and Corporate Affairs.

2. Background/Main points

2.1. Both Committees and the Board of BnG have a work program. They are useful in planning and ensuring that relevant and regular topics are presented throughout the year.

2.2. The 2024/25 workplan was last reviewed in September 2024.

2.3. The Plan covers the Committee's annual cycle. The plan is reviewed at each meeting to ensure it is complete or where there are deviations, these are monitored.

3. Recommendation

3.1. The Committee are requested to:
- Make recommendations for changes as viewed as appropriate
- Approve the Work Plan

4. Main Strategic Impacts

4.1. Impact on Finance: The work plans do not have a financial impact but do ensure that financial matters are properly scrutinised by the Committee.

4.2. Impact on Staff: The workplans provide a guide to officers as to work to be developed during the year.

4.3. Impact on Training: N/A

4.4. Links to Corporate Aims: Bòrd na Gàidhlig will continue to develop how it works.

4.5. Impacts on Reputation: The work plans ensure that the Committee fulfils its responsibilities; this has a positive impact on the organisation's reputation.

4.6. Impacts on Health and Safety: N/A

4.7. Legal Impacts: The work plans ensure that the Committee fulfils its statutory responsibilities.

4.8. Impacts on Equality: N/A

4.9. Impacts on the Environment: N/A

5. Links to the National Performance Framework

Human Rights	☐	Children and Young People	☐
Culture	☐	Communities	☐
Environment	☐	Poverty	☐
Health	☐	International	☐
Learning	☐	Economy	☐
Successful Innovative Businesses	☒		

6. Governance Route

N/A

7. Confirmation of Circulation of Document

7.1. This is an open paper.

A' Chomataidh Sgrùdaidh is Dearbhachd (CSD) Plana Obrach 2024/25		Cèitean 21/05/2024	Sultain 24/09/2024	Samhain 19/11/2024	Gearran 25/02/2025
Puingean Stèidhichte					
Cùisean Tòiseachaidh / Fàilte	Introduction / Welcome	√	√	√	√
Nochdadh Com-pàirt	Declarations of Interest	√	√	√	√
Geàrr-chunntas	Minutes	√	√	√	√
Clàr-gnìomhan	Actions log	√	√	√	√
Co-dhùnaidhean eadar coinneamhan	Decisions between meetings	√	√	√	√
Rianachd Mhì-chinntean	Risk Management	√	√	√	√
Inbhe Molaidhean Sgrùdadh	Status of Audit Recommendations	√	√	√	√
Plana-obrach	Workplan	√	√	√	√
Aithisgean In-sgrùdaidh					
Buidhnean Taobh a-muigh - Stiùireadh Coileanaidh	*External Organisations - Performance Management*	√			
Rianachd Mhì-chinntean	*Risk Management*	√			
Aithisg Bhliadhnail In-sgrùdadh	Internal Audit Annual Report	√			
Leanmhainn	Follow Up Review	√			
Tabhartasan do Bhuidhnean Gàidhlig	Grants to Gaelic Organisations			√	
Lèirmheas air modail maoineachaidh ùr na PBG	Review of new MFO funding model			√	
Solarachadh	Procurement				√
Stiùireadh Neo-làthaireachd	Absence Management				√
Riaghladh agus Rianachd Mhì-chinntean	Governance and Risk Management				√
Rola-pàighidh agus cosgaisean (Cèitean 25)	Payroll and Expenses (May 25)				
Buidhnean Taobh a-muigh - Stiùireadh Coileanaidh	External Organisations - Performance Management (May 25)				
Puingean Cunbhalach Bliadhnail					
Plana Sgrùdadh Bliadhnail In-sgrùdaidh	Internal Audit, Annual Audit Plan	√			
Plana Sgrùdadh Bliadhnail Taobh a-muigh	External Audit, Annual Audit Plan				√
Aithisg Sgrùdadh Bliadhnail Taobh a-muigh	External Audit, Annual Audit Report		√		
Dreachdan den Aithisg Bhliadhnail is na Cunntasan	Annual Report & Accounts		√		
Aithisg Bliadhnail na CSRC don Bhòrd-stiùiridh	AAC Annual Report to the Board	√			
Ath-sgrùdadh Bliadhnail air na Bun-Riaghailtean	Review of the Terms of Reference	√			
Sgrùdadh Fhein Bliadhnail air Èifeachdas na Comataidh Sgrùdaidh	Self assessment of Audit Committee Effectiveness				√
Aithisg Dìon Dàta	Data Protection Report	√		√	
Aithris Luach as Fheàrr	Best Value Statement	√			
Sgrùdadh Luach as Fheàrr	Best Value Review				√
Aithisg air Tèarainteachd Dhidsiteach	Cyber Resilence Report				√
Ro-innleachd Rianachd Mhì-chinntean	Risk Management Strategy	√			
Puingean eile					
Sgrùdadh Bliadhnail air Èifeachdas na Comataidh Sgrùdaidh is trèanadh ('25)	Review of Audit Committee Effectiveness and Training (external 3 yearly due'25)				