

Bòrd na Gàidhlig

Report on the 2009/10 audit to Bòrd na Gàidhlig and the Auditor General for Scotland

October 2010

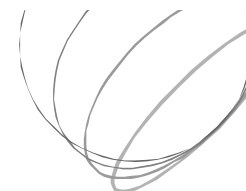


 AUDIT SCOTLAND



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Key messages

In 2009/10 we looked at the key strategic and financial risks being faced by Bòrd na Gàidhlig. We audited the financial statements and we also reviewed the use of resources and aspects of performance management and governance. This report sets out our key findings.

Financial statements

We have given an unqualified opinion on the financial statements of Bòrd na Gàidhlig for 2009/10. We have also concluded that in all material respects, the expenditure and receipts shown in the financial statements were incurred or applied in accordance with applicable enactments and relevant guidance, issued by Scottish Ministers.

Financial position and use of resources

Scotland's economy is in recession and the public sector is under the greatest financial pressure since devolution ten years ago. It will be very challenging to maintain current levels of public services and meet new demands when resources are tight. It remains unclear what impact the current recession will have beyond 2010/11. The Scottish budget is likely to reduce in real terms but the full extent of this is not yet known. Two per cent efficiency savings will not be sufficient beyond 2011 to bridge the gap between public spending and the smaller budget available. In the current economic climate difficult decisions will have to be made across the public sector about priority spending programmes.

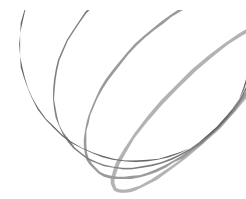
Bòrd na Gàidhlig achieved a surplus of £0.135 million in 2009/10. This is the difference between the net cost for the year of £5.324 million and the funding received from the Scottish Government of £5.459 million. Bòrd na Gàidhlig operated within the budget limit set by the Scottish Government for operating expenditure.

Scottish Ministers have agreed a resource budget of £5.459 million for 2010/11. Bòrd na Gàidhlig is predicting a balanced budget for 2010/11.

Bòrd na Gàidhlig has exceeded its target efficiency savings of £0.176 million for 2009/10, with efficiencies of £0.280 million being identified. Future efficiency savings are set at 2% per annum, as part of the budget settlement from the Scottish Government for the next two years. This equates to a savings target of £0.264 million in 2010/11. The Bòrd has recognised there are a number of risks inherent in the current delivery plan, including assumptions around recurring savings, and these will present a significant challenge to the Bòrd in achieving the target.

Governance and accountability

Corporate Governance is concerned with the structures and process for decision making, accountability, control and behaviour at the upper levels of an organisation. Overall the corporate governance and control



arrangements for Bòrd na Gàidhlig operated satisfactorily during the year, as reflected in the Statement on Internal Control.

We examined the key financial systems which underpin the organisation's control environment. We concluded that financial systems and procedures operated sufficiently well to enable us to place reliance on them.

Performance

The corporate plan for 2009-2011 sets out the core strategic objectives for the Bòrd, and outlines thirty-four priority actions to deliver these objectives. During 2010/11 the Bòrd's primary focus will be on the delivery of the Ginealach Ùr na Gàidhlig action plan which is intended to accelerate the number of people learning and using Gaelic.

The Bòrd has now developed a framework to evaluate performance against stated outcome measures and has established baseline data. This framework and baseline data will be critical to the Bòrd's ability to demonstrate progress against actions set out in the corporate plan.

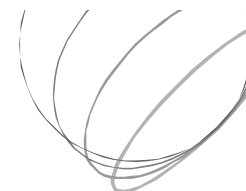
Looking forward

The final part of our report notes some key risk areas and issues for Bòrd na Gàidhlig going forward. We highlight a number of national issues which affect all public sector bodies over the coming years including future funding pressures. The Bòrd has taken the first steps in preparing for the comprehensive spending review by making a submission to Scotland's Independent Budget Review, and we will monitor progress in this area over the coming year.

The assistance and co-operation given to us by Bòrd members and staff during our audit is gratefully acknowledged.

Audit Scotland

October 2010



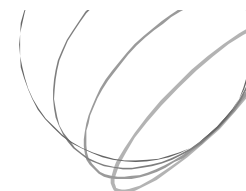
Introduction

1. This report summarises the findings from our 2009/10 audit of Bòrd na Gàidhlig. The scope of the audit was set out in our Audit Plan, which was presented to the Audit Committee on 28 January 2010. This plan set out our views on the key business risks facing the organisation and described the work we planned to carry out on financial statements, performance and governance.
2. We have issued a range of reports this year, and we briefly touch on the key issues we raised in this report. Each report set out our detailed findings and recommendations and the Bòrd's agreed response.
3. Best value duties apply across the public sector and are a formal duty on all accountable officers. Audit Scotland has adopted a generic framework for the audit of best value across the public sector and this has been further developed during 2009/10 with the completion of its bank of best value Toolkits which, although primarily designed for audit use, are available to all public bodies for reference.

Exhibit 1: Framework for a best value audit of a public body

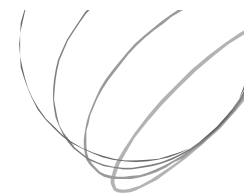


4. A linked development here has been the Scottish Government's work to refresh its 2006 best value Guidance for Public Bodies. This latter initiative, due for issue later in 2010, will result in clearer



guidance to public bodies, and particularly those in the Central Government and Health sectors, on securing continuous improvement in performance, with due regard to the balance between cost and quality.

5. Throughout this report we comment on aspects of Bòrd na Gàidhlig's arrangements in this area. Our comments are made on the basis of information made available in the course of the annual audit. We do not make an overall best value judgement because we do not yet have enough evidence to conclude on all relevant areas. Our intention is to build up the corporate assessment over time. This report represents a further step towards that goal.
6. Another building block for our assessment of best value is the national study programme carried out by Audit Scotland on behalf of both the Auditor General for Scotland and the Accounts Commission. Where these have a bearing on the activities, risks or performance of Bòrd na Gàidhlig we make reference to these reports in this document. Full copies of the study reports can be obtained from Audit Scotland's website, www.audit-scotland.gov.uk.
7. We would like to take this opportunity to express our appreciation for the assistance and co-operation provided by management and members of Bòrd na Gàidhlig during the course of our audit. This report will be submitted to the Auditor General for Scotland and will be published on our website.



Financial Statements

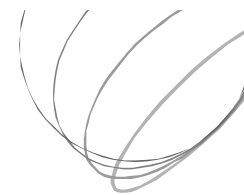
8. In this section we summarise key outcomes from our audit of Bòrd na Gàidhlig's financial statements for 2009/10 and the accounting issues faced. The financial statements are an essential means by which the organisation accounts for its stewardship of the resources available to it and its financial performance in the use of those resources.

Our responsibilities

9. We audit the financial statements and give an opinion on:
- whether they give a true and fair view of the financial position of Bòrd na Gàidhlig and its expenditure and income for the period in question
 - whether they were prepared properly in accordance with relevant legislation, applicable accounting standards and other reporting requirements
 - the consistency of the information which comprises Management Commentary, Statutory Background, Principal Activities, Financial Performance, Capital Investments in Year, Gifts and Charitable Donations, Losses, Special Payments and Write Offs, Supplier Payment Policy, European Monetary Union, Appointment of Auditors, Corporate Governance, Conflict of Interest Procedures, Bòrd Members, Management Team, and Bòrd Committees within the financial statements
 - the regularity of the expenditure and receipts.
10. We also review the statement on internal control by:
- considering the adequacy of the process put in place by the acting Ceannard as Accountable Officer to obtain assurances on systems of internal control
 - assessing whether disclosures in the statement are consistent with our knowledge of Bòrd na Gàidhlig.

Overall conclusion

11. We have given an unqualified opinion on the financial statements of Bòrd na Gàidhlig for 2009/10.
12. As agreed the unaudited accounts were provided to us on 30 April 2010, supported by a working paper package. We concluded our audit within the agreed timetable and provided our opinion to the Audit Committee on 15 June 2010 as timetabled.



Issues arising from the audit

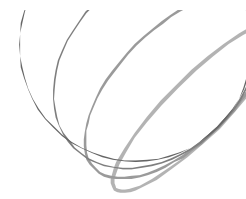
13. As required by auditing standards, we reported to the audit committee on 15 June that there were no significant issues identified.

Regularity

14. The Public Finance and Accountability (Scotland) Act 2000 imposes a responsibility on auditors that requires us to certify that, in all material respects, the expenditure and receipts shown in the accounts were incurred or applied in accordance with applicable enactments and guidance issued by the Scottish Ministers. We have been able to address the requirements of the regularity assertion through a range of procedures, including written assurances from the Accountable Officer as to his view on adherence to enactments and guidance. No significant issues were identified for disclosure.

International financial reporting standards (IFRS)

15. UK Government departments and other public sector bodies prepared their accounts in accordance with International Financial Reporting Standards (IFRS) for the first time in financial year 2009/10. The transition arrangements to IFRS required bodies to prepare IFRS shadow accounts for 2008/09, including revised opening balances as at 1 April 2008.
16. During 2009/10 we were required to review the shadow accounts and report on them to Bòrd na Gàidhlig by 28 February 2010. The purpose of this exercise was to consider whether the shadow accounts had been properly prepared and report any matters that might prevent them forming a reliable basis for the first set of IFRS based accounts in 2009/10.
17. We made some recommendations around additional disclosures that would be required for the production of the 2009/10 accounts. These issues were addressed by the Bòrd and reflected in the 2009/10 financial statements presented for audit.



Use of Resources

18. Sound management and use of resources (people, money and assets) to deliver strategic objectives is a key feature of best value. This section sets out our main findings from our review of Bòrd na Gàidhlig's:

- financial position
- financial management
- management and use of information and communications technology (ICT).

Financial Position

Outturn 2009/10

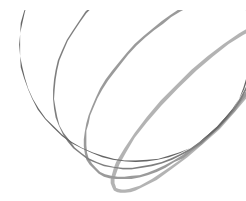
19. Bòrd na Gàidhlig is required to work within its resource budget set by the Scottish Government. Bòrd na Gàidhlig is expected to ensure that, taking one year with another, income from Grant in Aid and other sources equals expenditure. For 2009/10 Bòrd na Gàidhlig had a surplus of £0.135 million. This is the difference between the net cost for the year of £5.324 million and the funding received from the Scottish Government of £5.459 million.
20. Bòrd na Gàidhlig's statement of financial position at 31 March 2010 shows net liabilities of £0.015 million (2008/09 net liabilities of £0.016 million). The movement is mainly caused by the pension liability, which has increased by £0.142 million, offset by the surplus for the year. The increase in the pension liability is due to actuarial losses, which reflect changes in actuarial assumptions since the last actuarial valuation of the pension fund.
21. Bòrd na Gàidhlig operated within the total resource budget limit set by the Scottish Government – see exhibit 2 below. Approval was obtained for specific allocation variances.

Exhibit 2 – Performance against resource budget 2009/10 (£ million)

	Budget	Actual Outturn	Difference
Core running costs	1.100	1.065	(0.035)
Gaelic development	2.959	3.069	0.110
Gaelic language plans implementation	1.400	1.190	(0.210)
Total	5.459	5.324	(0.135)

Scotland's public finances

22. The Auditor General's report on *Scotland's public finances*, published in November 2009, contained an overview of the financial environment in Scotland and the pressures and challenges facing the



public sector. The aim of this report was to help to inform the debate on the future of public finances in Scotland. The key messages from this report were:

Extract from Auditor General's report *Scotland's public finances*

The public sector is coming under the greatest financial pressure since devolution.

- Scotland's economy is in recession and the public sector is under the greatest financial pressure since devolution ten years ago. It will be very challenging to maintain current levels of public services and meet new demands when resources are tight.
- The Scottish Government and the wider public sector need to work together to develop better activity, cost and performance information. This information is needed to enable informed choices to be made between competing priorities, and to encourage greater efficiency and productivity.

The Scottish Government faces significant challenges in balancing the budget while also delivering on its commitments and meeting increasing demands for public services.

- It remains unclear what impact the current recession will have beyond 2010/11. The Scottish budget is likely to reduce in real terms but the full extent of this is not yet known.
- In many cases, the public sector uses income from various sources to pay for services. Income levels anticipated before the recession are unlikely to be realised, reducing the amount available to spend.
- The Scottish public sector faces significant challenges in balancing its budget while also delivering on its commitments. Changes in Scotland's population and rising unemployment rates will increase demand for public services.
- Two per cent efficiency savings will not be sufficient beyond 2011 to bridge the gap between public spending and the smaller budget available.

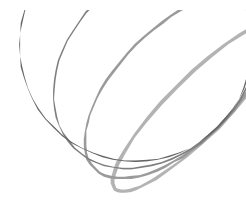
In the current economic climate difficult decisions will have to be made about priority spending programmes.

- The Scottish Government's annual budget is largely developed on an incremental basis which involves making adjustments at the margin to existing budgets. This approach is not suitable for budgeting in a financial downturn because it does not easily allow informed choices to be made about priorities, based on robust information about activity, costs and performance.
- The Scottish Parliament has an important role in scrutinising the government's spending plans. Better information linking spending to costs, activities and service performance, and a rolling programme of performance reviews, would support the Scottish Parliament in fulfilling this role.

23. The majority of Bòrd na Gàidhlig's expenditure is grant payments to third parties. It has been working with partner bodies, reviewing funding levels and expected outcomes, and enhancing the performance framework in place to strengthen the measurement and scrutiny of deliverables.

Financial sustainability and the 2010/11 budget

24. Scottish Ministers have agreed a resource budget for Bòrd na Gàidhlig of £5.459 million for 2010/11. This comprises £1.1 million running costs, £2.9 million for Gaelic development, £1.4 million for Gaelic



language plans implementation and £0.05 million to cover the costs of employing a Gaelic teacher recruitment officer.

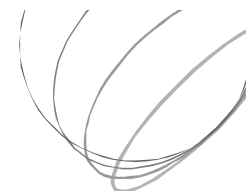
25. Bòrd na Gàidhlig is expected to achieve 2% of efficiency savings per year from 2009/10 to 2011/12. The majority of spend by the Bòrd is grant awards to third parties to promote and develop Gaelic language and culture. Consequently, in addition to identifying internally generated savings, the Bòrd has been considering the value for money provided by partners and working with them on identifying potential efficiencies in their service delivery. This is currently being achieved through leverage gains and other savings, where activities funded by Bòrd na Gàidhlig are also attracting funding from other sources.

Management and use of ICT

26. As part of our agreed audit activity during the year we conducted a high level review of the Bòrd's ICT arrangements and concluded that the governance arrangements in place were appropriate to the size of the organisation.
27. We did note some areas during the review where improvements could be incorporated into current operational practice, including:
 - encryption of back-up tapes, and secure off-site storage
 - encryption of laptops and other storage devices
 - enhanced password security arrangements
 - annual review of security policy framework.
28. The Bòrd has agreed an action plan to address these issues over the coming months.

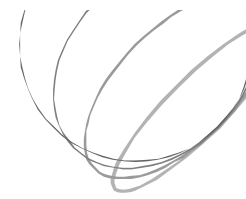
National Studies

29. Audit Scotland published a national study on procurement relevant to the Bòrd's use of resources.
30. *Improving public sector purchasing* was published on 23 July 2009 and provided a position statement on progress made by the Public Procurement Reform Programme, which aimed at improving purchasing practice and making savings of about three per cent a year.
31. The report found that the public sector in Scotland is improving its purchasing and estimated it had saved a total of £327 million in the first two years of the Programme, which has cost £61 million so far to implement.
32. Because of the public sector's size and combined purchasing power, there is potential for it to buy goods and services more efficiently and deliver more significant savings through increased



collaboration and better management. There has been progress in recent years but it has varied across the country and been slower than planned.

33. The report recommended that the use of collaborative contracts in the public sector should increase. These are a key feature of the Programme, but are being developed more slowly than expected. The health sector has been the most successful in this, introducing 150 new contracts and saving £54 million in the two years to 2007/08. Public bodies also need to ensure that staff have the appropriate skills and that better information and management systems are in place to facilitate more effective purchasing.
34. Audit Scotland will follow up this report with further audit work on public sector purchasing.
35. The Bòrd's purchasing requirements are relatively low in comparison to the wider public sector environment. However, it has been actively working to ensure its procurement arrangements are fit for purpose and deliver best value. It follows advice and guidance given by the Scottish Procurement Directorate (SPD) on procurement and purchasing procedures and routes requirements for generic goods and services through the Scottish Government framework agreements and collaborative contracts where these are advantageous. The Bòrd also works in consultation with others in the public sector over the purchase of goods and services which are specific to its needs.



Governance and Accountability

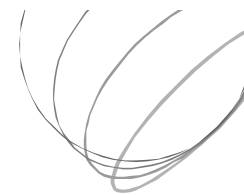
36. High standards of governance and accountability, with effective structures and processes to govern decision-making and balanced reporting of performance to the public, are fundamental features of best value. This section sets out our findings arising from a review of Bòrd na Gàidhlig's arrangements.
37. Increasingly services are being delivered across the public sector through partnership working, sometimes involving complex governance and accountability arrangements. Best value characteristics also include effective partnership working to deliver sustained improvements in outcomes.

Overview of arrangements

38. This year we reviewed:
 - key systems of internal control
 - internal audit
 - arrangements for the prevention and detection of fraud and irregularity, including standards of conduct.
39. Our overall conclusion is that arrangements within Bòrd na Gàidhlig are sound and have operated through 2009/10.

Systems of internal control

40. Key controls within systems should operate effectively and efficiently to accurately record financial transactions and prevent and detect fraud or error. This supports a robust internal control environment and the effective production of financial statements. In their annual report for 2009/10 TirArd MacKenzie, the internal auditors, provided their opinion that based on the internal audit work undertaken during the year, Bòrd na Gàidhlig generally has a satisfactory control framework in the systems reviewed, subject to sustaining progress in implementation of improvements identified during the year, and continued dialogue with external organisations to improve and develop performance reporting by funded organisations.
41. As part of our audit we reviewed the high level controls in a number of Bòrd na Gàidhlig's systems that impact on the financial statements. This audit work covered a number of areas including main accounting, payment of creditors, payroll, cash and bank, member and employee expenses and the payment of grant payments. Our overall conclusion was that key controls were operating effectively and that Bòrd na Gàidhlig has adequate systems of internal control in place.



Statement on Internal Control

42. The Statement on Internal Control provided by Bòrd na Gàidhlig's Accountable Officer reflected the main findings from both external and internal audit work. This recorded management's responsibility for maintaining a sound system of internal control and set out Bòrd na Gàidhlig's approach to this. The statement recognises the work on embedding risk management principles within the organisation, the development of the performance monitoring framework, and the ongoing development of information management and disaster recovery strategies and plans.

Internal Audit

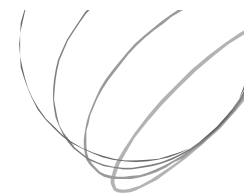
43. The establishment and operation of an effective internal audit function forms a key element of effective governance and stewardship. We therefore seek to rely on the work of internal audit wherever possible and as part of our risk assessment and planning process for the 2009/10 audit we assessed whether we could place reliance on Bòrd na Gàidhlig's internal audit function. We concluded that TirArd MacKenzie operates in accordance with the Government Internal Audit Manual and therefore placed reliance on their work in number of areas during 2009/10, as we anticipated in our annual audit plan.

Prevention and detection of fraud and irregularities

44. Bòrd na Gàidhlig has appropriate arrangements in place to prevent and detect fraud, inappropriate conduct and corruption, including policies and codes of conduct for staff and Board members.

National Studies

45. In September 2010 Audit Scotland will be publishing a national study on *The Role of Boards* which will be relevant to the governance of Bòrd na Gàidhlig. Boards play a crucial role in ensuring that governance standards are maintained in public sector organisations. Feedback relating to the Bòrd will be provided in due course where appropriate.

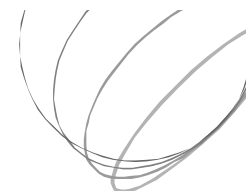


Performance

46. Public audit is more wide-ranging than in the private sector and covers the examination of, and reporting on, performance and value for money issues. Key features of best value include:
- setting a clear vision of what the organisation wants to achieve, backed up by plans and strategies to secure improvement, with resources aligned to support their delivery
 - a performance management culture which is embedded throughout the organisation and a performance management framework which is comprehensive and supports the delivery of improved outcomes.
47. In this section we comment on:
- vision and strategic direction
 - performance against targets
 - risk management
 - efficiency

Vision and strategic direction

48. Bòrd na Gàidhlig updated its corporate plan for 2009–2011 in April 2010, along with “Ginealach Ùr na Gàidhlig”, an action plan to increase the number of Gaelic speakers. Delivering this action plan will be Bòrd na Gàidhlig’s priority for the period from April 2010 to March 2012. The Plan proposes 5 priority areas:
- Support for parents
 - Promotion of Gaelic Acquisition
 - Adult Learning
 - 0-5 Years’ Education
 - 5-18 Years’ Education.
49. During 2009/10 one of the primary objectives was the effective implementation of the new organisational structure. An interim senior support team was appointed to implement this structure to increase the capacity of the Bòrd to deliver its objectives. The team has now successfully implemented the new structure, and a new Ceannard took up post in September.



Performance overview

50. As noted, the corporate plan sets out a range of indicators and outcomes for the thirty-four priority actions identified. However, by their nature a number of these measures are difficult to quantify, particularly in the shorter term, and a robust framework is needed to evaluate performance against stated outcome measures. The Bòrd has identified data requirements from partner bodies and has started collecting data to support the establishment of a baseline position against which future performance can be assessed. This framework will also be informed in the future by the results of the 2011 census. The framework will be operational from the 2010/11 financial year and integrated reporting for finance and performance will also be introduced. We will continue to monitor progress in this area as part of the 2010/11 audit.

Risk management

51. The Bòrd's current risk management strategy was approved in March 2008. A corporate risk register has been developed and progress against actions is monitored on a regular basis by the Audit Committee. The register sets out a number of key risks for the Bòrd in delivering its objectives including:

- financial pressures within current economic climate, resulting in cuts in funding
- adverse media coverage of the Bòrd or Gaelic, damaging organisational image and status, and relationships with stakeholders
- failure to recruit suitable calibre of staff to vacant posts, and pressure on existing staff through recruitment and training of new staff.

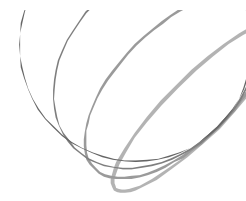
52. We will continue to monitor the Bòrd's progress in managing its risks over the course of the next year.

Improving public sector efficiency

53. The Audit Scotland report *Improving public sector efficiency* was published on 25 February 2010. It provided a position statement on the first year (2008/09) of the Efficient Government Programme, which aims to deliver £1.6 billion efficiency savings over the three years to 2010/11. It also gave an update on how the Scottish Government and public bodies have addressed the recommendations made in the 2006 report about the previous efficiency programme.

54. The report found that Scottish public bodies reported more efficiency savings than the Government's two per cent target. But there are serious financial challenges ahead – the biggest since devolution – and making the required savings through efficiency will become increasingly difficult.

55. The report recommended that to deal with reduced future funding and increase savings public bodies need to consider fresh approaches to improving efficiency and productivity. They must take a more



fundamental approach to identifying priorities, improving the productivity of public services, and improving collaboration and joint working.

56. The drive to improve efficiency and productivity is not just an exercise for managers and service providers. It requires strong leadership and engagement from the very top of public bodies. Leaders and senior decision-makers within an organisation have a responsibility to check, challenge, monitor and support their organisations in delivering efficiency and productivity improvements. The report's recommendations highlighted areas that public bodies' key decision makers should look at to assess their organisation's development and to challenge existing arrangements (see below).

Extract from Audit Scotland report *Improving public sector efficiency*

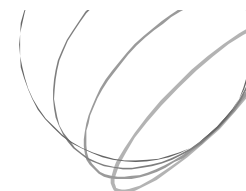
In order to improve the delivery of efficiency savings public bodies should:

- ensure they have a priority-based approach to budgeting and spending
- continue to improve collaboration and joint working, overcoming traditional service boundaries
- consider using alternative providers of services, if these providers can improve the efficiency, productivity or quality of services
- improve information on costs, activity, productivity and outcomes, including setting baselines to measure performance against
- give greater urgency to developing benchmarking programmes
- maintain the momentum of activities and initiatives to improve purchasing and asset management and extend shared services
- ensure there is a joined-up approach to efficiency savings across the public sector, avoiding duplication
- ensure that plans are in place to deliver savings, clearly setting out what action will be taken, the level of savings to be delivered and how these will be measured
- strengthen the involvement of front-line staff, service providers and users in redesigning public services
- reduce reliance on non-recurring savings to meet financial targets and generally use these as part of a wider and longer term strategy
- report efficiency savings consistently.

57. To support these high-level recommendations, Audit Scotland, the Northern Ireland Audit Office and the Wales Audit Office have drawn on their combined experience to develop a detailed good practice checklist. The checklist is intended to promote detailed review and reflection and, if necessary, a basis for improvement.

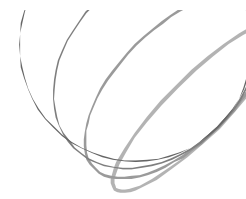
58. As part of its efficiency plan submitted to Scottish Government, Bòrd na Gàidhlig had a target of £176,000 cash releasing efficiencies to be delivered in 2009/10. The Bòrd has reported savings of £280,000 for the financial year, exceeding its target, through efficiencies such as:

- EU match funding of the Bòrd's financial support to UHI Millennium Institute projects
- leverage gains on Challenge Fund grant awards, where awards are generally less than 100% of project cost
- graduate placement scheme, where graduates looking to enhance Gaelic language skills are placed in Gaelic working environments. The costs of employment during the period are shared with the companies and organisations taking part in the scheme



- collaborative activities with other bodies, in further education, Gaelic language teaching and teacher recruitment
- increased use of electronic promotional material, reducing publication costs
- review of ICT support to identify tasks that can be carried out in-house, generating a cost saving.

59. The recurring savings identified in 2009/10 will contribute towards efficiencies over the coming years; however the Bòrd is required to identify a further 2% savings in 2010/11 in addition to these. The Bòrd has finalised its 2010/11 efficiencies plan but recognises there are a number of risks inherent in the assumptions around recurring savings, such as the continued delivery of projects with match funding and leverage gains to required quality and performance levels. The efficiencies delivery plan will require close monitoring to ensure targets are achieved. We will continue to monitor the Bòrd's financial position and actions taken to address delivery risks.



Looking Forward

60. Bòrd na Gàidhlig faces a number of challenges in 2010/11, which include:

- **Efficiencies and future funding** - Scottish public bodies reported more efficiency savings than the Government's two per cent target in 2008/09, but there are serious financial challenges ahead – the biggest since devolution – and making the required savings through efficiency will become increasingly difficult. To deal with reduced future funding and increase savings fresh approaches to improving efficiency and productivity must be considered, taking a more fundamental approach to identifying priorities, improving the productivity of public services, and improving collaboration and joint working. Bòrd na Gàidhlig's has made a submission to the Scottish Government's Independent Budget Review, and the Bòrd has prepared submissions as part of the 2010 Spending Review. As part of the current Efficiency Delivery Plan process Bòrd na Gàidhlig needs to find £0.264 million of savings in 2010/11 to meet target efficiencies.
- **Best Value** –The concept of best value is seen as a key driver of modernisation and improvement in public services. Audit Scotland has continued its commitment to extending the best value audit regime across the whole public sector and significant development work has taken place over the last year including the finalisation of its best value toolkits. This has been matched by the Scottish Government's commitment to refreshing its Best Value Guidance for Public Bodies. The Bòrd has made progress in developing its approach to best value, approving a formal best value statement in March 2008, and reviewing financial reporting arrangements and procurement procedures. We will continue to monitor the Bòrd's arrangements for demonstrating best value as part of the 2010/11 audit.
- **Organisational structure** – the Bòrd has now implemented the new organisational structure to support the delivery of its objectives, with the post of Ceannard recently being filled. The Bòrd anticipates the revised structure will lead to more effective delivery of its objectives during 2010/11. We will continue to monitor progress in this area as part of the 2010/11 audit.
- **Partner organisations** - Bòrd na Gàidhlig operates through partner organisations who deliver major aspects of Gaelic development. During 2009/10 the Bòrd strengthened relationships with these organisations, and in the coming year will seek to ensure these organisations are effective, provide value for money and good services, take advantage of efficiencies, and avoid duplication of effort. This may involve changes to the composition and structure of this network of partner organisations.