



Foras na Gaeilge

*2021 Business Plan*

*Revised June 2021*

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## Chief Executive's Introduction

### Note on the context of this revised draft

This draft of the Foras na Gaeilge business plan for 2021 has been prepared and submitted to the Sponsoring Departments in preparation for the North / South Ministerial Council Meeting of the 18<sup>th</sup> of June 2021. It is a revised version of that presented at the meeting of the North/South Ministerial Council on the 5<sup>th</sup> of May 2021 and includes extra work to be undertaken as a result of the additional funding approved in the interim by the Sponsoring Departments and the Finance Departments in both jurisdictions. For clarity's sake the extra work items are presented with a highlight effect like this in this version of the business plan.

The baseline uplift to the Foras na Gaeilge budget will have a significant beneficial impact in the longer term on communities where the Irish language is being developed in the two jurisdictions. The additional funding will allow Foras na Gaeilge to adopt a strategic, longterm approach, consistent with language-planning principles, to enhance our provision in communities, particularly for young people, some of whom are in areas of disadvantage. We will be enabled to extend our wide range of community-support schemes, including our Youth-Events Scheme, Summer-Camps Scheme, and our Irish-Language Community Scheme. In addition, Foras na Gaeilge will now be in a position to develop partnerships with a range of community-based groups.

In addition to the longer term impacts, the increased funding in 2021 will also allow Foras na Gaeilge to enhance significantly its support for encouraging Irish-language literacy among children in Irish-medium schools in both jurisdictions, and also for promoting reading in Irish among children in Irish-medium and non-Irish Medium schools, including Gaeltacht schools.

While it is not clear to anyone how COVID-19 will directly impact our own activities or those of our grantees and stakeholders in 2021, we have attempted, as far as possible, to take the implications of the disease into account and specific reference to this is made in the Background section of this Plan.

*Seán Ó Coinn*  
Chief Executive  
Foras na Gaeilge

## Background

Foras na Gaeilge is the Irish language agency and Tha Boord o Ulstèr-Scotch is the Ulster-Scots Agency that together comprise the North/South Language Body. Foras na Gaeilge is one of the implementation bodies established under the British-Irish Agreement Act, 1999, and *The North/South (Co-operation) (Northern Ireland) Order* 1999. The following are the statutory functions assigned to Foras na Gaeilge:

- Promotion of the Irish language;
- Facilitating and encouraging its use in speech and writing in public and private life in the South and, in the context of Part III of the European Charter for Regional or Minority Languages, in Northern Ireland where there is appropriate demand;
- Advising both administrations, public bodies and other groups in the private and voluntary sectors;
- Undertaking supportive projects, and grant-aiding bodies and groups as considered necessary;
- Undertaking research, promotional campaigns, and public and media relations;
- Developing terminology and dictionaries;
- Supporting Irish-medium education and the teaching of Irish.

Foras na Gaeilge is responsible to the North/South Ministerial Council (hereinafter called 'NSMC') and especially to the Minister for the Department of Tourism, Culture, Arts, Gaeltacht, Sport, Media (hereinafter called 'DTCAGSM') in the Irish Government jurisdiction and to the Minister for the Department for Communities (hereinafter called 'DfC') in the Executive jurisdiction.

### **Foras na Gaeilge mission statement**

Increase and normalise the use of the Irish language in daily life and share knowledge of the Irish language with the world.

### **Foras na Gaeilge vision statement**

For the Irish language to be embedded and normalised among the general population throughout the island and promotion of awareness of knowledge of the Irish language.

## **Legal and policy context**

The language context in Ireland is defined by the Constitution of Ireland, Government policy, legal provisions and decisions and accepted initiatives and practices for the promotion of the language, in particular the Official Languages Act 2003, the Gaeltacht Act 2012, the British-Irish Agreement Act, 1999, the Government Statement on the Irish Language 2006, and the 20-Year Strategy for the Irish Language 2010-2030. The Official Languages Act 2003 is currently under review. A report on the review process of the Act was published in April 2014 and the new draft heads of bill have since been published. The Government of the United Kingdom has given a commitment to the official status of the Irish Language in relation to those parts of the Belfast/Good Friday Agreement relating to rights, safeguards and equality of opportunity, and on the relevant legislation and the European Charter for Regional or Minority Languages, of course, there is also primary legislation: *The North/South Co-operation (Implementation Bodies) (Northern Ireland) Order* 1999. A Draft Strategy to Enhance and Protect the Development of the Irish Language was published and a consultation process was organised in 2013. A consultation process on an Irish language Bill came to an end in May 2015. Since the re-establishment of the Executive in January 2020 in particular, preparations have been carried out in order to agree legislation to enhance and protect the development of the Irish language.

The objectives in this business plan and the resultant outcomes are closely connected to the current language policy initiatives in both jurisdictions and the plan will be amended accordingly in light of further information thereon or amendments thereto. Foras na Gaeilge is committed to fulfilling the responsibilities placed on it in relation to the 20-Year Strategy for the Irish Language 2010-2030, the Gaeltacht Act 2012 and the Strategy to Enhance and Protect the Development of Irish. There may also be practical implications as a result of the review of the Official Languages Act 2003 in the Irish Government jurisdiction and of any other Irish language legislation. In the Executive jurisdiction.

## **COVID-19 outlook**

While any statement on the COVID-19 outlook must be limited to a high-level, Foras na Gaeilge's response shall be aligned with the governmental health advice in both jurisdictions and take into account also an impact assessment of the organisation's key schemes which will be presented to the Board periodically to ensure the maximum operational flexibility.

Throughout the year Foras na Gaeilge will continue to monitor the impact of COVID-19 restrictions on our activities. The organisation's

business continuity plan has proven particularly successful in ensuring uninterrupted operation when working from home became mandatory but we also recognize that challenges of returning to the workplace are likely to be more problematical.

In broad terms the gradual and/or occasional easing of restrictions should increase the potential for organised events and activities, both in terms of amount and format (i.e. held in the more traditional ‘in person’ format rather than online). These events, activities and social interactions are a key component in the promotion of the Irish Language. The profile of both audiences and events in relation to the progress of the vaccination programmes in both jurisdictions will be a consideration as plans are made and reviewed throughout the course of the year.

### **The 2021 Business Plan in light of the 2020 Business Plan and the 2020-2022 Corporate Plan**

Foras na Gaeilge is an organisation which has been assigned statutory duties, and regular review is carried out accordingly on its organisational structure in order to ensure that it is tailored to same and to the operational environment in general. Continuous progress was made during the period of the 2017-2019 Corporate Plan in relation to the implementation of new structures relating to the Lead Organisations. With this strong foundation, we proceeded with the current implementation, review and longer-term planning for the future of these structures and for the future of Foras na Gaeilge’s structure itself. During the 2017-2019 period, a *Strategic Direction* covering the next five years was developed and underwent public consultation. This could help in streamlining into the organisation’s planning system Covid-19 considerations, Brexit developments and the implications of the Programmes for Government in both jurisdictions, of DTCAGSM’s *Statement of Strategy* and of DfC’s 5-year strategy *Building Inclusive Communities*. The 2020-2022 Corporate Plan has still to be approved at the time of writing, but the work outlined here is in line with this Plan and with the spirit of the *Strategic Direction*.

This business plan is a description of the outcomes Foras na Gaeilge wishes to achieve in 2021 in accordance with the primary objectives set out in the 2020-2022 Draft Corporate Plan. The progress in the implementation of the plan will be assessed during the year to see if it is relevant, realistic and feasible at all times. This progress will be measured against targets. An important point in relation to language planning: despite the fact that items of work and desired outcomes are set out under one of the primary language planning objectives, this does not mean that they will not affect another primary objective or other primary objectives. For example, Irish-language drama, or the development of modern terminology, may play a role in ‘Use’ or ‘Learning’, for example. To avoid repetition, items are not set out more than once.

### **Monitoring, evaluation and reporting and alignment with the Programme for Government**

There are specific arrangements in relation to monitoring, evaluation and reporting of the Business Plan agreed with the Sponsoring Departments. The relevant parties sign a formal Service-Level Agreement each year which refers specifically to the annual Business Plan. As well as meetings of the North/South Ministerial Council, a series of monitoring meetings are organised each year in which formal reports are provided on the progress of the Business Plan. There is regular contact between Foras na Gaeilge and the Sponsoring Departments in relation to practical aspects of the content of the Business Plan.

This ensures that the Business Plan is aligned to the Programme for Government in both jurisdictions and includes the implications arising from, and the arrangements in relation to, Covid-19. Progress on particular aspects of our work is occasionally formally reported on – progress on aspects of *The Twenty-Year Strategy for the Irish Language 2010-2030* for example, is reported on – and Dáil and Assembly questions are responded to on request. As well as this, Foras na Gaeilge is available to Dáil and Assembly Committees in order to report to them on the work of the organisation.

### **Funding**

Where reference is made in this plan to providing funding for individuals, groups or organisations, this will be carried out in accordance with pre-agreed criteria and/or business plans, if appropriate.

## Performance Review

This brief performance review on the Foras na Gaeilge Business Plan for 2020 period was prepared in the context of the reporting and monitoring structures that were in use on a continuous basis during the period, namely:

- that Foras na Gaeilge submitted a draft of its annual Business Plan to the appropriate authorities each year;
- that a service-level agreement was signed each year, to represent a formal agreement between Foras na Gaeilge and the Sponsoring Departments in relation to the work of that year;
- that regular (usually quarterly) monitoring meetings are organised, during which Foras na Gaeilge provides a formal report (in the form of documentation in accordance with agreed models) on the progress of work plans and any other relevant issues that may arise;
- that regular meetings of the North/South Ministerial Council are organised (where feasible), during which a report is provided on the progress of the organisation's work; and
- that there is regular contact and communication between Foras na Gaeilge and the Sponsoring Departments.

In what was by any standards an exceptional year due to COVID-19, Foras na Gaeilge achieved its main strategic objectives although some elements of the execution were modified to ensure compliance – by ourselves, Lead Organisations, grantees and others with whom we worked – with health guidelines in the two jurisdictions. The most notable achievement of the year was the launch of the printed version of Foras na Gaeilge's flagship project, the New English-Irish Dictionary. The launch was of necessity carried out online and was performed by Uachtarán na hÉireann, Mícheál D. Ó hUiginn who noted it was the first major English-Irish dictionary for sixty years.

The area of communities was where Foras na Gaeilge made the greatest investment in 2020. Significant investment of approximately €8.5 million was made in the community (€1 out of every €2 of the Foras na Gaeilge budget) through the six Irish language Lead Organisations, Scéim Pobal Gaeilge, as well as the youth, education, arts and sports schemes.

In the area of lexicography and terminology, apart from the launch of the printed dictionary mentioned above, there was an increase in the number of users of Foras na Gaeilge websites: 2.4 million users on focloir.ie (an increase of 13% from 2019), 2.4 million users on teanglann.ie (an increase of 26% from 2019) and 560,000 users on tearma.ie (an increase of 17% from 2019).

In language planning, plans were approved for five networks and one Gaeltacht service town throughout the island for the next seven years.

The twelve Irish language publishers who receive support from the Publishing Scheme published seventy two books in 2020. There was an increase of 5.3% in Áis (our book distribution arm) book sales compared to 2019 and approximately 200,000 books were distributed to more than 250 book shops throughout the island and abroad.

The 21.6 million page-impressions for the cross-platform campaign #LeChéile show how the impact of COVID-19 was enlisted to spread the news about the Irish language to the online community. There was an increase of 468% in the number of views of Foras na Gaeilge accounts as a result of the campaign which encouraged and supported the community to use Irish at home during lockdown. A new website léitheoirí.ie was established in conjunction with *Comhar* to nurture and develop the Irish language reading community.

## Main areas, Objectives and Desired Outcomes

<b>PRIMARY CORPORATE OBJECTIVE 1: consolidate and increase the daily use of the Irish language</b>	
<b>Key Objectives</b>	<b>Desired Outcomes</b>
<b>1.1 Create opportunities to empower the Irish-speaking community, including the Gaeltacht community, to use the Irish language, including reading through the Irish language.</b>	Provide opportunities to use the Irish language through the following schemes:
	<b>1.1.1 2021 Festivals Scheme Q1 – Q4</b>
	<b>1.1.2 2021 Major Arts Events Scheme Q1 – Q4</b>  <b>&amp;</b>  <b>2021 Professional and Amateur Drama Companies Scheme Q1 – Q4</b>
	<b>1.1.3 Youth Events Scheme Q1 – Q4</b> Provide opportunities to use the Irish language to 3,000 young people by funding 70 projects – number dependent on budget – Q4
	<b>1.1.4 Summer Camp Scheme Q1 – Q4</b> Provide learning opportunities to 3,000 young people by funding 60 summer camps – number dependent on budget – Q3
	<b>1.1.5 Book Distribution</b> Ensure a distribution service by filling 95% of orders within 3 days (and 99% within 10 days) Q1 – Q4 <ul style="list-style-type: none"> <li>• Ensure general distribution of books through the network of 265 ÁIS bookstores Q1-Q4</li> <li>• Further develop ÁIS services through the following: <ol style="list-style-type: none"> <li>1. Carry out a review of ÁIS order systems</li> <li>2. Simplify the customer payments system</li> <li>3. Increase the number of retail partners Q1-Q4</li> <li>4. A project of develop marketing materials to increase the number of retail outlets</li> </ol> </li> </ul>

	<p>stocking Irish books focusing on Networks and Gaeltacht Service Towns</p> <p>5. Raise 2021 sales to the 2019 level (prior to COVID-19)</p> <p><b>1.1.6</b> Administer the scheme in order to draw public attention to Irish language books and reading in the Irish language – Marketing Support Scheme for the Publishing industry Q1 – Q4</p>
<p><i>(CONTINUED)</i></p> <p><b>1.1 Create opportunities to empower the Irish-speaking community, including the Gaeltacht community, to use the Irish language, including reading through the Irish language.</b></p>	<p><b>1.1.7 Glór na nGael, Oireachtas na Gaeilge, Cumann na bhFiann and others</b></p> <p><b>Glór na nGael</b></p> <p>To ensure that opportunities to use and develop the Irish language are provided in the community by agreeing on the following priorities with Glór na nGael: Q1 – Q4</p> <p>Provide advice, support and information to community groups, including groups engaged in developing Irish Language Networks and Gaeltacht Service Towns</p> <p>Encourage enterprise development in the Irish language community at a local level and provide support to groups who would like to run a business through the medium of Irish. – Initiate a support scheme for new businesses using Irish.</p> <p>Provide advice, support and information in both jurisdictions and at a local community level for families who would like to raise their children through Irish.</p> <p>Increased development of the ‘Céimeanna’ scheme.</p>
<p><i>(CONTINUED)</i></p> <p><b>1.1 Create opportunities to empower the Irish-speaking community, including the Gaeltacht community, to use the Irish language, including reading</b></p>	<p><b>Oireachtas na Gaeilge</b></p> <ul style="list-style-type: none"> <li>• To ensure that opportunities to use and develop the Irish language are provided by agreeing on the following priorities with Oireachtas na Gaeilge: Q1 – Q4 <ul style="list-style-type: none"> <li>○ An agreed programme of events that supports the use of the Irish language and the foundation of networks on a national and regional level</li> <li>○ Add to the number of Irish use websites in both jurisdictions, based on a strategic approach</li> <li>○ Campaigning for the Irish language community with state authorities and other authorities on a wide range of entertainment that encompasses an array of pastimes enjoyed by the general public</li> </ul> </li> </ul>

<p>through the Irish language.</p>	<ul style="list-style-type: none"> <li>○ Make preparations for four virtual provincial Oireachtais</li> </ul> <p><b>Cumann na bhFiann</b></p> <ul style="list-style-type: none"> <li>● To ensure that opportunities to use and develop the Irish language are provided to young people by agreeing on the following priorities with Cumann na bhFiann: Q1 – Q4 <ul style="list-style-type: none"> <li>○ Hold events for young people in which they will have an opportunity to speak Irish and to found and solidify an Irish language network, for example Tóstal na bhFiann, Scléip na hÓige and Carnabhail na nGaelscoileanna.</li> <li>○ Implement a strategy for founding Irish language use websites, in collaboration with other organisations and community-based partners.</li> <li>○ Raise awareness and place particular emphasis on establishing clubs in the Networks and Gaeltacht Service Towns</li> <li>○ Develop a children’s and parents’ play area</li> </ul> </li> </ul>
<p>(CONTINUED)</p> <p><b>1.1 Create opportunities to empower the Irish-speaking community, including the Gaeltacht community, to use the Irish language, including reading through the Irish language.</b></p>	<p><b>Other</b></p> <ul style="list-style-type: none"> <li>● Develop, approve, implement and administer the language plans of the Lead Organisations of Gaeltacht Service Towns (GST) and Irish Language Networks Q1 – Q4</li> <li>● Run the second round of the <b>Network Scheme</b>, with the consent of the Sponsor Departments</li> <li>● Administration of the array of schemes that provide the public with opportunities to use the Irish language: <ul style="list-style-type: none"> <li>○ <b>Irish Language Communities Scheme</b></li> <li>○ <b>Community Radio Scheme</b></li> <li>○ <b>Cultural Centre Scheme</b></li> <li>○ <b>Irish Language Media Schemes</b></li> <li>○ <b>Business Support Scheme</b></li> </ul> </li> <li>● Announce and administer the successor to the <b>Irish Language Communities Scheme</b> Q1 – Q4</li> <li>● Provide the Publishing Awards with funding. Q2 – Q4</li> <li>● Participation in the joint committee for leading the development of the national community</li> </ul>

	<p>development strategy. Q1 – Q4</p> <ul style="list-style-type: none"> <li>• Provide funding for SPG projects to support meeting recurring and salary costs to the end of 2021, arising from the two consecutive extensions to the current scheme.</li> </ul> <p><b>1.1.8</b> Provide high quality works to the public and to Irish language readers through the following schemes:</p> <ul style="list-style-type: none"> <li>• <b>The Publishing Scheme</b> Q1-Q4</li> <li>• <b>The Commissions Scheme</b> Q1-Q4</li> <li>• 'Book Box' project for schools, in partnership with Children's Books Ireland/The Arts Council and Laureate na nÓg.</li> </ul>
	<p><b>1.1.9</b> Encourage and support writers in the early stages of their writing career in receiving advice on their work and on the craft of writing in general from recognised writers through the following scheme:</p> <ul style="list-style-type: none"> <li>• <b>The Mentoring Scheme</b> Q1-Q4</li> </ul>
	<p><b>1.1.10</b> Establish a Reading Project in conjunction with <i>Comhar</i> in order to foster and promote Irish language reading on in both jurisdictions by providing practical support to stakeholders, including readers and potential readers; publishers; writers; book clubs; librarians; and critics</p>
<p><b>1.2. Provide learners with opportunities to use/practice the language</b></p>	<p><b>1.2.1 Gael Linn</b></p> <ul style="list-style-type: none"> <li>• To ensure that opportunities are provided by agreeing on priorities and projects such as the following with Gael Linn Q1 – Q4: <ul style="list-style-type: none"> <li>○ Facilitate and coordinate extracurricular activities to encourage school children and third level students to use their Irish, for example, debates, public speaking competitions, football festivals</li> <li>○ Resources for parents building on the 'Gaeilge sa Bhaile' series.</li> </ul> </li> </ul>

	<p><b>1.2.2</b> Promote and facilitate Irish language reading opportunities for the public through the following schemes:</p> <ul style="list-style-type: none"> <li>• The Literary Projects Scheme Q1 – Q4</li> <li>• A revised scheme aimed at promoting Irish language reading to the education sector and community groups in both jurisdictions Q3 – Q4</li> </ul>
	<p><b>1.2.3.</b> Promote and facilitate Irish language reading opportunities for the public by lobbying for the promotion of Irish language reading opportunities in the reading sector on an all-island basis Q1 – Q4</p>
<p><b>1.3. Facilitate and promote the use of Irish in the home</b></p>	<p><b>1.3.1.</b> Participation in the joint committee for leading the implementation of the national strategy for Irish as a language in the home Q1 – Q4</p>

<b>PRIMARY CORPORATE OBJECTIVE 2: strengthen the learning and the consolidation of the Irish language</b>	
<b>Key Objectives</b>	<b>Desired Outcomes</b>
<b>2.1 Provide guidance and advice to the appropriate bodies</b>	<b>2.1.1</b> Advise the DE on the level of Irish, on policies for Irish-medium education, Content and Language Integrated Learning (CLIL), and initial education for primary school teachers with the aim of developing change processes
	<b>2.1.2</b> Advise the Department of Education in the Executive jurisdiction on the teaching of the Irish language and Irish-medium education
	<b>2.1.3</b> Advise the Department of Tourism, Culture, Arts, Gaeltacht, Sport, Media on a Strategy for Language-Based Arts <ul style="list-style-type: none"> <li>• During 2021, Foras na Gaeilge will actively participate in the Department’s committee with the aim of developing and promoting a National Strategy for Irish Language-Based Arts</li> </ul>
	<b>2.1.4</b> Advise the Broadcasting Authority of Ireland on Irish language provision on broadcast media
<b>2.2 Support the teaching, development and learning of Irish at various levels through the provision of facilities and resources</b>	<b>2.2.1</b> <ul style="list-style-type: none"> <li>• The Gaeltacht Scholarship Scheme: funding provided for this scheme that will enable successful organisations to provide scholarships to young people and adults.</li> <li>• Provision of resources to support the promotion of Irish in schools</li> </ul>
	<b>2.2.2. Séideán Sí</b> <ul style="list-style-type: none"> <li>• Publish two workbooks online Q2</li> <li>• Complete work on the app and make it available on digital platforms Q2</li> <li>• Publish four works of fiction for 3rd-6th class Q4</li> <li>• Voice recording of the <i>Séideán Sí</i> books</li> </ul>

<p style="text-align: center;">(CONTINUED)</p> <p><b>2.2 Support the teaching, development and learning of Irish at various levels through the provision of facilities and resources</b></p>	<p><b>Primary school materials</b></p> <ul style="list-style-type: none"> <li>• Féach Thart Rang 6: Eolaíocht: publish slides and chapters from the workbook online Q4</li> <li>• Primary School Atlas: start finalising a new edition Q3</li> <li>• Líon an Dúlra: publish one edition a quarter Q1 – Q4</li> <li>• Produce reprints as required Q1 – Q4</li> <li>• Two reading primers for 1st-3rd class Q4</li> <li>• Finalise two joint editions of information books Q4</li> </ul> <p><b>Post-primary school materials</b></p> <ul style="list-style-type: none"> <li>• Finalise the Woodwork textbook Q4</li> <li>• Construction Textbook: Add 6 additional chapters to the site Q4</li> <li>• Maths Textbook (Leaving Cert): Provide 6 chapters online Q4</li> <li>• Publish a translation of <i>Adventura de Said</i> Q4</li> <li>• Art textbook: publish the remaining chapters online Q2</li> <li>• A new version of <i>An Triail</i>.</li> </ul>
	<p><b>2.2.3 An tÁisaonad (The Resource Centre)</b></p> <p>Agree on the following priorities with St Mary's University College for the Áisaonad to provide facilities for the Irish-medium schooling sector Q1 – Q4.</p> <ul style="list-style-type: none"> <li>• Post-primary provision – develop the <a href="http://www.aiseolas.com">www.aiseolas.com</a> platform.</li> <li>• Language games – prepare booklets of notes for teachers to help them use the language games in the most effective manner.</li> <li>• Reprints of out-of-stock text books that are in high demand.</li> </ul> <p><b>2.2.4</b> Promote Irish language writing and reading opportunities for schoolchildren through the following scheme:</p> <ul style="list-style-type: none"> <li>• <b>Write a Book</b> Q1 – Q4</li> </ul>

	<p><b>2.2.5 Develop lexicography</b></p> <ul style="list-style-type: none"> <li>• Update and develop the websites and apps for focloir.ie &amp; teanglann.ie</li> <li>• Add to the grammar and sound files on foclóir.ie and teanglann.ie</li> <li>• Underpin the new Irish-Irish/Irish-English dictionaries (the beginning of Irish language frameworks)</li> <li>• Evaluate and assess Foras na Gaeilge dictionary projects and products</li> <li>• Publicise CEID and other lexicography projects</li> <li>• Supplement and further develop the lexicography project corpora</li> </ul>
<p><b>2.3 Support the training and development of best practice among the Irish language teaching community, and among primary school teachers in the English-medium system</b></p>	<p><b>2.3.1</b> Representation on An Chomhairle um Oideachas Gaeltachta agus Gaelscolaíochta and the National Council for Curriculum and Assessment</p>
	<p><b>2.3.2</b> Series of advisory meetings with the Department of Education</p>
	<p><b>2.3.3</b> Present recognition awards, the Gaelbhratach, to 50 schools (in both levels of education) for their use of the Irish language in 2020: Q2</p>
	<p><b>2.3.4</b> Agree on the following priorities with Gaeloideachas: Q1 – Q4</p> <ul style="list-style-type: none"> <li>• Early years sector – collaborate with the Department of Children and Youth Affairs and the two newly-appointed early years specialists in the area of professional development for preschool teachers and ensure the standard of provision in immersion education</li> <li>• Special needs education – advise and analyse schools on issues relating to special needs education (SNE) and share practices</li> <li>• New preschools/schools – collaborate with committees and with Conradh na Gaeilge on the possibility of establishing new preschools and schools</li> <li>• Adaption/translation of a Autism booklet in partnership with AsIAM</li> </ul>
	<p><b>2.3.5 Gael Linn</b></p> <ul style="list-style-type: none"> <li>• To ensure that support is provided for training and development of best practice in education systems by agreeing on priorities with Gael Linn: Q1 – Q4</li> <li>• Provide support to the Network committees (to Irish language teachers)</li> <li>• Collaborate with teachers and stakeholders in the Executive jurisdiction to increase the</li> </ul>

	number of schools that offer Irish as a subject
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**PRIMARY CORPORATE OBJECTIVE 3: serve to benefit the Irish language throughout society by exercising influence and providing advice**

<b>Key Objectives</b>	<b>Desired Outcomes</b>
<p><b>3.1. Foras na Gaeilge being recognised as having an advisory role in the public sector, particularly in the area of education and local authorities</b></p>	<p><b>3.1.1</b> Advise the Departments of Education and the Department of Children and Youth Affairs on educational and youth affairs.</p>
	<p><b>3.1.2</b> A series of meetings with senior management of the local authorities in which there are Gaeltacht Service Towns or Irish Language Networks so that support is available to the Lead Organisations implementing Language Plans Q1 – Q4</p>
	<p><b>3.1.3</b> Present to newly elected council representatives of councils in which there are Gaeltacht Service Towns or Irish Language Networks. Q2/Q3</p>
	<p><b>3.1.4</b> Organise meetings, in collaboration with Údarás na Gaeltachta, with the chief executive officers of local authorities Q2-Q4</p>
	<p><b>3.1.5. Develop terminology</b></p> <ul style="list-style-type: none"> <li>• Update and develop the Terminology Committee website, téarma.ie</li> <li>• Increase the number of approved terms</li> <li>• Ensure the functioning of the Terminology Committee and that ten meetings are held over the course of 2021</li> <li>• Recommend and approve new types of terms</li> <li>• Develop international links with terminology authorities, especially in relation to best practices in the area of terminology</li> <li>• Begin research on the use of contemporary corpora in order to establish baselines for the assessment of performance</li> </ul>

<p><b>3.2. Development strategies to increase politicians' understanding of issues related to the Irish language</b></p>	<p>3.2.1 Agree on the following priorities with Conradh na Gaeilge, as the Lead Organisation responsible for representation and advocacy:</p> <ul style="list-style-type: none"> <li>• Represent the Irish language community in both jurisdictions and internationally, on various appropriate forums that are important to the promotion of the Irish language</li> <li>• Analyse and monitor the development of current legislation and newly recommended legislation regarding the Irish language in both jurisdictions, in close collaboration with the other partners both on and outside the Partnership Forum</li> <li>• Organise and direct targeted campaigns as necessary on a regular basis to protect the Irish language against actions that could harm the language or to draw public attention to certain aspects of the Irish language that are endangered from time to time</li> </ul>
	<p>3.2.2 A series of meetings with senior management and political leaders and with Irish language and education spokespeople from the political parties Q1 – Q4</p>
<p><b>3.3. Agree on partnerships regarding the use of the Irish language in the areas of sport, culture, business and youth affairs</b></p>	<p>3.3.1 Provide funding for an Irish development officer role in the GAA Ulster Council.</p>
	<p><b>3.3.2</b></p> <ul style="list-style-type: none"> <li>• Seize opportunities related to partnership and sponsorship projects with stakeholders Q1 – Q4</li> <li>• Various partnership projects (Museums, libraries, apps &amp; IME organisations)</li> </ul>
	<p>3.3.3 Run the youth song competition BEO in collaboration with Oireachtas na Gaeilge Q1 – Q4</p>
	<p>3.3.4 Organise a joint Board meeting with Údarás na Gaeltachta – Q4</p>

<p style="text-align: center;"><i>(CONTINUED)</i></p> <p><b>3.3. Agree on partnerships regarding the use of the Irish language in the areas of sport, culture, business and youth affairs</b></p>	<p>3.3.5 Administration of applications submitted through the Business Support Scheme Q1 – Q4</p>
	<p>3.3.6 Administration of a Q-Mark for Business, an accreditation system for businesses that use Irish Q1 – Q4</p>
	<p>3.3.7 Provide support resources to the business sector. Q1 – Q4</p>
	<p>3.3.8 Support the translation sector and increase the professionalism of the sector through the System of Accreditation for Translators</p>

<b>PRIMARY CORPORATE OBJECTIVE 4: increase the understanding and awareness of the Irish language among communities both near and afar</b>	
<b>Key Objectives</b>	<b>Desired Outcomes</b>
<b>4.1. Increase in the understanding and awareness of the role of the Irish language in life and in society – employment, social affairs, sport and family</b>	<p><b>4.1.1</b> To ensure that awareness raising, representation and language protection opportunities are organised for the Irish language at every level by agreeing on the following priorities with Conradh na Gaeilge: Q1 – Q4</p> <ul style="list-style-type: none"> <li>• Plan and deliver an agreed programme of awareness raising campaigns and events</li> <li>• Plan and deliver an agreed programme of language protection campaigns and activities</li> <li>• An agreed programme that focuses on Representation activities</li> <li>• Improvements to the website.</li> </ul>
	<p><b>4.1.2</b> Increase in the understanding and awareness of the role of the Irish language internationally by running various Colmcille Programme schemes:</p> <ul style="list-style-type: none"> <li>• 2021 Bursary Scheme – to provide the public with opportunities to enhance their Scots Gaelic skills. Q1 – Q4</li> <li>• 2021 Colmcille Small Grants Scheme – to develop partnerships and plan projects to provide Irish speakers and Scots Gaelic speakers with opportunities to come together. Q1 – Q4</li> <li>• 2021 Colmcille Grants Scheme – to provide Irish speakers and Scots Gaelic speakers with opportunities to come together. Q1 – Q4</li> </ul>
	<p><b>4.1.3</b> Administer the #Colmcille1500 Celebration in conjunction with Bord na Gaidhlig in order to commemorate the birth of St. Colmcille Q1 – Q4</p>
	<p><b>4.1.4</b> Run a campaign on a regular basis to support Foras na Gaeilge projects and messages, in accordance with their timetables Q1 – Q4</p>

<p>(CONTINUED)</p> <p><b>4.1. Increase in the understanding and awareness of the role of the Irish language in life and in society – employment, social affairs, sport and family</b></p>	<p><b>4.1.5</b> Foras na Gaeilge representation at major events that raise awareness of the Irish language Q1 – Q4</p>
	<p><b>4.1.6</b> Demonstrate the advantages that come with speaking Irish and being bilingual to young people through the ‘Do Ghairm le Gaeilge’ (Your Irish Language Career) campaign in collaboration with gradireland Q1 – Q4</p>
	<p><b>4.1.7</b> Seize opportunities related to running partnership and sponsorship projects with stakeholders Q1 – Q4</p>
	<p><b>4.1.8</b> Administration of the ‘Turas’ initiative in the East Belfast Mission Q1 – Q4</p>
<p><b>4.2. Increase understanding and awareness of opportunities to use the language</b></p>	<p>Regarding work in this area, please note that primary objectives relating to <b>Glór na nGael</b>, <b>Oireachtas na Gaeilge</b> and <b>Cumann na bhFiann</b> have been mentioned above in 1.1.7.</p> <p><b>4.2.1</b> Social media strategy to be implemented to publicise Foras na Gaeilge projects and the Irish language Q1 – Q4</p>
	<p><b>4.2.2</b> Increase the number of individual visitors to the Foras na Gaeilge websites throughout the year Q1 – Q4</p>
<p><b>4.3. Increase understanding and awareness in the English media of various aspects of the Irish language</b></p>	<p><b>4.3.1</b> To ensure that the Irish language is covered and has a presence in English media, including written, broadcast and social media Q1 – Q4</p>
	<p><b>4.3.2</b> A strategy for the use of social media and internal structure in place to broadcast Foras na Gaeilge messages Q1 – Q4</p>

<b>4.4. Implement strategies to increase understanding of the Irish language issue among public and state sector management</b>	<b>4.4.1</b> Meetings to be organised with the Irish Government ministers in the areas of education, youth affairs, broadcasting and local authorities
	<b>4.4.2</b> Meetings to be organised with senior officials in the Department of Education in the Executive jurisdiction
	<b>4.4.3.</b> Provide support to the public sector through the following initiatives: <ul style="list-style-type: none"> <li>• Agree on the following priorities with Gaelchultúr through the Scheme for Specialised Course Providers. Q1 – Q4 <ul style="list-style-type: none"> <li>○ Provide specialised training to the public sector in both jurisdictions, and provide FETAC, HETAC, NQV qualifications to learners who complete this training.</li> <li>○ Provide courses on a remote-learning basis and at the location of the learners.</li> <li>○ Provide training through Irish to bodies that already provide technical / professional courses through English (i.e. corporate governance, human resources, accounting etc.).</li> </ul> </li> </ul>
	<b>4.4.4 Irish Language Officers Scheme Q4</b> <ul style="list-style-type: none"> <li>• Review of the Irish Language Officers Scheme in the Executive jurisdiction Q1</li> <li>• Announce the 2022 – 2025 Scheme Q4</li> </ul>
	<b>4.4.5</b> Provide Freagra (the translation helpline) with funding. Q1-Q4
	<b>4.4.6</b> Provide funding to the Irish Language Officers Scheme in the Irish Government jurisdiction in order to empower and develop it. Q1-Q4

<p><b>4.5. Development strategies to increase the management of cultural institutions' understanding of issues surrounding the Irish language [with COVID-19 considerations in mind]</b></p>	<p><b>4.5.1</b> Organise high level meetings with the following organisations: Q1 – Q4</p> <ul style="list-style-type: none"> <li>• The National Library of Ireland</li> <li>• Chester Beatty Library</li> <li>• The Irish Museum of Modern Art</li> <li>• The Abbey Theatre</li> <li>• The National Archives of Ireland</li> <li>• Crawford Art Gallery</li> <li>• The National Museum of Ireland</li> <li>• The National Gallery of Ireland</li> <li>• The National Concert Hall</li> <li>• The Heritage Council</li> </ul>
	<p><b>4.5.2</b> Organise high level meetings with the following organisations Q1 – Q4:</p> <ul style="list-style-type: none"> <li>• RTÉ</li> <li>• GAA</li> <li>• The Arts Council</li> <li>• Arts Council of Northern Ireland</li> <li>• Galway 2020</li> <li>• Ladies Gaelic Football</li> <li>• Broadcasting Authority of Ireland</li> <li>• Comhaltas Ceoltóirí Éireann</li> </ul>

<b>PRIMARY CORPORATE OBJECTIVE 5: Provide Foras na Gaeilge with corporate services (financial, human resources, organisational planning, research and information technology) that will ensure effective functioning of the organisation and the effective completion of its agenda</b>	
<b>Key Objectives</b>	<b>Desired Outcomes</b>
<b>5.1. Ensure an effective financial and corporate governance service that ensures that our expenditure is effective and transparent</b>	<b>5.1.1</b> Administer all of the organisation’s financial and corporate systems and functions in accordance with the financial memorandum and in a way that is effective, accountable and transparent regarding budgeting, administration of shares, all organisation payments, reporting - continuously monitor them and implement appropriate developments
	<b>5.1.2 Online system</b> <ul style="list-style-type: none"> <li>• Establish a new system to handle online applications for Foras na Gaeilge schemes – it is expected that each scheme will be announced online as they arise during 2021</li> <li>• Identify the financial, processing, data retrieval, reporting, audit implications, among others, arising from the online system and implement amendments accordingly in order to optimise the system and appropriately streamline the processes of the Corporate Services Directorate</li> </ul>
	<b>5.1.3</b> Ensure that Foras na Gaeilge’s budget is spent in an effective manner in accordance with the 2021 Business Plan and that underspending is kept below 1% of the total budget. Q1 – Q4
<b>5.2. Provide a human resource service that provides individual Foras na Gaeilge staff members and the management system with support and advice that will ensure wellbeing for our</b>	<b>5.2.1</b> Monitor legislation and relevant guides in the area of Human Resources on a continuous basis. The advice and regulations in both jurisdictions in relation to Covid-19 will be closely monitored, with arrangements developed and implemented accordingly across all areas of human resources.

<b>staff members and their professional development in order to achieve our organisational goals</b>	
	<b>5.2.2</b> Develop and implement an induction process Q2
	<b>5.2.3</b> Develop a new training strategy Q3/Q4
	<b>5.2.4</b> Provide a recruitment function and monitor a range of policies in the area of recruitment (e.g. review the Language Body Recruitment Code)
	<b>5.2.5</b> Implement continuous real-time monitoring and rectification for salary and pension issues to fulfil legal and other relevant obligations
	<b>5.2.6</b> Support staff and organisational cohesion by organising two general staff meetings, two meetings of the Partnership Committee and three meetings in various centres at every level Q1 – Q4
	<b>5.2.7</b> Implement a staff performance management and development system and train staff Q1 – Q4
<p style="text-align: center;"><i>(CONTINUED)</i></p> <b>5.2. Provide a human resource service that provides</b>	<b>5.2.8</b> Implement flexible operational arrangements, in accordance with industrial agreements in both jurisdictions, to cater for public health and service requirements and to focus on areas of the organisation that are under pressure Q1 – Q4

<p><b>individual Foras na Gaeilge staff members and the management system with support and advice that will ensure wellbeing for our staff members and their professional development in order to achieve our organisational goals</b></p>	<p><b>5.2.9</b> Publicise learning and training opportunities to staff Q1 – Q4</p>
<p><b>5.3. Provide a service regarding business planning (1 year) and corporate planning (3 years) in accordance with the appropriate guidelines in a way that will allow us to present our plans to the public and to the governments, in accordance with best practice</b></p>	<p>5.3.1 Work in partnership with Sponsor Departments to secure the appropriate approvals of the Business &amp; Corporate Plan.</p>
	<p><b>5.3.2</b> Monitor the performance of the 2021BP and the 2020 – 2022CP and report to the Board and the Sponsoring Departments on their performance</p>
	<p><b>5.3.3</b> Develop 2022BP in accordance with guidance made available</p>
	<p><b>5.3.4</b> Launch Foras na Gaeilge’s 5-year <i>Strategic Direction</i> for the future with the approval of the Board</p>
	<p>5.3.5 Provide annual reports and accounts in a timely manner with the co-operation of other stakeholders</p>
	<p><b>5.3.6</b> Present annual reports &amp; accounts to the houses of government and publish them in accordance with appropriate arrangements in both jurisdictions with the co-operation of other stakeholders</p>

<b>5.4. Undertake research that will provide insight into the effectiveness of our schemes, work programmes and projects</b>	<b>5.4.1</b> Identify opportunities for developing Irish language writing, publishing and reading by conducting a regular review of the Irish Language Books schemes: <ul style="list-style-type: none"> <li>• Review of the Publishing Scheme: Consultation Process (Q1-Q4)</li> <li>• Review the 'Events in Libraries' scheme in the context of promoting Irish language reading to the education sector and community groups in both jurisdictions (Q1-Q2)</li> </ul>
	<b>5.4.2</b> Final Reports <ul style="list-style-type: none"> <li>• Write final reports for projects or rounds of schemes or projects, as appropriate.</li> <li>• Carry out an evaluation on the various aspects of the Partnership Approach: <ul style="list-style-type: none"> <li>• Value for Money</li> <li>• Functions and remits</li> <li>• Influence on the development of Irish in the community</li> <li>• Performance of the Lead Organisations</li> <li>• Effectiveness of partnership</li> </ul> </li> </ul>
	<b>5.4.3</b> Draft research and a medium-term plan in 2021 with a survey that will be completed in 2021 or 2022 on public attitudes towards the Irish language or its ability in the language or use of the language, so that the most benefit can be derived from the census in both jurisdictions in 2021
	<b>5.4.4</b> Commission research on the use of resources in post-primary schools
	<b>5.4.5</b> Commission research on "new-speakers" in 5 networks and one Gaeltacht Service Town.
<b>5.5 Effective administration of the organisation's technical infrastructure</b>	<b>5.5.1</b> Move email to the cloud – introduce new software in this area in order to support remote working
	<b>5.5.2</b> Undertake the technical aspects of the online funding system as mentioned above in 5.1.1
	<b>5.5.3</b> Analyse expenditure in this area and prepare a draft digital strategy for the organisation in this context

**Note concerning this version published on the Foras na Gaeilge website**

**The financial information relevant to this plan may change  
as a result of decisions by the North / South Ministerial Council.**