

FORAS NA GAEILGE BUSINESS PLAN 2025

Final draft for the Sponsoring Departments

4th March 2025

1. Chief Executive's Introduction

I am delighted to present this final draft of the 2025 business plan. This is the third business plan in the corporate period 2023-2025, and of course this plan will be building on work carried out by Foras na Gaeilge and our partners during 2023 and 2024.

As in 2023, in 2024 Foras na Gaeilge had to deal with a large number of vacancies and changes on our team, challenges which were being dealt with by many organisations in the public and voluntary sectors. Saying that, Foras na Gaeilge managed to make some important strategic appointments during 2024 which will have a long-term effect on the execution of our priorities in the years ahead. Foras na Gaeilge appointed a Programme Manager to lead on all our activities in the area of books and three Language Planning Coordinators to look after the area of Language Planning. These appointments enabled Foras na Gaeilge to undertake the development of language planning in Gaeltacht Service Towns more effectively during 2024. Accordingly, in the area of language planning, we hope that we will now be able to accelerate our partnership with the local authorities in the Irish Government's jurisdiction so that the language planning areas are central to the Councils' plans for their own areas. We also hope that the Government will have approved language plans for the 5 Gaeltacht Service Towns in which to date a Lead-Organisation has not been appointed.

Foras na Gaeilge's work encompasses the nine areas identified by UNESCO as essential to ensuring the vitality of a minoritised language: intergenerational language transmission; the total number of speakers; the percentage of speakers as part of the total population; trends in language use areas; respond to new domains and new media; materials for language learning and literacy; government and institutional perspectives, as well as language policies, status and official use; public perception of their own language; and the quantity, nature and quality of documentation available about the language itself.

During 2025, Foras na Gaeilge and the Lead-Organisations will be active in all these areas, and as is usually the case, we will place an emphasis on the development of Irish in the community and on opportunities to use Irish. Unavoidable increases in our pay and pensions bill, coupled with inflation, however, will lead to significant pressures on our budget, and a reduction in our activities in 2025. The value of Foras na Gaeilge's budget is 45% less in 2025 than it was in 2008. And while our baseline budget was reduced incrementally by €5m, between 2008 and 2011, from €21m to €16m, there has been only one significant increase in our baseline budget since then.

2025 will be an important year regarding Foras na Gaeilge's advisory, representative and influencing role. In the Irish Government's jurisdiction, there will be particular emphasis on education and early childhood as a result of the major changes planned in those areas. Foras na Gaeilge will work closely with Coimisiún na Meán on the comprehensive review currently underway on the Irish language media. An Irish language Commissioner is to be appointed in the jurisdiction of the Executive and the Language Commissioner in the Irish Government's jurisdiction will be in charge of consultation on the language standards.

Besides that, we will be attempting to have significant input into the development process of the Irish language Strategy in the jurisdiction of the Executive and the development of an Action Plan for the 20-year Strategy for the Irish language in the Irish Government's jurisdiction.

Though many of our schemes are focussed on development and use of Irish in the community, we will emphasise education affairs in the broadest sense during 2025. That will be extremely important in the light of policies and plans being developed in the education and early childhood sector in the Irish Government's jurisdiction, and we will have significant work underway in the areas of lexicography, terminology and publishing of material for the education system also. We will begin the review of the school literacy series *Séideán Sí* and launch the new monolingual dictionary on-line before the end of 2025.

Foras na Gaeilge schemes support more than 400 organisations annually, and almost half of those organisations are focused on young people. We will continue with those schemes during 2025, and we will build on the work we did in 2024 regarding raising of awareness with *Love Leabhar Gaeilge*. People's attitudes have a huge impact on the use of minority languages, and in 2025, Foras na Gaeilge will undertake a major 10-year research project on public attitudes towards the Irish language in the two jurisdictions.

We will increase our support in the area of books, not only for publishers and writers but also for bookshops and libraries, to ensure that they have the necessary information readily available on Irish language books. In that same area of work, we will continue to raise awareness in the community of Irish language books in collaboration with a wide range of stakeholders, including World Book Day and Children's Books Ireland.

The organisational development of Foras na Gaeilge was restricted over the years due to the fact that the political structures were not in place for long periods during the 25 years since the organisation was founded. As the structures resume, Foras na Gaeilge had been looking forward to increasing staffing resources in the organisation during 2025, particularly in areas where the needs associated with them such as language planning, the public sector, procurement, technology and communications have increased significantly. Given the challenges associated with our 2025 budget, this will particularly difficult to achieve.

In addition, in organisational development, we look forward to moving into our new Offices in Belfast in early 2025 and we hope that we will be making full use of the on-line applications system.

We will publish our 5-year Strategic Direction in early 2025, which will be a foundation for our priorities as we work on the 2026-2028 Corporate Plan to be published before the end of 2025. We have done a full-scale review on the structure of the Business Plan. Accordingly, the major objectives, sub-objectives, new performance indicators and measures are aligned as we seek to make the Business Plan more readable and understandable to the external reading community.

There will be significant opportunities for the Irish language to emerge during 2025 as a result of the legislation now in force in the two jurisdictions, the Identity and Language Act and the Official Languages Act (Amendment) 2021. Availing properly of those opportunities will be challenging, given the pressures on our budget. While Foras na Gaeilge seeks to work closely with our colleagues in the Irish Language Lead Organisations, on which Foras na Gaeilge relies heavily, 2025 will be challenging for them also.

Seán Ó Coinn
Chief Executive
Foras na Gaeilge

2. About us

Foras na Gaeilge was established in 1999, the body responsible for promoting Irish throughout Ireland. In accordance with the Good Friday Agreement, the Language Body, a North South Implementation Body were established to promote Irish and Ulster Scots. Under the auspices of that body, Foras na Gaeilge achieves all the responsibilities regarding the Irish language. Among our responsibilities is the promotion of speaking and writing Irish in public life and private life in the Republic of Ireland. The same responsibility exists in the Executive's jurisdiction in the context of the European Charter for Regional or Minority languages that the British Government and Language and Identity Act (Northern Ireland) 2022.

These are the functions of Foras na Gaeilge as laid out in the Britain - Ireland Agreement Act, 1999:

- To promote the Irish language;
- To facilitate and encourage the use of Irish in speech and in writing, in public life and in private life in the South and, in the context of Part III of the European Charter for Regional or Minority Languages, in the Executive's jurisdiction where there will be appropriate demand;
- Give advice to the two administrations, to public bodies and to other groups in the private and voluntary sector.
- Undertake support projects and give grant assistance to bodies and to groups when reckoned to be necessary.
- Undertake research, startup campaigns, and public relations and relations with the media.
- Develop terminology and dictionaries.
- Support education through Irish and the teaching of Irish.

These functions are achieved through the work of Foras na Gaeilge, through grants we make available to the Lead-Organisations and to other Irish language organisations, and through financial support we give to community groups.

As a cross-border body, we work under the policy guidance of the North South Ministerial Council and the two Governments, and we are accountable to the Northern Ireland Assembly and to the Houses of the Oireachtas. At an administration level, we report to our Sponsoring

Department, The Department for Tourism, Culture, Arts, Gaeltacht, Sport and Media (Irish Government) and the Department for Communities (Northern Ireland Executive).

2.1 The Partnership Approach

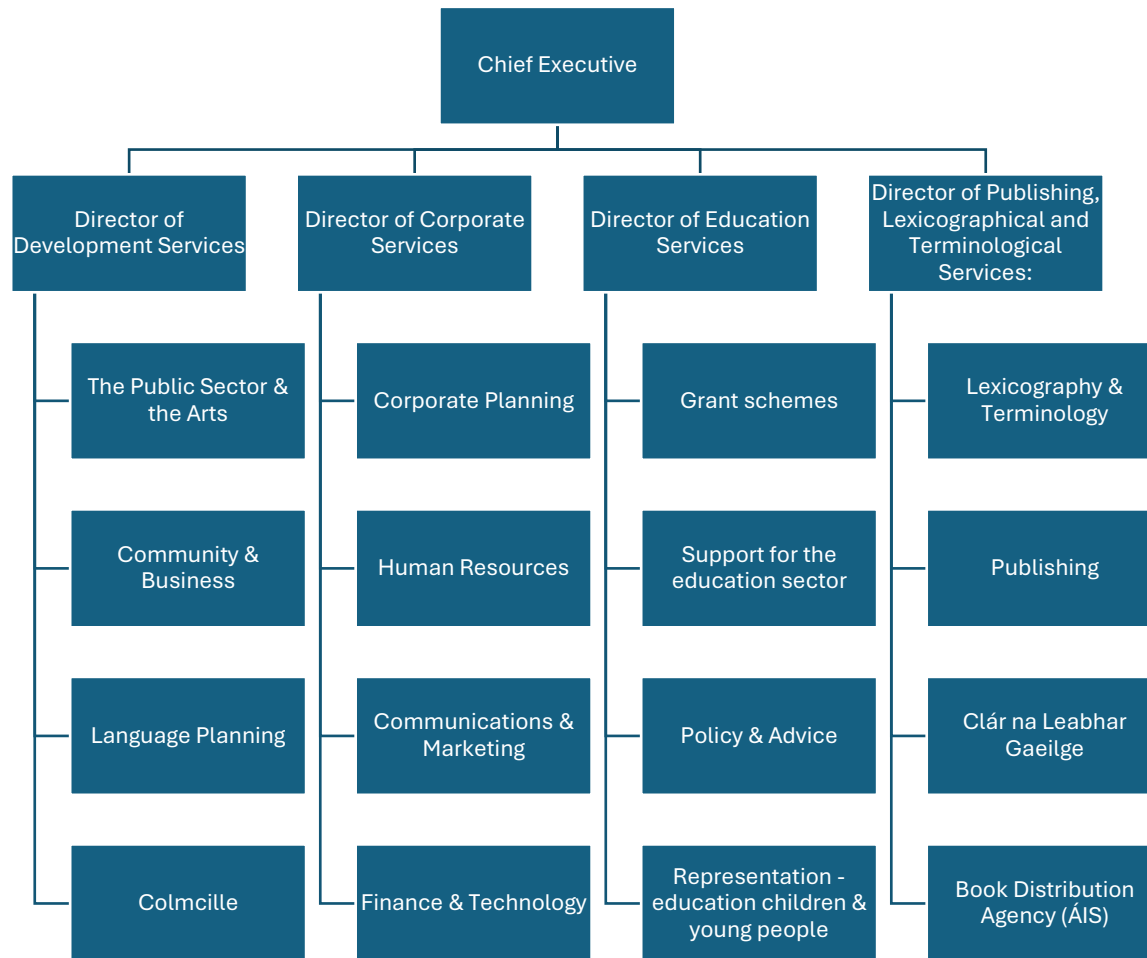
In 2013, the North South Ministerial Council decided to begin a new funding structure for the development of Irish and the following year Foras na Gaeilge announced 6 Lead-Organisations that would take responsibility for 6 major areas of work. This decision was the result of a process which commenced in 2008 to coordinate and reorganise the work of the 19 Irish language organisations financed by Foras na Gaeilge on an annual basis. The aforementioned Lead-Organisations are responsible for various areas of work, and they are working to promote them across the island. Foras na Gaeilge provides core annual funding to the Lead-Organisations, subject to the resources available, to implement a programme of work.

Lead-Organisation	Major Area of Work
Irish-medium education	Irish-medium education/immersion education and Irish-medium pre-schooling
Gael Linn	Education in the English language sector, adult education, and opportunities for use for school pupils
Glór na nGael	Community and economic development
Oireachtas na Gaeilge	Opportunities which support the use of Irish and establishing networks for adults
Conradh na Gaeilge	Raising awareness, language protection and representation on behalf of the language to state authorities
Cumann na bhFiann	Development of opportunities to use Irish and of networks for young people

What is meant by 'Partnership Approach' is that the 6 Lead-Organisations and Foras na Gaeilge will be planning and completing their work in close collaboration with each other, in a way that improves the benefits obtained from resources and to improve what can be achieved regarding the use of Irish in the community. As part of the North South Ministerial Council's decision, two forums were established to support this new structure - the Partnership Forum and the Language Development Forum. It is the main objective of the Partnership Forum to ensure partnership between Foras na Gaeilge and the Lead-Organisations and between the Lead-Organisations themselves. It is the main objective of the Language Development Forum to provide analysis on the necessity of Irish in major areas of the work of the Lead-Organisations.

2.2 The Organisational Structure

Foras na Gaeilge's organisational structure is indicated in the chart below. The Senior Management staff comprises the Chief Executive, the Director of Development Services, the Director of Corporate Services, the Director of Educational Services and the Director of Publishing, Lexicographical and Terminological Services. In the chart, the Directorates and the work areas that fall under each one of them are cited.



3. The Planning Context

Foras na Gaeilge functions in an all-island planning context, which comprises 2 jurisdictions, 2 governments and 2 different administration systems regarding the status of the Irish language and knowledge of the community in this regard. In the Republic of Ireland jurisdiction, we are governed by the provisions of the Irish Constitution regarding the Irish language and other legislation with which is associated a very clear language feature, particularly Acht na Gaeltachta 2012, which administers the language planning system, and the Languages Act (Amendment) 2021 which administers public services through the medium of Irish. In the Executive's jurisdiction, we work under the governance of Part 3 of the European Charter for Regional or Minority Languages and the Identity and Language Act (Northern Ireland) 2022, that gives official recognition to the Irish language. Other legislation also influences our work such as the Education Acts.

The *Straitéis 20 Bliain don Ghaeilge 2010-2030* (The 20 Year Strategy for Irish) is the principal strategic guidance in the Irish Government's jurisdiction which influences our work. From *Straitéis as Ráiteas an Rialtais i leith na Gaeilge* came from the 2002 Commission of the Gaeltacht report which was published in 2006. As well as the European Charter, from 2020 in the jurisdiction of the Executive our work is under the influence of the New Decade New Approach agreement a result of which was that the Executive was reestablished in 2020, and the new identity and language legislation was passed in Westminster in 2022. As well as that, Foras na Gaeilge has representation on the Irish Language Strategy Co-Design Group that the department established in 2021 to develop a draft strategy for Irish for the Executive's jurisdiction.

Due to the difficulties in increasing Foras na Gaeilge's baseline budget, it will be very challenging to address any of the additional areas discussed in the two strategies mentioned above.

3.1 Mission and Vision

Mission Statement

Our mission lays out the reasons why we are here, our remit and the change we want to make: 'Increase and normalise the use of Irish in everyday life and sharing knowledge of Irish with the world'.

Vision Statement

Our vision lays out the wishes we are trying to achieve and where we want Irish to be in the future: ‘The Irish language to be embedded and normalised among the general public throughout the island and to promote awareness of knowledge of the Irish language’.

4. Our Major Strategic Objectives

Foras na Gaeilge’s Corporate Plan 2023-2025 encompasses 4 Major Strategical Objectives. (1) Education, Training and Employment (2) Spaces and Venues, Networks and Opportunities (3) Communication, Awareness and Advocacy and (4) Resources, Financing and Valuation. It is on those Major Objectives that the performance indicators and aims of the 2025 Business Plan are based (see Item 5 below).

Major Objective 1: Education, Training and Employment

Foras na Gaeilge recognises that the education system has a central role in enabling the Irish language community from pre-school until third level education. Similarly, we recognise that there are many organisations and various parties active in this field, both state organisations, educational institutions and in academia. It is within the education systems where most learning of Irish is undertaken, and it is outside the school mostly where the consolidation is done on the foundation laid down in the schools. Because there are a large number of active parties in this field (education departments, schools, summer schools, third level and further education institutions, state bodies and voluntary organisations etc.), it is important that we concentrate on aspects of this field of work that other groups are not, something which will add to the effectiveness of those parties. As a result of our statutory status, the advisory function of Foras is very important and to that end we are emphasising particularly on that aspect in this Corporate Plan period. We also recognise the close link between access to Irish being to everyone in the education system and further education opportunities, for example in the business of translation.

Major Objective 1 encompasses the following secondary objectives:

- (1) To promote the learning, consolidation and enrichment of the Irish language
- (2) Support the training of tutors, graduates and trained teachers and primary school teachers in the L2 system.

(3) Support the accreditation system and the development of the proficiency of the translation sector.

Major Objective 2: Spaces and Venues, Networks and Opportunities.

It is recognised widely that the environment in which Irish can be used is one of the things that most plays to the benefit of the language and influences the behaviour of the community. To that end, we put emphasis on sustaining and on the increase in the use of Irish in each area of life. Language planning is hugely important to that end, and statutory arrangements are in place to develop language planning in the Gaeltacht and outside in Gaeltacht Service Towns and in Irish language networks. Specific financing is being made available to Foras na Gaeilge outside the budget baseline to support the community who are seeking Lónra Gaeilge status and to help them undertake language planning. It is Údarás na Gaeltachta principally who has the main role regarding the perpetuation and use of Irish in the Gaeltacht communities. Even so, Foras na Gaeilge recognise that we ourselves have a role regarding the Gaeltacht in our work with Gaeltacht Service Towns, and that our schemes have a central role in the development of the use of Irish in areas connected with the Gaeltacht. Included in this Major Objective is broadcasting, the media (on-line particularly), Irish language publishing and physical and virtual infrastructure.

Major Objective 2 encompasses the following secondary objectives:

- (1) To sustain and increase the daily use of Irish in all areas of life.
- (2) The Irish language to be visible in both the real and virtual environments.
- (3) Develop the local language communities by adding to the physical and virtual infrastructure in those areas.

Major Objective 3: Communication, Awareness and Advocacy

Communication is the very fabric of the work of Foras na Gaeilge because it adheres with the first of our statutory functions: to promote the Irish language. Therefore, we continually endeavour to cultivate a positive view of Irish and to enhance its status in society. We also have a statutory role with regard to influence and therefore we use our resources to advise various state bodies and the public sector regarding the most effective ways to develop Irish. A necessary part of that is the influence we exert on other bodies and their leaders. The

interests of Irish depend a lot on parties in different areas of the two jurisdictions and of society, and Foras na Gaeilge puts particular emphasis on this function of ours to exert influence at government level and in the local authorities.

Major Objective 3 encompasses the following secondary objectives:

- (1) Consolidate and develop the status and place of Irish in society through means of influence and advice.
- (2) Increasing understanding, awareness and a positive attitude towards Irish in the 2 jurisdictions and amongst the diasporas.
- (3) Strengthening of policy advocacy in the public sector, especially in education, and local authorities and language planning communities.

Major Objective 4: Resources, Financing and Valuation

It is important that the community, the 2 governments and other stakeholders can have confidence in the systems and the planning, work and monitoring processes that is operational in the organisation while we are undertaking our work. There should be confidence that our strategies and initiatives in hand should be evidence based, that they are effective and that we have established research to confirm their effectiveness on a continuous basis. Along with that, the Irish language sector must be confident that the appropriate expert knowledge is in Foras na Gaeilge to undertake the various challenges effectively, and that the financing made available for Irish is treated effectively on behalf of the taxpayer. There is a particular importance attached to the corporate services team in Foras na Gaeilge regarding this Major Objective. In the period of the Corporate Plan, we are also putting emphasis on a review of our schemes and projects to ensure they are achieving the results they are expecting.

Major Objective 4 encompasses the following secondary objectives:

- (1) Develop organisational systems to direct resources towards strategic priorities as appropriate.
- (2) Embed evaluation systems to regularly review all aspects of the organisation's work.
- (3) Have an appropriate technical infrastructure in place that will manage the working conditions/needs of the coming era.

5. Performance Review of the 2024 Business Plan

This short performance review on the Foras na Gaeilge Business Plan for the year 2024 is being prepared in the context of the structures for reporting and monitoring that were being used on a continual basis throughout the period, namely:

- that Foras na Gaeilge submitted an annual draft of its Business Plan to the relevant authorities annually.
- that a service agreement was signed every year as a formal agreement between Foras na Gaeilge and the Sponsoring Departments regarding that year's work.
- that regular monitoring meetings are organised (every quarter, usually) in which Foras na Gaeilge formally describes (in the form of documentation as per the agreed models) the progress of the work plans and on other relevant issues as they arise.
- that regular NSMC meetings are organised (if possible), in which a report is given on the progress of the organisation's work; and
- that there is regular contact and communication between Foras na Gaeilge and the Sponsoring Departments.

Out of the 105 defined aims that are listed in the 2024 Business Plan, the vast majority (90%) were achieved before the beginning of R4. 38 of them (36%) were completed, 57 (54%) were partially achieved and there were only 10 that were not achieved (10%). Regarding **Major Objective A: Education, Training and Employment**, Gaelbhratach and Scoil Spreagtha projects were financed, 302 Gaeltacht scholarships were supported and the successful *Scríobh Leabhar* scheme, which encourages schoolchildren to write their own Irish language books, was run in the 2023-2024 school year which ended in the summer (<https://www.forasnagaeilge.ie/scríobhleabhar/>).

In relation to another major goal, that an on-line monolingual dictionary and a new Irish-English dictionary would be made available, more than 38,000 units of meaning are now available at the original editorial level. Regarding terminology, new terms were approved and/or amended continuously and published on-line.

An Gúm made continuous progress with various publications and the gaps needing attention were recognised. A large number of books which were out of print were reprinted due to a high demand and meetings were held with stakeholders to fill the gaps in provision of books at post primary level. The Department of Education approved financing in the Irish Government's jurisdiction to employ people to do a review on *Séideán Sí*.

Foras na Gaeilge were very active in their advisory role regarding education in 2024. We advised the Department of Education in the Irish Government's jurisdiction about the Policy for Gaeltacht Education and about the Policy for Irish Medium Education. We advised the two Education Departments about the development of Irish language preschooling.

Financing was approved for the three Lead-Organisations which operate in the area of work for this major objective work area, and they were monitored: Gael Linn, Gaeloideachas and Cumann na bhFiann. Financing was granted as well as a work-schedule for the Áisaonad in Belfast.

Regarding **Major Objective B: Spaces and Venues, Networks and Opportunities**, continuous progress was made with the Scéim Forbartha Líonraí Gaeilge (SFLG) that has 36 grantees. The Clifden Language Plan was approved in County Galway and 6 Lead-Organisations were implementing a language plan by the end of the year. Three Language Planning Coordinators were appointed to take responsibility for the development of this area of work outside the Gaeltacht. An international conference on the language planning process was held at the end of September, and it was a very successful event.

Another successful round of Gradaim Foilsitheoireachta was held, based on a contract with Oireachtas na Gaeilge. A prize fund of €17,000 was given for three awards, Gradam Uí Shuilleabháin, Gradam Réics Carló and Gradam de Bhaldraithe.

Foras na Gaeilge's work in the area of publishing was also very successful. Under Scéim na Foilsitheoireachta (2024-26), offers were given to 13 eligible applicants, under Scéim na Litríochta (2024), offers were given to 18 eligible applicants and under Scéim na gCoimisiún, the (2023-25), 10 commissions were approved, targeted at teenage literature. The IMRAM Irish language literature festival was funded again as a strategic project of Clár na Leabhar Gaeilge. *Inis Mara* by Tristan Rosenstock was selected by LeabhairCOMHAIR, was chosen for World Book Day 2024 and 8,000 copies were provided in various formats. Gradam An Post, for Love Leabhar Gaeilge Irish language fiction book of the year, was awarded to *Geansaithe Móra* by Gearóidín Nic Cárthaigh (LeabhairCOMHAR). At over €1m, ÁIS (Áisíneacht Daileacháin Leabhar – the book distribution agency) major sales were ahead of the 2023 level.

In the business area, match funding was made available to 72 businesses with an investment of €72,503. The Q-Mharc seal was granted to 11 successful businesses and the National Standards Authority of Ireland reaffirmed the Q-Mharc management systems. Under GRADAIM Gnó na hÉireann, a project of the Lead-Organisation Glór na nGael, awards were conferred onto 134 companies.

Foras na Gaeilge continued to strongly support youth affairs as well as cultural matters in 2024. Grants were given to 79 summer camps, 81 youth events, 89 festivals, 8 amateur drama groups, 17 professional drama groups and 8 major arts events. Under the co-partnership with Scotland, Colmcille, 38 bursaries were awarded for Scottish Gaelic courses.

Under Scéim na gCultúrlann, financing was approved for Cultúrlann McAdam Ó Fiaich in Belfast and for Cultúrlann Uí Chanáin in Derry and support was continued for Turas in East Belfast. 16 Irish language Centres were financed and significant support was continued for two radio stations and for three print media/on-line services.

Work plans were agreed and funded with the Lead-Organisations Glór na nGael, Conradh na Gaeilge, Oireachtas na Gaeilge, Gael Linn and Cumann na bhFiann to achieve various aspects of this main objective.

Regarding **Major Objective C: Communication, Awareness and Advocacy**, Foras na Gaeilge's work in marketing, advertising and in the media was again successful. The major awareness campaign *Creidim Ionat* was held in conjunction with RTÉ. The DMA awards campaign was carried out, there was an 86% increase in Foras na Gaeilge subscribers and people from 137 countries visited Credimlonat.ie. The Love Leabhar Gaeilge campaign was on-going all year round. Work continued to be carried out on awareness projects, such as Higher Options (*Irish Times*) Bleaist Eolaíochta, Scoil Scairte, The Trailblazery and Puball na Gaeilge at the Electric Picnic.

Foras na Gaeilge spent much effort in its role regarding advising other state organisations and influencing them regarding Irish language matters. National committees attended by representatives from Foras na Gaeilge included the Board of Directors of the National Council for Curriculum and Assessment, the Board of Directors of An Chomhairle um Oideachas Gaeltachta agus Gaeloideachas, the Advisory Committee on Irish Language Services (Irish Government), the Irish Language Strategy Co-Design Group (Northern Ireland Executive), the Broadcasting Authority of Ireland and the Policy Steering Committee for Gaeltacht Education, Comhairle na Gaelscolaíochta, the Steering Committee of the 5-Year Action Plan for the 20-Year Strategy for the Irish Language, the National Early Years Supervision Group and the Advisory Group to Oversee the Development of the Comprehensive Action Plan for Irish Language Provision (Early Childhood Learning and Care and School Age Childcare). Senior representatives of Foras na Gaeilge and of the other cultural bodies had regular meetings, with political parties in the jurisdiction of the Executive and with the local authorities.

Financing for Conradh na Gaeilge, the Lead-Organisation that works in the area of advocacy, was approved and a work plan was agreed with the organisation.

Regarding **Major Objective D: Resources, Financing and Valuation**, the on-line grants management system was further developed and tested with a view that the system will be entirely functional for 2025. An audit of the 2022 accounts was completed in December 2024. Foras na Gaeilge adhered to all the various compliance and reporting responsibilities in 2024, and significant progress was made in two areas of work: climate action and equality. A review was done on Scéim Comhionannais an Fhorais Teanga in conjunction with the Ulster Scots Agency and an Equality Committee was established to prepare an action plan for the Executive's jurisdiction. A Roadmap for Climate Action was published that covers the Republic of Ireland Government's jurisdiction, a Green Team was established, and a Champion for Climate and Sustainability was appointed.

The second instalment of the evaluation reports on the effectiveness of Foras na Gaeilge schemes and projects was received from external consultants and analysis was begun on the implications of the results. An external body undertook a review of the Partnership Approach and a major research project on public attitudes to the Irish language was commenced.

6. Performance Indicators and Goals

As part of the preparation of this Business Plan, Foras na Gaeilge management undertook discussions on agreeing updated performance indicators, which would facilitate a more accurate assessment of the organisation's future work. In this section, one table aligns major corporate objectives, strategic objectives, performance indicators and work targets for 2025.

Major Strategic Objectives	Secondary Strategic Objectives	Performance Indicators	2025 Goals
A. Education, Training and Employment	A1: To promote the learning, consolidation and enrichment of the Irish language	1. Provide resources and support in the area of Education.	<ul style="list-style-type: none"> • ÁIS: Sell school textbooks to book shops. • Clár na Leabhar Gaeilge (Irish language books programme): Organise <i>Scríobh Leabhar 2025-2026</i>: • An Gúm: Appoint a Project Manager to start on the review work on <i>Séideán Sí</i>. Supply textbooks and primary and post primary school resources. • Áisaonad: Execute year plan.
		2. More development on new on-line dictionaries that will cater to the needs of the Irish language communities in Ireland and overseas.	<ul style="list-style-type: none"> • Foclóir.ie: Launch the first version of the new site and publish the first tranche of entries by Q4.

		3. Usage figures of the on-line lexicographic/terminology resources (Google Analytics/Plausible data)	<ul style="list-style-type: none"> • Ensure a high number of users on the lexicographic / terminology sites.
		4. Make available terminology according to the needs of the community and the institutes in the two jurisdictions and in the European Union and do analysis on the use of the terms.	<ul style="list-style-type: none"> • The Terminology Committee: Establish a new committee for the period Q1 2025 – Q4 2027 and hold regular meetings (10 per year). • National Terminology database: add c3,000 terms. • Research: Continuance of the long-term study on the use and circulation of new terminology.
	A2: Support the training of tutoring, graduates and trained teachers (both language and subject tutors) and primary school teachers in the L2 system.	1. Provide reading material and teaching resources which have an educational function.	<ul style="list-style-type: none"> • An Gúm: Continue to publish books which cater to a wide range of target readers and to be working in conjunction with stakeholders in the education sector to that end.
		2. Advise policy developers in the two administration units and each level of government and of state bodies.	<ul style="list-style-type: none"> • Advise the two administration centres at meetings or through a submissions process.
	A3: Support the accreditation system and the	1. Ensure translation accreditation for the translation sector.	<ul style="list-style-type: none"> • Provision of the seal of accreditation for translators and editors.

	development of proficiency of the translation sector.	2. Provide lexicography and terminology tools.	<ul style="list-style-type: none"> • Add new functions to the public terminology site, Téarma.ie.
B. Spaces and Venues, Networks and Opportunities.	B1: To sustain and increase the daily use of Irish in all areas of life.	1. Irish language books to be broadly available for the various reading communities, particularly in the language planning areas.	<ul style="list-style-type: none"> • ÁIS: Analyse the areas in which book shops which sell Irish language books are located and identify development possibilities. • <i>Love Leabhar Gaeilge</i>: Present awareness material regarding Irish language books before the public. • Clubleabhar.com: Present information regarding the project and the new website to the public. • An Gúm: Provision of a wide range of publications for readers of every age and ability. Start an accessibility programme and provide the publications in an accessible format.
		2. Increase and widen the number of usage opportunities and usage networks provided for the public.	<ul style="list-style-type: none"> • Scéim Forbartha Líonraí Gaeilge (Irish language networks development scheme): Administering 36 grantees. • Language Planning Process. <ul style="list-style-type: none"> ○ Develop and/or implement language plans in 13 Gaeltacht Service Towns and 5 Networks. ○ Increase the number of ministrations visits from

			<p>Language Planning Coordinators.</p> <ul style="list-style-type: none"> • Scéim na Litríochta 2025: Support up to 20 literary projects. • Develop the business accreditation system Q-Mharc Gnó.
		3. Strengthen the support infrastructure provided in conjunction with the 6 Lead-Organisations.	<ul style="list-style-type: none"> • Administer the 6 Lead-Organisations' allowance. • Hold 4 meetings of the Partnership Forum. • Hold 4 meetings of the Language Development Forum. • Implement the review process of the Partnership Approach.
		4. Enable publishers and writers to make books available and present before the public.	<ul style="list-style-type: none"> • Administer Scéim na Foilsitheoireachta (2024-2026) to cater for 13 publishers. • Administer Scéim na gCoimisiún 2023-2025 to sign off on the 10 funded commissions. • World Book Day 2025: Funded support to promote Irish language books as part of the major campaign. • Clubleabhar.com: Encourage cooperation between this project and publishers and writer. • Hold a writing competition to encourage authors to write material

			which would fill gaps in the current provision.
	B2: The Irish language to be visible in both the real and virtual environments.	1. Present Irish language books to the public in shops and at events.	<ul style="list-style-type: none"> • Encourage sales through development of new web pages and through a partnership with <i>Love Leabhar Gaeilge</i>. • Administer the Gradaim Foilsitheoireachta (publishing awards) which encompasses Gradam Uí Shúilleabháin, Gradaim Réics Carló and Gradam de Bhaldraithe. • An Gúm to have a stand at conferences and other events.
		2. Increase visibility of Irish in the community by providing support to Irish language centres and signage in the community.	<ul style="list-style-type: none"> • Give support to 16 Irish language centres under Scéim Tacaíochta d'Ionaid Ghaeilge. • Provision of up to 75 grants to businesses under the Business Support Scheme.
		3. Support major events in the community so that Irish will be visible in the community.	<ul style="list-style-type: none"> • Scéim na bhFeilte: provide support for 80 festivals. • Scéim na Mór-Imeachtaí Ealaíon: provide financing for 7 major events. • Scéim na gCompántas Drámaíochta Proifisiúnta agus Amaitéarach: provide support for 17 drama groups.

			<ul style="list-style-type: none"> • Provide financing to the Féile Litríochta Gaeilge (Irish language literature festival).
	B3: Develop the local language communities by adding to the physical and virtual infrastructure in those areas.	1. Provide support to local communities to add to the Irish language social infrastructure.	<ul style="list-style-type: none"> • Administer Scéim na gCultúrlann for cultural centres. • Give support to 16 Irish language centres under Scéim Tacaíochta d'Ionaid Ghaeilge. • Provide up to 75 grants to businesses under the Business Support Scheme.
C: Communication, Awareness and Advocacy	C1: Consolidate and develop the status and place of Irish in society through means of influence and advice.	1. Advise policy developers in the two jurisdictions and each level of government and the public sectors.	<ul style="list-style-type: none"> • Organise a series of meetings with public organisations, local government and others. • Support the Language Planning Forum of the Chief Executive Officer in the local councils.
		2. Partner with bodies and groups in a wide range of sectors with a particular emphasis on recognised niche areas to raise the profile of Irish.	<ul style="list-style-type: none"> • Continue with the Foras na Gaeilge's participation in international forums (NPLD (Network to Promote Linguistic Diversity); EFNIL (European Federation of National Institutions for Language)). • Organise a series of meetings with cultural, marketing and business organisations, including Údarás na Gaeltachta.
	C2: Increasing understanding, awareness and a	1. Raise awareness of the work of Foras na Gaeilge and of the Irish language.	<ul style="list-style-type: none"> • Increase awareness of Foras na Gaeilge's range of work through the

	<p>positive attitude towards Irish in the 2 jurisdictions and amongst the diasporas.</p>		<p>major campaign <i>Love Leabhar Gaeilge</i>.</p> <ul style="list-style-type: none"> • Provide support to awareness and sponsorship projects to raise awareness about Irish. • Raise awareness of Foras na Gaeilge among the wider community by holding a minor campaign on social media (e.g. funding schemes, vacancies) • Do publicity and share knowledge on the web sites of Foras na Gaeilge, Forasnagaeilge.ie & Gaeilge.ie. • Consolidate the relationship with the public by sharing Foras na Gaeilge’s monthly newsletter. • Ensure continuous contact and relationship with the media to broadcast Foras na Gaeilge’s mission.
		<p>2. Support the use of Irish in the media.</p>	<ul style="list-style-type: none"> • Administer Scéim Raidió Pobail for community radio (Raidió Fáilte and Raidió na Life). • Provide support to the Irish language written media by funding <i>Tuairisc.ie</i>, <i>NÓS</i> and <i>Comhar</i>. • Support the advertising department regarding the standard of the Irish

			language advertisements on radio and television.
		3. Collaboration to cultivate and promote the area of work regarding books.	<ul style="list-style-type: none"> • ÁIS: Sponsor Irish Book Week, Book Sale Ireland and get representation at relevant conferences and events. • Collaborate with Children's Books Ireland, Publishing Ireland, World Book Day and other stakeholders in the Irish language and education sector to produce a wide range of Irish language publications and to bring Irish language books to the attention of the public.
	C3: Strengthening of policy advocacy in the public sector, especially in education, and local authorities and language planning communities.	1. Give advice to the policy developers in the two administrative units at every level of government and of the public sector.	<ul style="list-style-type: none"> • Organise regular meetings with government departments and public organisations to discuss policy issues about Irish. • Advise the Department of Education in the jurisdiction of the Executive regarding the planned review of the Northern Ireland Curriculum. • Bring to a conclusion the major 10-year research project on the attitudes of the public towards Irish and use the results to make policy recommendations with the appropriate authorities in the two administrative units.

			<ul style="list-style-type: none"> • Commission other research as appropriate/where possible.
D: Resources, Financing and Valuation	D1: Develop organisational systems to direct resources towards strategic priorities as appropriate.	1. Provision of comprehensive applications regarding human resources, finance, planning and reporting.	<ul style="list-style-type: none"> • Human Resources: Advertise jobs as appropriate and review the various roles. Perform inductions with newly appointed staff. • Perform a review on the induction process, on the approach regarding the probation period and on the training policy. • Fulfil reporting targets. • Planning: Announce Foras na Gaeilge’s Strategic Direction for 2025-2030 in Q1. Put in place the Climate Road Map in Q1. The completion, approval and implementation of Equality and Disability Action Plans in Q2. • Reporting: Quarterly reports on the progress of PG 2025. A definitive AR text 2024 from the North South Language Body to be submitted to the Departments by 31/03/25. Publish AR 2022 and 2023 within 3 months from AR&A approval. Agree PC 2026-2030 before the end of Q4.

			<p>Deal urgently with Oireachtas and Assembly issues. Process freedom of information applications. Reporting on statutory plans for equality and climate etc.</p> <ul style="list-style-type: none"> • Finance: On-going discussion and testing being done on the integrated applications system. • Audit: Complete an audit on the 2023 and prepare 2024 accounts in Q1 of 2025.
		2. Implementation of policies and best-practices into our systems and our corporate governance processes.	<ul style="list-style-type: none"> • Child Protection: Fulfil statutory responsibilities. • Inclusion of policies and practices into our systems and processes. • Fulfil reporting targets.
	D2: Embed evaluation systems to regularly review all aspects of the organisation's work.	1. Review and optimise policies, on organisational systems, on schemes and on projects.	<ul style="list-style-type: none"> • Review policies and systems: On-going review on the organisation's policy inventory to ensure that they are all adhering to the latest statutory obligations. • A review and an analysis and on various methods to assess the general performance of the organisation in a more comprehensive way (i.e. influence on the language behaviour of the public).

			<ul style="list-style-type: none"> • A Foras na Gaeilge audit provider performing an Internal Quality Assessment.
	D3: Have an appropriate technical infrastructure in place that will manage the working conditions/needs of the coming era.	2. Maximise the benefits of new technology in our work.	<ul style="list-style-type: none"> • Minimise the number of occasions where the technology system does not function in 2025 - to be performing at least 99% of the time. • Maximise staff numbers fully operating on office 365 MST systems. • Upgrading applied to essential software i.e. Opera, Mitrefinch, Nuacom.

7. Monitoring, Assessment and Reporting

Specific arrangements are in place for monitoring, evaluating and reporting on the Business Plan which has been agreed with the Sponsoring Departments. The relevant parties sign a formal service agreement every year that specifically refers to the annual Business Plan. On top of the NSMC meetings, a series of monitoring meetings are organised every year in which formal reports are provided to the Sponsoring Departments on the progress of the Business Plan. There is regular contact between Foras na Gaeilge and the Sponsoring Departments about practical aspects of the Business Plan. In that way it is confirmed that the Business Plan is aligned with the Programme for Government in the two jurisdictions.

Progress on specific aspects of the work – for example on elements of the 20-Year Strategy for the Irish Language 2010-2030, through the structures established by the Irish Government for the 5-Year Action Plan – is formally reported and Dáil and Assembly questions are answered on demand. Foras na Gaeilge is always available to Dáil and Assembly Committees as well as reporting to them on the organisation's work.

8. Finance

	Proposed 2024 Budget			Proposed Change +/-		Proposed 2025 Budget		
	Current €000	Capital €000	Total €000	€ change €000	% change €000	Current €000	Capital €000	Total €000
Programme								
1.Development Services	8,483	0	8,483	280	0	8,763	0	8,763
2.Education Services	3,726	0	3,726	109	0	3,835	0	3,835
3.Clár na Leabhar Gaeilge	1,049	0	1,049	897	0	1,946	0	1,946
3.Clár na Leabhar Gaeilge existing pensions (to 2016)	0	0	0	0	0	0	0	0
3.Clár na Leabhar Gaeilge new pensions (since 2016)	13		13	3	0	15		15
Total Pension costs	13	0	13	3	0	15	0	15
4.Colmcille	237	0	237	-15	0	222	0	222
4.Colmcille (existing pensions)	0	0	0	15	0	15	0	15
Total Programme Expenditure	13,585	0	13,508	1,289		14,797	0	14,797
Pay Costs	3,837	0	3,837	504	0	4,341	0	4,341
Non Pay Administration Costs	2,116	0	2,116	103	0	2,219	0	2,219
Pension costs existing (to 2016)	429	0	429	0	0	429	0	429
Pension costs new (since 2016)	453	0	453	-133	0	320	0	320
Total Pension costs	882	0	882	-133	0	749	0	749
Total Administration Costs (excl new pension costs)	6,835	0	6,835	474	0	7,310	0	7,310

Overall Total Expenditure (Programme & Administration) exc new pension costs	20,343	0	20,343	1,763	0	22,106	0	22,106
New Pension Costs CNLG	0	0	0	0	0	0	0	0
New Pension Costs Colmcille	0	0	0	0	0	0	0	0
New Pension Costs Foras na Gaeilge	250	0	250	0	0	250	0	250
Overall Total Expenditure (Programme, Administration, existing pensions & new pensions)	20,593	0	20,593	1,763	0	22,356	0	22,356
				0				
Proportion payable by NI (including existing pensions)	4,067	0	4,067	0	0	4,067	0	4,067
Proportion payable by NI in relation to Colmcille	119	0	119	0	0	119	0	119
Proportion payable by NI in relation to Líofo	0	0	0	0	0	0	0	0
Toral NI contribution	4,185	0	4,185	0	0	4,185	0	4,185
Proportion payable by IRL (including existing pensions)	12,200	0	12,200	0	0	12,200	0	12,200
Proportion payable by IRL in respect of Colmcille	119	0	119	0	0	119	0	119
Proportion payable by IRL in respect of Clar na Leabhar Gaeilge	1,061	0	1,061	0	0	1,061	0	1,061
Total IRL contribution	13,379	0	13,379	0	0	13,379	0	13,379
Pension Costs NI FNAG (new)	63	0	63	0	0	63	0	63
Pension Costs NI CNLG (new)	0	0	0	0	0	0	0	0
Pension Costs NI CC (new)	0	0	0	0	0	0	0	0
Pension Costs IRL FNAG (new)	188		188	0	0	188		188
Pension Costs IRL CNLG (new)	0	0	0	0	0	0	0	0
Pension Costs ROI CC (new)	0	0	0	0	0	0	0	0
Overall expenditure for approval	17,815	0	17,815	0	0	17,815	0	17,815
Total NI contribution (including new pension costs)	4,248	0	4,248	0	0	4,248	0	4,248
Total IRL contribution (including new pension costs)	13,567	0	13,567	0	0	13,567	0	13,567

				0				0
Other income Foras na Gaeilge	2,779		2,779	863	0	3,642	0	3,642
Other income CNLG	0	0	0	900	0	900	0	900
Other income Colmcille	0	0	0	0	0	0	0	0
DFC Covid Intervention support	0		0	0	0	0		0
Total funding	20,593	0	20,593	1,763	0	22,356	0	22,356
Pension lumpsums	250	0	250	0	0	250	0	250
Projected Staff Nos			60				60	

Narrative to support expenditure figures:

Other income Foras na Gaeilge	2023	2024	2025
Foras na Gaeilge Áis income from the distribution and sale of books	550	550	550
Foras na Gaeilge VAT refunds and miscellaneous other income	45	45	45
Foras na Gaeilge funding from the Department of Education and Skills Séideán Sí	80	80	220
* Foras na Gaeilge funding from the Department of Education and Skills Gael Linn	170	180	180
* Foras na Gaeilge funding from the Department of Education and Skills Dictionary	50	50	50
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Language Planning process	795	795	1,400
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Language Planning Coordinator salary	170	179	166

**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Clár na Leabhar	600	600	900
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Dictionary	300	300	300
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- NDNA	100	0	100
**Foras na Gaeilge funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Historical Pension Adjustment	0	0	630
	<u>2,860</u>	<u>2,779</u>	<u>4,542</u>

NI proportion of includes 25% Foras na Gaeilge grant and 50% of Colmcille grant

IRL proportion includes 75% of Foras na Gaeilge grant, 50% of Colmcille grant, and 100% of Clár na Leabhar Gaeilge grant

* Pension lumpsums are included above at the amount in the 2016 Plan (€250,000) this has been done on the understanding the sponsor Departments will continue to fully fund pension lumps as they fall due