

Foras na Gaeilge

2020-2022 Corporate Plan

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Executive Summary

This is a draft version of Foras na Gaeilge's Corporate Plan for the years 2020-2022. It incorporates the aspects included in the *Guidance* received from the appropriate authorities on 12 August 2020.

Now that the political situation in both jurisdictions allows us to operate the normal structures in relation to the North/South Ministerial Council, there is the potential to advance the planning and approval process in relation to annual and multi-annual plans.

That said, certain flexibility will be maintained in the process in order to accommodate the potential implications of Covid-19 and Brexit in political life in general, subject to agreement with the appropriate authorities, as such arises in the period 2020-2022.

The content of this Plan builds on the achievements of the preceding period and a comprehensive description of this work is provided in the review of performance against the *2017-2019 Corporate Plan*.

Along with information on the primary strategic objectives, the business objectives for 2020-2022, the actions for achieving them and the measurable performance targets, additional information on the performance indicators envisaged for the period ahead is provided in a separate appendix.

This Plan also describes the monitoring, evaluation and communication arrangements (some of which arising from the Financial Memorandum under which Foras na Gaeilge operates and others representing additional arrangements subsequently developed) relating to the work specified in the Plan.

Seán Ó Coinn

Chief Executive

Mission Statement

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

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.

Review of performance against the 2017-2019 Corporate Plan

This progress report on the Foras na Gaeilge Corporate Plan for the 2017-2019 period was prepared in the context of the reporting and monitoring structures that were in use on a continuous basis during the 2017-2019 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 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.

To provide a wider background, it should be noted that the Northern Executive was suspended from the 9th of January 2017 until the 11th of January 2020 and, as a result, the formal mechanism envisaged for administering the work of the North/South implementation bodies (meetings of the North/South Ministerial Council) was not in operation. Approval was finally received in December 2020 for the Foras na Gaeilge business plans for the years 2018 or 2019 and for the 2017-2019 Corporate Plan.

Status

Conradh na Gaeilge, the Lead Organisation, was funded to deal with *raising awareness, language protection and representation (on behalf of the language with state authorities)* and it had an active role in campaigning for including Irish language legislation as a central aspect of the talks on the re-establishment of the Assembly.

In relation to the implementation of *The Twenty-Year Strategy for the Irish Language 2010-2030*, reports were provided on a continuous basis to the Department of Culture, Heritage and the Gaeltacht (now the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media) on the relevant work of Foras na Gaeilge and the Department was also provided with a formal description of same in the first report on the *2018-2022 Action Plan* prepared in 2019.

Annual funding of €120,000 for the Gaelbhratach project continued to be provided to Gael Linn during this period and the organisation succeeded, in cooperation with other Lead Organisations, in delivering the project to a satisfactory level each year. There is great demand for the scheme from schools throughout the country at both primary and post-primary level. The Department of Education and Skills approved further funding of €25,000 for the project in 2018 and €120,000 was provided in 2019.

Between 2017 and 2019, total funding of more than €337,000 was provided through the Festivals Scheme. Support was provided to forty-four grantees in 2017; to forty-six grantees in 2018; and to fifty-three grantees in 2019.

Funding of more than €634,000 was provided between 2017 and 2019 under the Drama Companies Scheme and support was provided to 18 grantees in 2017; to 18 grantees in 2018; and to 17 grantees in 2019 under this scheme.

The Specialist Training Courses Scheme was approved for a three-year period from 2015 to 2018, with a budget of €120,000. A new Scheme was approved over a three-year period from 2019 to 2021, with a budget of €75,000. Funding of €50,000 was provided in 2019 under the Major Arts Events Scheme and seven grantees were funded.

Attainment

Two Lead Organisations dealing with attainment were funded: Gaeloideachas to deal with Irish-medium education, immersion education and Irish-medium pre-schooling, and Gael Linn to deal with education in the English-language sector, education for adults and opportunities for school pupils to use the language.

An tÁisaonad (the Resource Unit) was funded to provide teaching and learning resources in accordance with the North/South Ministerial Council (NSMC) decision of the 10th of July 2013 and the relevant specialist work in the area of attainment was continued through An Gúm, the Foras na Gaeilge publishing department.

The Write a Book project was funded to inspire primary school pupils to write and, over a three-year period, more than 24,000 children took part in the project and around 18,800 books were written. Over the three-year period, the Irish Language Books Programme provided total funding of €91,116 to the Write a Book Scheme (2017: €31,000; 2018: €29,000; 2019: €31,116). An Gúm published almost forty different printed works in the area of early education, primary school education and secondary school education between 2017 and 2019, including

textbooks, translations and posters. Also, a range of primary school and post primary school resources were provided online. These resources related to the following areas: history, nature, science, maths, art, woodwork, construction and reading.

In relation to Séideán Sí, a new three-year project began in 2018. The primary objectives of the project are as follows: develop and make available the Séideán Sí app, provide further reading-support material for pupils in third to sixth class and commission and publish new printed works. The Séideán Sí website is also being updated as part of the project. Work began towards the end of 2018, new material was published online in 2019 and twelve new works were commissioned. This is a joint project between Foras na Gaeilge and the Department of Education and Skills, with input from An Chomhairle um Oideachas Gaeltachta agus Gaelscolaíochta. The Northern Ireland Council for the Curriculum, Examinations and Assessment also participates in the project as digital services provider.

Foras na Gaeilge succeeded in delivering the Summer Camps Scheme to a satisfactory level over the period. The number of grantees remained stable (eighty-four camps on average) and at least 3,400 children benefitted from the scheme each year. Four grants totalling Stg£292,000 (Stg£73,000 each) were approved for four projects under the Investment Fund for the Establishment of Preschool Provision and Childcare. The Board of Foras na Gaeilge approved a three-year scheme for Gaeltacht scholarships for young people, adults and families in 2019 for the 2020-2022 period. This was approved based on a review carried out on the annual approach in place in the 2017-2019 period.

In 2018, Professor Dónall P. Ó Baoill carried out a review of the Colmcille grants schemes and projects. The *2019-2020 Colmcille Strategy* was based on the review and it was granted Board approval in January 2019.

€383,590 was approved between 2017 and 2019 under the Colmcille Grants Scheme and the Colmcille Small Grants Scheme. As part of this, funding of €121,075 was provided in 2017 (the Grants Scheme with twenty-seven grantees, the Small Grants Scheme with four grantees); €107,683 in 2018 (eighteen grantees and four grantees respectively) and €154,832 in 2019 (eighteen grantees and nine grantees respectively). €47,000 was approved between 2017 and 2019 under the Colmcille Bursary Scheme (€15,000 to thirty-nine grantees in 2017; €16,000 to thirty-six grantees in 2018; and €16,000 to thirty-eight grantees in 2019).

Use

In relation to efforts aimed at increasing the use of the Irish language on a community basis, recognition should be given to the progress made by the Irish Language Communities Scheme and to initiatives relating to the language planning system for Gaeltacht Service Towns and Irish Language Networks. Funding was provided to Glór na nGael, the Lead Organisation, to promote community and economic development, with particular emphasis on raising children with Irish.

In relation to provision in various areas of use, diverse Foras na Gaeilge schemes were administered in this area. The work of the Terminology Committee also continued, in particular those aspects supporting the development of the English-Irish Dictionary, of which a printed version is to be launched in 2020. The editing work in relation to the printed version of the New English-Irish Dictionary was completed at the end of 2019 and a public tendering process for publishing services was organised in the autumn of 2019.

The maintenance work on the focloir.ie and teanglann.ie websites, and their respective apps, continued during the 2017-2019 period. A new website, focal.ie, was launched in October 2018 to begin compiling a list of head words for other Irish language dictionaries. Transcription work continued between 2017 and 2019 with the aim of creating a corpus of contemporary spoken Irish. A new version of the www.tearma.ie national terminology database and public interface was also developed, and an international terminology workshop was held in the headquarters of Foras na Gaeilge in November 2019.

The Publishing Scheme facilitated opportunities in the area of use. Irish language publishers received funding and 291 books were published through this scheme between 2017 and 2019 (2017: eleven publishers and ninety-three books; 2018: eleven publishers and ninety books; and 2019: thirteen publishers and 108 books). Over this three-year period, the Irish Language Books Programme provided total funding of €1,975,420 to the Publishing Scheme (2017: 656,000; 2018: €644,885; and 2019: €674,535).

In the middle of 2018, a grant for the Ulster Council of the Gaelic Athletic Association (GAA) worth £75,000 was approved as part-funding for a three-year position as Irish language officer. There has been good cooperation between Foras na Gaeilge and the GAA Ulster Council on this project and the programme of work is being delivered to a satisfactory level.

The number of applications under the Youth Events Scheme remained steady during this period and eighty-one grants per year on average were approved (eighty-six grants in 2017; eighty-five grants in 2018; and eighty-two grants in 2019). Through this scheme, opportunities for language use and attainment have been provided to young people across the island.

Communication

The internal structures were used to ensure good internal communication (regular meetings at various levels and cross-departmental working groups that deal with any issues that may arise in the organisation). With regard to external communication, special emphasis was placed on the relationship between the six Lead Organisations that participate in the Partnership Approach and on the beneficial cooperation with An

Chomhairle um Oideachas Gaeltachta agus Gaelscolaíochta, the Irish-medium Resource Centre and the Northern Ireland Council for the Curriculum, Examinations and Assessment, who are responsible for providing teaching and learning resources. For the first time ever, formal communication structures were developed between Foras na Gaeilge and Údarás na Gaeltachta during the period of this Corporate Plan.

At the September 2019 Board Meeting, the Board of Foras na Gaeilge decided, after carrying out a consultation process, to approve funding for a further year for *Comhar*, *Tuairisc.ie* and *Nós* under the Irish Language Media Scheme. A more long-term decision on the funding of the Irish language media sector will be made in 2020.

The #Foras20 campaign ran on social media to look back on material from the Foras na Gaeilge archives over the last 20 years. #Foras20 began when twenty terms created by the Terminology Committee were shared over twenty days until the 2nd of December 2019. The Lead Irish Language Organisations took part in the cross-platform campaign when a video on the Partnership Approach was shared as part of the commemoration. The video was the start of a series of nine videos recognising the establishment of Foras na Gaeilge and celebrating the development of the Irish language across the island since 1999.

The campaign had 1.9 million impressions and 555,400 views and it attracted 2,278 new followers to the Foras na Gaeilge social media accounts. The Motherfoclóir podcasts sponsored by Foras na Gaeilge were listened to 143,000 times as part of the campaign.

The www.gaeilge.ie portal was redesigned, and the new version has been live since the 2nd of December 2019.

Policy, Planning and Research

The organisation continued to function as normal during the period and, despite the quorum difficulties and other difficulties created when the term of office of five Board Members came to an end in December 2019 (at the very end of the period of the plan), a regular schedule of Board Meetings and Board Committees continued to ensure the operation of the organisation.

During the period of the Corporate Plan, the Minister for Culture, Heritage and the Gaeltacht appointed a steering committee, chaired by the Department, to facilitate monitoring and reporting of the implementation of the *5-Year Action Plan 2018-2022* and the *20-Year Strategy for the Irish Language*. Foras na Gaeilge actively participated in this committee and in the drafting of the report. Foras na Gaeilge played an active role in the measures carried out as part of the Action Plan between 2017 and 2019 in the majority of the 9 areas included in the *Action Plan: Education; the Gaeltacht; Family Transmission of the Language – Early Intervention; Media and Technology; Dictionaries; Legislation and Status; Economic Life; and Cross-Cutting Initiatives*.

The language planning process is set out under the Area entitled *The Gaeltacht*. Foras na Gaeilge is responsible in this area for selecting Lead Organisations and supporting them in preparing seven-year language plans for the development of Irish language networks in their own areas. Foras na Gaeilge is also responsible for selecting Lead Organisations and supporting them in preparing seven-year language plans for 13 of the 16 Gaeltacht Service Towns recognised by the Irish Government.

During the period of this Corporate Plan, Foras na Gaeilge appointed a Language Planning Coordinator to work in a language planning unit with other members of staff on this important project. Foras na Gaeilge submitted a final draft of the language plans for three Irish Language Networks and one Gaeltacht Service Town to the Minister for Culture, Heritage and the Gaeltacht for their approval. The areas now designated as Irish Language Networks are Ennis, Co. Clare; Loughrea, Co. Galway; Clondalkin, Co. Dublin; Carntogher, Co. Derry; and West Belfast.

Work on developing an online grants management system began in 2018 and, after carrying out an open procurement process, a company was appointed in 2019 to develop the system in conjunction with Foras na Gaeilge.

Foras na Gaeilge headquarters moved from 7 Merrion Square, Dublin 2, to 66-68 Amiens Street, Dublin 1, and staff based in Merrion Square and in our other office in North Frederick Street moved in September 2017. The Amiens Street office is a renovated building and aspects of the organisation's infrastructure were enhanced as a result (including telephone systems, energy use, access for people with disabilities, etc.). Áis, the book distributor of Foras na Gaeilge, moved out to a warehouse in Dunshaughlin, County Meath.

The extent to which Foras na Gaeilge uses cheques to pay regular creditors was reduced on a systematic basis during 2019 and, in December 2019, 99.99% of payments made by Foras na Gaeilge were made electronically.

A *Strategic Direction* for the organisation was drafted covering the years 2020-2025 and a consultation process comprising staff and public input was organised.

**Primary strategic objectives, business objectives for 2020-2022, the actions for achieving them
and measurable performance targets**

(Note: further specification on the implementation of actions is provided in Appendix Three)

Primary Objective 1: Consolidate and increase the daily use of the Irish language

Context

It is widely recognised that the environment in which the Irish language can be used – spoken, heard, read, written and seen – is one of the most influential factors on the wellbeing of the language and on the public's behaviour towards it.

To that end, over the next three years, Foras na Gaeilge intends to build on the developments seen in this area in recent years. We intend to place particular emphasis on consolidating the use of Irish among the Irish-speaking community.

Language planning is essential for consolidating and increasing the use of the Irish language in the community. Arrangements with statutory status are in place for developing language plans in the Gaeltacht and in the rest of the state in Gaeltacht Service Towns and Irish language networks. Specific funding is being provided to Foras na Gaeilge outside of its baseline budget in order to support communities seeking Irish language network status by helping them prepare language plans. Foras na Gaeilge is providing funding for that same process in Carnogher, Co. Derry; and West Belfast,

Údarás na Gaeltachta has the primary role in consolidating the use of the Irish language in Gaeltacht communities. Foras na Gaeilge recognises, however, that we also have a role to play in relation to the Gaeltacht through our work with Gaeltacht Service Towns and that our schemes play a vital role in developing the use of the Irish language in areas adjacent to the Gaeltacht.

Target groups:

- Irish-Speaking Communities;
- Learners;
- Families.

Success Indicators:

1. Increase in the use of the Irish language across a wide range of indicators/sub-indicators (e.g. censuses; Irish-medium schools; communities with language plans; English-medium schools, etc.)

Secondary objective 1a:

Create opportunities to empower the Irish-speaking community, including the Gaeltacht community, to use the Irish language, including reading through the Irish language

Success Indicators: (Area Planning; The Media; The Arts; Business; Local employment; reading material)

1. Number of communities with language plans approved by FnaG;
2. Number of users (speakers, readers, etc.);
3. Number of venues, spaces and networks in which the Irish language can be used;
4. Provision of appropriate reading material;
5. Partnership projects with Scottish Gaelic communities.

Secondary objective 1b: Provide learners with opportunities to use/practice the language	Success Indicators: 1. Number of Irish-language centres; 2. Number of local networks; 3. Number of people involved in the networks; 4. Number of learner-focused networks, including provision of reading material and online opportunities; 5. Number of partnership projects with Scotland in which Irish and Scottish Gaelic are spoken.
Secondary objective 1c: Facilitate and promote the use of Irish in the home	Success Indicators: (Practical support; Information on rights; question of information gathering) 1. Number of local networks for families; 2. Number of families participating in schemes that support their use of Irish as the family language; 3. Number of families with Irish as the family language in areas for which a language plan has been agreed.

Primary Objective 2: Strengthen the learning and consolidation of the Irish language	
Context Foras na Gaeilge recognises that the education systems in both jurisdictions, play a key role in empowering the community in relation to the Irish language from pre-school to third level education. We also recognise that many different organisations and parties are active in this area of Irish language learning, from state organisations to educational and academic institutions. Irish is primarily learned through the education system, with the foundations laid down in school primarily consolidated outside of school. Given the large number of parties active in this area (education departments, schools, summer colleges, third level and further education institutions, state institutions and voluntary organisations), it is important that Foras na Gaeilge raises awareness of aspects that are not being addressed by others and, in doing so, enhances the effectiveness of those other parties. Due to our statutory status, Foras na Gaeilge's advice function plays a very important role in this area and, to the end, we will place particular emphasis on that aspect over the next three years.	Target groups: - Irish language learners and teachers Success Indicators: - Increase in the number of courses, including online courses, following the European Certificate in Irish (Teastas Eorpach na Gaeilge) (2nd and 3rd level courses and adult courses)
Secondary objective 2a: Provide guidance and advice to the appropriate bodies	Success Indicators: - Government policy for Irish-medium education - Number of English-medium schools in which teaching is conducted through Irish (partial immersion) - Number of schools in the Executive jurisdiction providing Higher Level Irish

Secondary objective 2b: Support the teaching, development and learning of Irish at various levels through the provision of facilities and resources	Success Indicators: 1. Provision for the second level curricula; 2. Irish language reading material for primary school – between 300 and 500 titles being available in libraries in Irish-medium school and Gaeltacht school classrooms¹; 3. Use of foclóir.ie and téarma.ie in second and third level education institutions; 4. Development work on Irish/Irish and Irish/English dictionaries; 5. Ongoing development of the online English/Irish dictionary.
Secondary objective 2c: Support the training and development of best practice among the Irish language teaching community, and among primary school teachers in the English-medium system	Success Indicators: 1. Review initiated on Initial Primary School Teacher Training 2. State support system established to support professional development for the Irish-medium pre-school sector; 3. Increase in the number of English-medium primary schools teaching Irish 4. Increase in the number of schools achieving Gaelbhratach na Gaeilge (the Irish Language Flag)

¹ Various international research studies, as well as guidance from the International Reading Association, indicate that between 7 and 19 titles per student should be available to children in the classroom between first and final year of primary school, with between 300 and 600 different titles in each classroom.

Primary Objective 3: Serve to benefit the Irish language throughout society by exercising influence and providing advice	
Context As a state organisation established to promote the Irish language throughout the island , it is essential that Foras na Gaeilge uses its resources to advise the various state and public sector bodies on the most effective ways in which to develop the Irish language. An essential part of this is the influence that we exert on bodies and their management. The wellbeing of the Irish language is highly dependent on parties in various state areas and society, and Foras na Gaeilge will place particular emphasis on this function over the next three years in order to exert influence at government level and in local authorities.	Target group: • Policy developers; • The public sector; Organisations in areas that are important to the development of the Irish language. Success Indicators: 1. Evidence that language proofing is being implemented in the policies of both governments and in their schemes and agendas.

Secondary objective 3a: Foras na Gaeilge being recognised as having an advisory role in the public sector, particularly in the area of education and local authorities	Success Indicators: 1. Number of meetings with senior parties in the Executive Department of Education and the Irish Government's Department of Education and Department of Children and Youth Affairs; 2. Number of local authorities with a language plan agreed with Foras na Gaeilge; 3. Foras na Gaeilge's input into legislation and public policies.
Secondary objective 3b: Development strategies to increase politicians' understanding of issues related to the Irish language	Success Indicators: 1. Number and effect of engagements with politicians
Secondary objective 3c: Agree on partnerships regarding the use of the Irish language in the areas of sport, culture, business and youth affairs	Success Indicators: 1. Number of organisations with which Foras na Gaeilge has agreed an Irish language plan 2. Development and implementation of a sectoral strategy for building partnerships with organisations in the most important areas for use of the Irish language (Sport, Culture, Business and Youth Affairs); 3. Partnership between organisations, and partnership projects, that promote the use of the Irish language. This includes partnership on the island and with Scotland.

Primary Objective 4

Increase the understanding and awareness of the Irish language among communities both near and afar

Context

Despite the work done by various organisations in recent years to raise awareness of the Irish language and the general public's understanding of Irish language issues, there are still significant gaps on the island in the understanding of Irish language issues and of what is currently happening in relation to the development of the language.

Various surveys, including the censuses, show that the general public has a positive attitude towards the Irish language. Nevertheless, there is a need to inform the general public of the following: issues relating to the advantages of bilingualism; employment opportunities; language planning initiatives; progress in learning and teaching resources; opportunities to use Irish; the wide range of language-based networks; and language-based arts.

Over the next three years, Foras na Gaeilge will place particular emphasis on three specific target groups in order to increase their awareness and understanding of relevant issues relating to the Irish language.

Target groups:

- Parents and young couples;
- Teenagers;
- Management in state organisations, in the public sector and in cultural organisations.

Success Indicators:

1. Public understanding, awareness and sympathy (attitude) towards the Irish language based on surveys, the 2021 census and other state statistics.

Secondary objective 4a:

Increase in the understanding and awareness of the role of the Irish language in life and in society – employment, social affairs, sport and family

Success Indicators:

1. Number of people enrolled in 3rd level courses that include Irish;
2. Number of jobs for which Irish is necessary;
3. Number of people enrolled in Irish language professional development courses;
4. Number of parents enrolled in learning courses;
5. The public knowledge of careers with Irish;
6. Number of Irish speakers enrolled on Scottish Gaelic courses.

Secondary objective 4b: Increase understanding and awareness of opportunities to use the language	Success Indicators: 1. Figures on traffic to Irish language websites (dictionaries; PEIG; Irish language media sites); 2. Opportunities and networks for use of the Irish language in communities with an approved language plan aimed at young people and parents.
Secondary objective 4c: Increase understanding and awareness in the English media of various aspects of the Irish language	Success Indicators: 1. Media stories that are either positive or stimulate debate on various aspects of the Irish language
Secondary objective 4d: Implement strategies to increase understanding of the Irish language issue among public and state sector management	Success Indicators: 1. Number of state and public organisations providing services through Irish; 2. Number of Irish language officers in state organisations and in the public sector.
Secondary objective 4e: Development strategies to increase the management of cultural institutions' understanding of issues surrounding the Irish language	Success Indicators: 1. Number of cultural institutions that have plans to include the Irish language in their work programmes

Primary 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 programme

Context

While Foras na Gaeilge is undertaking its statutory and support duties in relation to the Irish language, it is important to ensure that the community, both governments and stakeholders can have confidence in the planning, working and monitoring systems and processes in place in the organisation as we undertake our statutory duties and various responsibilities. The Irish language community and other Irish language organisations, as well as the government departments with responsibilities in relation to aspects of the Irish language, should be confident that the strategies and initiatives we have at hand are both effective and evidence-based and that we carry out continuous research in order to assure their effectiveness.

In addition, the Irish language sector must have confidence that Foras na Gaeilge possesses the appropriate experience and expertise to undertake its various duties effectively, and that the funding provided on behalf of the taxpayer for the development of the Irish language is spent effectively.

The Foras na Gaeilge corporate services team is especially important in this regard. During the period of this Corporate Plan, emphasis will be placed on five sub-sectors of this wider area, namely: finance, human resources, organisational planning, research and information technology.

In the three years ahead, Foras na Gaeilge will place particular emphasis on the development of staff structures, staff competencies and work plans for staff that will ensure that every possible support is available to members of staff in order to undertake the organisational priorities of this Corporate Plan.

Particular emphasis will also be placed on a series of reviews of our schemes and projects to ensure that they are achieving the expected outcomes.

Target groups:

- Governments, Sponsoring, Financial and Governing Departments, Comptroller and Auditor Generals in both jurisdictions, the Internal Auditor, members of staff and board members of Foras na Gaeilge;
- Foras na Gaeilge grantees and stakeholders.

Success Indicators:

1. Fulfilment of statutory duties in the area of corporate governance;
2. Best practice being the normal method of working in relevant areas of the work of the Corporate Services Directorate;
3. Stakeholders and the public having a healthy and respectful attitude towards Foras na Gaeilge.

Secondary objective 5a: Ensure an effective financial and corporate governance service that ensures that our expenditure is effective and transparent	Success Indicators: 1. Annual reports and accounts; 2. Fulfilment of statutory duties in relation to financial and corporate governance affairs; 3. Implementation of core practices seeking advice from the SSC on policy implications or other changes in order to ensure high standards (new funds, new jobs, etc.).
Secondary objective 5b: 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 staff members and their professional development in order to achieve our organisational goals	Success Indicators: 1. Best practice in relation to human resources across the organisation, especially in the areas below; 2. Development of standard organisational processes conforming to best practice in both jurisdictions in aspects of human resources (e.g. attendance, induction programme, training strategy, etc.); 3. Organising recruitment courses in accordance with the legislation and best practice in both jurisdictions; 4. Organising pay and pension arrangements in accordance with the legislation and best practice in both jurisdictions.

Secondary objective 5c: 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	Success Indicators: 1. Guidance document sought for plans as specified in the Financial Memorandum, provision of same and acting in accordance with that guidance including publication of plans when all relevant approvals are provided; 2. Preparation and consultation processes being in place in relation to policy and planning proposals/decisions – in accordance with the relevant Guidance.
Secondary objective 5d: Undertake research that will provide insight into the effectiveness of our schemes, work programmes and projects	Success Indicators: 1. A range of measurement scales put in place which provide an insight into performance across the organisation; 2. The number, standard and effect of research projects; 3. Regular reviews (including an appropriate qualitative aspect) on the effectiveness of schemes, programmes and projects.
Secondary objective 5e: Effective administration of the Organisation's Technical Infrastructure	Success Indicators: 1. Use of equipment and systems; 2. The number of development projects; 3. Effective use of budgets and resources.

Monitoring and evaluation arrangements

In addition to the internal monitoring and evaluation mechanisms which operate at Executive and Board level, including reporting at the regular Board and Board Committee meetings, there are specific arrangements in relation to external monitoring, evaluation and reporting of the Corporate 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, which is grounded in the Corporate Plan. As well as meetings of the North/South Ministerial Council, a series of quarterly monitoring meetings are organised each year in which formal reports are provided on the progress of Business Plans in this context. There is regular contact between Foras na Gaeilge and the Sponsoring Departments in relation to practical aspects of the work at hand. Consolidated annual reports and accounts for The Language Body are published as certification is provided.

This ensures that the Corporate 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 and Brexit. 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.

Communication arrangements in relation to the Plan

When the Corporate Plan has been fully approved by the appropriate authorities, the communication arrangements in relation to the Plan will be coordinated with same. This may include publishing on the Foras na Gaeilge website, presenting the Plan to the Partnership Forum or the Language Development Forum, publicising the Plan on social media and any other arrangements agreed at that time.

Appendix One – Organisational chart (end of Q1 2020)

CAIRT EAGRAÍOCHTA - FORAS NA GAELIGE			
	Oifig an Phríomhfeidhmeannaigh		
	1 Príomhfeidhmeannach (Chief Executive)		
	1 Oifigeach Feidhmiúcháin (Executive Officer)		
Seirbhísí Forbartha	Seirbhísí Corparáideacha	Seirbhísí Oideachais	Foilsitheoireacht, Foclóireacht & Téarmaíocht
1 Príomhoifigeach (Principal Officer)	1 Príomhoifigeach (Principal Officer)	1 Leas-Phríomhfeidhmeannach (Deputy CEO)	1 Príomhoifigeach (Principal Officer)
		1 Rúnaí (343 Personal Secretary)	
An Earnáil Phoiblí & na hEalaíona	Pleanáil Chorporáideach	Oideachas	Foclóireacht
1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)	1 Príomhoifigeach Cúnta (Assistant Principal Officer)	1 Príomhoifigeach Cúnta (Assistant Principal Officer)	1 Príomhoifigeach Cúnta (Assistant Principal Officer)
1 Oifigeach Foirme (193 Staff Officer)	1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)	1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)	
1 Oifigeach Feidhmiúcháin (Executive Officer)		1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)	Téarmaíocht
	Airgeadais, Acmhainní Daonna & Teic. na Faisnéise	1 Oifigeach Foirme (193 Staff Officer)	1 Príomhoifigeach Cúnta (Assistant Principal Officer)
Pobal & Gnó	1 Príomhoifigeach Cúnta (Assistant Principal Officer)	1 Oifigeach Foirme (193 Staff Officer)	1 Eagarthóir Cúnta (Engineer Grade III)
1 Príomhoifigeach Cúnta (Assistant Principal Officer)	1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)	1 Oifigeach Aistriúcháin (120 Associate Inspector)	
1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)	1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)		Foilsitheoireacht
1 Oifigeach Foirme (193 Staff Officer)	1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)		1 Eagarthóir Sinsearach (Engineer Grade I)
1 Oifigeach Feidhmiúcháin (Executive Officer)	1 Oifigeach Feidhmiúcháin (Executive Officer)		1 Eagarthóir (Engineer Grade II)
1 Oifigeach Feidhmiúcháin (Executive Officer)	1 Oifigeach Feidhmiúcháin (Executive Officer)		1 Eagarthóir (Engineer Grade II)
1 Oifigeach Cléireachais (Clerical Officer)	1 Oifigeach Cléireachais (Clerical Officer)		1 Eagarthóir Cúnta (Engineer Grade III)
	1 Oifigeach Cléireachais (Clerical Officer)		1 Eagarthóir Cúnta (Engineer Grade III)
Cumarsáid agus Margaiocht	1 Oifigeach Cléireachais (Clerical Officer)		1 Eagarthóir Cúnta (Engineer Grade III)
1 Príomhoifigeach Cúnta (Assistant Principal Officer)			
1 Oifigeach Cléireachais (Clerical Officer)	Ais		1 Eagarthóir Cúnta (Engineer Grade III)
	1 Príomhoifigeach Cúnta (Assistant Principal Officer)		1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)
Colmille	1 Oifigeach Feidhmiúcháin (Executive Officer)		1 Oifigeach Feidhmiúcháin (Executive Officer)
1 Oifigeach Foirme (193 Staff Officer)	1 Oifigeach Trádstórais (Warehouse Operative)		
1 Oifigeach Feidhmiúcháin (Executive Officer)	1 Oifigeach Cléireachais (Clerical Officer)		Clár na Leabhar Gaeilge
			1 Ardoifigeach Feidhmiúcháin (Higher Executive Officer)
			1 Oifigeach Feidhmiúcháin (Executive Officer)
			1 Oifigeach Cléireachais (Clerical Officer)
Eochair			
Gaoth Dobhair	Béal Feirste		
Ráth Chaim	Dún Seachlainn		
Sráid Amiens			

Appendix Two – Budget Plans

The following are the assumptions made by Foras na Gaeilge for this draft:

* Annual funding from sponsor departments for 2020 -2022 (excluding new pension cost) will be at the funding rate in the 2016 budget

* New pension costs will be provided in addition to Exchange rate 2020

Exchange rate 2021

Exchange rate 2022

An Foras Teanga - Foras na Gaeilge

	Proposed 2020 Budget					Proposed Change +/-					Proposed 2021 Budget					Proposed Change +/-					Proposed 2022 Budget				
	Current	Capital	Total	€ change	% change	Current	Capital	Total	€ change	% change	Current	Capital	Total	€ change	% change	Current	Capital	Total	€ change	% change	Current	Capital	Total	€ change	% change
Programme																									
1. Development Services	5,810,980	-	5,810,980	105,101	3%	6,006,081	-	6,006,081	(90,870)	-2%	5,915,202	-	5,915,202												
2. Education Services	3,915,920	-	3,915,920	77,002	2%	3,993,522	-	3,993,522	(90,870)	-2%	3,902,643	-	3,902,643												
3. Ciar na Leabhar Gaeilge	1,053,977	-	1,053,977	(5,437)	-1%	1,048,540	-	1,048,540	-	0%	1,048,540	-	1,048,540												
3. Ciar na Leabhar Gaeilge existing pensions (to 2016)	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%
3. Ciar na Leabhar Gaeilge new pensions (since 2016)	7,188	-	7,188	5,437	70%	12,625	-	12,625	-	0%	12,625	-	12,625												
Total Pension costs	7,188	-	7,188	5,437	70%	12,625	-	12,625	-	0%	12,625	-	12,625												
4. Coimhle	237,036	-	237,036	-	0%	237,036	-	237,036	-	0%	237,036	-	237,036												
4. Coimhle (existing pensions)	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%
Total Programme Expenditure	11,025,101	-	11,025,101	272,703	2%	11,297,804	-	11,297,804	(181,758)	-2%	11,116,048	-	11,116,048												
Pay Costs	3,093,060	-	3,093,060	259,707	0%	3,362,826	-	3,362,826	67,070	2%	3,430,805	-	3,430,805												
Non Pay Administration Costs	1,863,459	-	1,863,459	(84,790)	-5%	1,778,663	-	1,778,663	-	0%	1,778,663	-	1,778,663												
Pension costs existing (to 2016)	429,000	-	429,000	-	0%	429,000	-	429,000	-	0%	429,000	-	429,000												
Pension costs new (since 2016)	164,486	-	164,486	60,815	37%	225,301	-	225,301	115,275	51%	340,577	-	340,577												
Total Pension costs	593,486	-	593,486	60,815	10%	654,301	-	654,301	115,275	18%	769,577	-	769,577												
Total Administration Costs (excl new pension costs)	5,550,005	-	5,550,005	245,788	4%	5,795,791	-	5,795,791	183,254	3%	5,979,045	-	5,979,045												
Overall Total Expenditure (Programme & Administration) exc new pension costs	16,575,106	-	16,575,106	518,489	3%	17,093,595	-	17,093,595	1,496	0%	17,095,091	-	17,095,091												
New Pension Costs CNLG	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Pension Costs Coimhle	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New Pension Costs Foras na Gaeilge	250,000	-	250,000	-	0%	250,000	-	250,000	-	0%	250,000	-	250,000												
Overall Total Expenditure (Programme, Administration, existing pensions & new pensions)	16,825,106	-	16,825,106	518,489	3%	17,343,595	-	17,343,595	1,496	0%	17,345,091	-	17,345,091												
Proportion payable by NI (including existing pensions)	3,633,228	-	3,633,228	-	0%	3,633,228	-	3,633,228	-	0%	3,633,228	-	3,633,228												
Proportion payable by NI in relation to Coimhle	118,518	-	118,518	-	0%	118,518	-	118,518	-	0%	118,518	-	118,518												
Proportion payable by NI in relation to Llofa	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%	-	-	-	-	0%
Total NI contribution	3,751,746	-	3,751,746	-	0%	3,751,746	-	3,751,746	-	0%	3,751,746	-	3,751,746												
Proportion payable by IRL (including existing pensions)	10,800,883	-	10,800,883	-	0%	10,800,883	-	10,800,883	-	0%	10,800,883	-	10,800,883												
Proportion payable by IRL in respect of Coimhle	118,518	-	118,518	-	0%	118,518	-	118,518	-	0%	118,518	-	118,518												
Proportion payable by IRL in respect of Ciar na Leabhar Gaeilge	1,001,155	-	1,001,155	-	0%	1,001,155	-	1,001,155	-	0%	1,001,155	-	1,001,155												
Total IRL contribution	12,079,366	-	12,079,366	-	0%	12,079,366	-	12,079,366	-	0%	12,079,366	-	12,079,366												
Pension Costs NI FNAG (new)	62,500	-	62,500	-	0%	62,500	-	62,500	-	0%	62,500	-	62,500												

[Budget contd.]

Pension Costs NI CNLG (new)	-	-	-	-	0%	-	-	-	-	0%	-	-	-
Pension Costs NI CC (new)	-	-	-	-	0%	-	-	-	-	0%	-	-	-
Pension Costs IRL FNAIG (new)	187,500	-	187,500	-	0%	187,500	-	187,500	-	0%	187,500	-	187,500
Pension Costs IRL CNLG (new)	-	-	-	-	0%	-	-	-	-	0%	-	-	-
Pension Costs ROI CC (new)	-	-	-	-	0%	-	-	-	-	0%	-	-	-
Overall expenditure for approval	16,081,112	-	16,081,112	-	0%	16,081,112	-	16,081,112	-	0%	16,081,112	-	16,081,112
Total NI contribution (including new pension costs)	3,814,246	-	3,814,246	-	0%	3,814,246	-	3,814,246	-	0%	3,814,246	-	3,814,246
Total IRL contribution (including new pension costs)	12,266,866	-	12,266,866	-	0%	12,266,866	-	12,266,866	-	0%	12,266,866	-	12,266,866
Other Income Foras na Gaelige	743,994	-	743,994	268,489	36%	1,012,483	-	1,012,483	1,496	0%	1,013,979	-	1,013,979
Other Income CNLG	-	-	-	-	0%	-	-	-	-	0%	-	-	-
Other Income Coimille	-	-	-	-	0%	-	-	-	-	0%	-	-	-
Total funding	16,825,106	-	16,825,106	268,489	2%	17,093,595	-	17,093,595	1,496	0%	17,095,091	-	17,095,091
Pension lumpsums	(250,000)	-	(250,000)	-	0%	(250,000)	-	(250,000)	-	0%	(250,000)	-	(250,000)
Projected Staff Noe			58					58					58

Narrative to support expenditure figures:

Other Income Foras na Gaelige	2020	2021	2022	
Foras na Gaelige Als income from the distribution and sale of books	€ 562,994	€ 456,000	€ 456,000	
Foras na Gaelige VAT refunds and miscellaneous other income	€ 50,500	€ 50,500	€ 50,500	
Foras na Gaelige funding from the Department of Education and Skills Séideán SÍ	€ 120,000	€ 85,000	€ 85,000	* To be discussed with Department of Education & Skills
* Foras na Gaelige funding from the Department of Education and Skills Gael Linn		€ 120,000	€ 120,000	* To be discussed with Department of Education & Skills
**Foras na Gaelige funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Language Planning process	€ 10,500	€ 248,000	€ 248,000	** To be discussed with DTCAGS&M
**Foras na Gaelige funding from Department of Tourism, Culture, Arts, Gaeltacht Sport & Media- Language Planning Coordinator salary	€ -	€ 52,083	€ 54,479	** To be discussed with DTCAGS&M
	€ 743,994	€ 1,012,483	€ 1,013,979	

NI proportion of Includes 25% Foras na Gaelige grant and 50% of Coimille grant

IRL proportion Includes 75% of Foras na Gaelige grant, 50% of Coimille grant, and 100% of Ciar na Leabhar Gaelige grant

Exchange rate 2020: €1:£.90; Exchange rate 2021: €1:£.87; Exchange rate 2022 €1:£.87;

Appendix Three

Further specification in relation to indicators
per year

Primary objective 1

Consolidate and increase the daily use of the Irish language

Secondary objective 1a:

Create opportunities to empower the Irish-speaking community, including the Gaeltacht community, to use the Irish language, including reading through the Irish language

How we will do so:

2020	2021	2022
Administer a Marketing Support Scheme for the Publishing Sector	Administer a Marketing Support Scheme for the Publishing Sector	Administer a Marketing Support Scheme for the Publishing Sector, assess the merit of the scheme and propose a new scheme for 2023-2025
Administer the Festivals Scheme	Administer the Festivals Scheme	Administer the Festivals Scheme
Administer the Major Arts Events Scheme	Administer the Major Arts Events Scheme	Administer the Major Arts Events Scheme
Administer the Drama Companies Scheme	Administer the Drama Companies Scheme	Administer the Drama Companies Scheme
Develop the website www.leabhar.ie , business to business	Maintain and administer www.leabhar.ie	Maintain and administer www.leabhar.ie
Administer the Youth Events Scheme	Administer the Youth Events Scheme	Administer the Youth Events Scheme
Administer the Summer Camps Scheme	Administer the Summer Camps Scheme	Administer the Summer Camps Scheme
Provide funding to the following Lead Organisations – Gael Linn, Gaeloideachas, Cumann na bhFiann, Conradh na Gaeilge, Glór na nGael and Oireachtas na Gaeilge	Provide funding to the following Lead Organisations – Gael Linn, Gaeloideachas, Cumann na bhFiann, Conradh na Gaeilge, Glór na nGael and Oireachtas na Gaeilge	Provide funding to the following Lead Organisations – Gael Linn, Gaeloideachas, Cumann na bhFiann, Conradh na Gaeilge, Glór na nGael and Oireachtas na Gaeilge

<i>Secondary objective 1a (continued)</i>		
The Literary Projects Scheme (An Irish Language Books Programme scheme)	The Literary Projects Scheme	The Literary Projects Scheme
The Literary Projects Scheme (An Irish Language Books Programme scheme)	Events in Libraries	Events in Libraries
New editions of the classics (An Irish Language Books Programme scheme)	New editions of the classics	New editions of the classics
Administer an Irish Language Networks Scheme	Administer an Irish Language Networks Scheme	Administer an Irish Language Networks Scheme
Administer the Gaeltacht Service Towns process	Administer the Gaeltacht Service Towns process	Administer the Gaeltacht Service Towns process
Administer the successor to the Irish Language Communities Scheme	Administer the successor to the Irish Language Communities Scheme	Administer the successor to the Irish Language Communities Scheme
Administer the National Literary Awards	Administer the National Literary Awards	Administer the National Literary Awards
Administer the Irish Language Media Schemes	Administer the Irish Language Media Schemes	Administer the Irish Language Media Schemes
Administer the Community Radio Scheme	Administer the Community Radio Scheme	Administer the Community Radio Scheme
Administer the Grants Scheme and the Colmcille Small Grants Scheme	Administer the Grants Scheme and the Colmcille Small Grants Scheme	Administer the Grants Scheme and the Colmcille Small Grants Scheme

Secondary objective 1b:		
Provide learners with opportunities to use/practice the language		
How we will do so:		
2020	2021	2022
Provide a book distribution service to Irish language publishers	Provide a book distribution service to Irish language publishers	Provide a book distribution service to Irish language publishers
Provide funding to the following Lead Organisations – Gael Linn, Gaeloideachas, Cumann na bhFiann, Conradh na Gaeilge, Glór na nGael and Oireachtas na Gaeilge	Provide funding to the following Lead Organisations – Gael Linn, Gaeloideachas, Cumann na bhFiann, Conradh na Gaeilge, Glór na nGael and Oireachtas na Gaeilge	Provide funding to the following Lead Organisations – Gael Linn, Gaeloideachas, Cumann na bhFiann, Conradh na Gaeilge, Glór na nGael and Oireachtas na Gaeilge
Administer the Irish Language Centres Scheme	Administer the Irish Language Centres Scheme	Administer the Irish Language Centres Scheme
Provide funding to the ‘TURAS’ strategic initiative of the East Belfast Mission	Provide funding to the ‘TURAS’ strategic initiative of the East Belfast Mission	Provide funding to the ‘TURAS’ strategic initiative of the East Belfast Mission
Administer the Community Radio Scheme	Administer the Community Radio Scheme	Administer the Community Radio Scheme
Administer an Irish Language Networks Scheme	Administer an Irish Language Networks Scheme	Administer an Irish Language Networks Scheme
Administer the Gaeltacht Service Towns process	Administer the Gaeltacht Service Towns process	Administer the Gaeltacht Service Towns process
Administer the successor to the Irish Language Communities Scheme	Administer the successor to the Irish Language Communities Scheme	Administer the successor to the Irish Language Communities Scheme
Administer the Irish Language Media Schemes	Administer the Irish Language Media Schemes	Administer the Irish Language Media Schemes
Administer the Grants Scheme and the Colmcille Small Grants Scheme	Administer the Grants Scheme and the Colmcille Small Grants Scheme	Administer the Grants Scheme and the Colmcille Small Grants Scheme
Administer the Festivals Scheme	Administer the Festivals Scheme	Administer the Festivals Scheme

Administer the Major Arts Events Scheme	Administer the Major Arts Events Scheme	Administer the Major Arts Events Scheme
<i>Secondary objective 1b (continued)</i>		
Administer the Drama Companies Scheme	Administer the Drama Companies Scheme	Administer the Drama Companies Scheme

Secondary objective 1c:

Facilitate and promote the use of Irish in the home

How we will do so:

2020	2021	2022
Provide funding for Gaeltacht Scholarships for Parents	Provide funding for Gaeltacht Scholarships for Parents	Provide funding for Gaeltacht Scholarships for Parents
Provide funding for relevant actions in this area, as agreed with Glór na nGael	Provide funding for relevant actions in this area, as agreed with Glór na nGael	Provide funding for relevant activities in this area, as agreed with Glór na nGael
As a member and participant of the Working Group on a Strategy for Families	As a member and participant of the Working Group on a Strategy for Families	As a member and participant of the Working Group on a Strategy for Families
Administer an Irish Language Networks Scheme	Administer an Irish Language Networks Scheme	Administer an Irish Language Networks Scheme
Administer the Gaeltacht Service Towns process	Administer the Gaeltacht Service Towns process	Administer the Gaeltacht Service Towns process
Administer the successor to the Irish Language Communities Scheme	Administer the successor to the Irish Language Communities Scheme	Administer the successor to the Irish Language Communities Scheme

Primary objective 2

Learning and consolidation of the Irish language

Secondary objective 2a:

Provide guidance and advice to the appropriate bodies

How we will do so:

2020	2021	2022
Appropriate representation provided at various fora on the issue of the Policy for Irish-medium education in the Irish Government jurisdiction	Appropriate representation provided at various fora on the issue of the Policy for Irish-medium education in the Irish Government jurisdiction	Appropriate representation provided at various fora on the issue of the Policy for Irish-medium education in the Irish Government jurisdiction
Provide funding to the following Lead Organisations – Gael Linn and Gaeloideachas	Provide funding to the following Lead Organisations – Gael Linn and Gaeloideachas	Provide funding to the following Lead Organisations – Gael Linn and Gaeloideachas
Support the policy of the Department of Education and Skills in relation to CLIL as well as an awareness-raising campaign	Support the policy of the Department of Education and Skills in relation to CLIL as well as an awareness-raising campaign	Support the policy of the Department of Education and Skills in relation to CLIL as well as an awareness-raising campaign
Support/participate in awareness-raising events in relation to careers with Irish and through the medium of Irish	Support/participate in awareness-raising events in relation to careers with Irish and through the medium of Irish	Support/participate in awareness-raising events in relation to careers with Irish and through the medium of Irish

Secondary objective 2b:

Support the teaching, development and learning of Irish at various levels through the provision of facilities and resources

How we will do so:		
2020	2021	2022
Provide funding to the Áisaonad (the Resource Unit) in order to provide resources to the Irish-medium education sector	Provide funding to the Áisaonad (the Resource Unit) in order to provide resources to the Irish-medium education sector	Provide funding to the Áisaonad (the Resource Centre) in order to provide resources to the Irish-medium education sector
Appropriate representation provided at the COGG and the NCCA	Appropriate representation provided at the COGG and the NCCA	Appropriate representation provided at the COGG and the NCCA
Publish, deliver and distribute the printed version of the New English-Irish Dictionary	Complete the New English-Irish Dictionary	Recruitment and training to be ready by January 2022
Séideán Sí	Update and develop websites and apps	Begin work on the New Irish-English Dictionary and the New Irish Dictionary
Primary school materials A	A Lexicography Strategy (Products to form the basis of acquiring and testing the new Irish and Irish-English dictionaries; preparation, planning, recruitment and training for the beginning of the New Irish Dictionary and the New Irish-English Dictionary)	Séideán Sí
Post-primary school materials	Séideán Sí	Pre-school and primary school materials
Write a Book	Pre-school and primary school materials	Post-primary school materials
Primary school and pre-school materials B		Write a Book
Post-Primary school materials	Séideán Sí	Pre-school and primary school materials
Reprints	Primary school and pre-school materials B	Post-primary school materials B
Update and develop the dictionary website and apps	Update and develop the dictionary websites and apps	Update and develop the dictionary websites and apps

Secondary objective 2b (continued)

Provide a foundation for the Lexicography Strategy

A Lexicography Strategy (Products to form the basis of acquiring and testing the new Irish and English-Irish dictionaries; preparation, planning, recruitment and training for the beginning of the New Irish Dictionary and the New English-Irish Dictionary)

Begin work on the New English-Irish Dictionary and the New Irish Dictionary

Secondary objective 2c:

Support the training and development of best practice among the Irish language teaching community, and among primary school teachers in the English-medium system

How we will do so:

2020	2021	2022
Appropriate representation provided at the COGG, the NCCA and the early-years forum of the Department of Children and Youth Affairs	Appropriate representation provided at the COGG, the NCCA and the early-years forum of the Department of Children and Youth Affairs	Appropriate representation provided at the COGG, the NCCA and the early-years forum of the Department of Children and Youth Affairs
Influence and advise the Department of Education and Skills through a cooperative forum	Influence and advise the Department of Education and Skills through a cooperative forum	Influence and advise the Department of Education and Skills through a cooperative forum
Ensure funding for the Gaelbhratach Scheme through Gael Linn	Ensure funding for the Gaelbhratach Scheme through Gael Linn	Ensure funding for the Gaelbhratach Scheme through Gael Linn
Provide funding to the following Lead Organisations – Gael Linn and Gaeloideachas	Provide funding to the following Lead Organisations – Gael Linn and Gaeloideachas	Provide funding to the following Lead Organisations – Gael Linn and Gaeloideachas

Primary objective 3

Serve to benefit the Irish language throughout society by exercising influence and providing advice

Secondary objective 3a:

Foras na Gaeilge being recognised as having an advisory role in the public sector, particularly in the area of education and local authorities

How we will do so:

2020	2021	2022
Influence and advise the Department of Education and Skills and the Department of Children and Youth Affairs through cooperative fora	Influence and advise the Department of Education and Skills and the Department of Children and Youth Affairs through cooperative fora	Influence and advise the Department of Education and Skills and the Department of Children and Youth Affairs through cooperative fora
Influence and advise the Department of Education and Skills through a formal structure – Foras na Gaeilge being recognised as a source of expertise	Influence and advise the Department of Education and Skills through a formal structure – Foras na Gaeilge being recognised as a source of expertise	Influence and advise the Department of Education and Skills through a formal structure – Foras na Gaeilge being recognised as a source of expertise
Appropriate representation provided at the COGG, the NCCA and the early-years forum of the Department of Children and Youth Affairs	Appropriate representation provided at the COGG, the NCCA and the early-years forum of the Department of Children and Youth Affairs	Appropriate representation provided at the COGG, the NCCA and the early-years forum of the Department of Children and Youth Affairs
Make use of opportunities for consultation in order to promote or protect the Irish language in the area of education	Make use of opportunities for consultation in order to promote or protect the Irish language in the area of education	Make use of opportunities for consultation in order to promote or protect the Irish language in the area of education
By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function
Administer a Scheme for Specialist Irish Language Training Course Providers for the Public Sector	Administer a Scheme for Specialist Irish Language Training Course Providers for the Public Sector	Administer a Scheme for Specialist Irish Language Training Course Providers for the Public Sector
Administer the Irish Language Officers Scheme in the Executive jurisdiction	Administer the Irish Language Officers Scheme in the Executive jurisdiction	Administer the Irish Language Officers Scheme in the Executive jurisdiction
<i>Secondary objective 3a (continued)</i>		

Support/participate in the meetings of the Irish Language Officers committee in the Executive jurisdiction	Support/participate in the meetings of the Irish Language Officers committee in the Executive jurisdiction	Support/participate in the meetings of the Irish Language Officers committee in the Executive jurisdiction
Support the translation sector and increase the professionalism of the sector through the System of Accreditation for Translators	Support the translation sector and increase the professionalism of the sector through the System of Accreditation for Translators	Support the translation sector and increase the professionalism of the sector through the System of Accreditation for Translators

Secondary objective 3b:

Development strategies to increase politicians' understanding of issues related to the Irish language

How we will do so:

2020	2021	2022
Develop and administer a map of stakeholders – as recommended by the Internal Auditor	Develop and administer a map of stakeholders – as recommended by the Internal Auditor	Develop and administer a map of stakeholders – as recommended by the Internal Auditor
By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function

Secondary objective 3c:

Agree on partnerships regarding the use of the Irish language in the areas of sport, culture, business and youth affairs

How we will do so:

2020	2021	2022
Provide funding for the post of Irish Development Officer in the GAA Ulster Council (part-funded)		
Administer a Business Support Scheme	Administer a Business Support Scheme	Administer a Business Support Scheme
As a member and participant of the Working Group on an Enterprise Strategy	As a member and participant of the Working Group on an Enterprise Strategy	As a member and participant of the Working Group on an Enterprise Strategy
Administer a recognition system for the Q-Mark for Business with Irish	Administer a recognition system for the Q-Mark for Business with Irish	Administer a recognition system for the Q-Mark for Business with Irish
Establish sponsorship and partnership projects in the areas of sport, culture, business and the arts	Develop sponsorship and partnership projects in the areas of sport, culture, business and the arts	Extend sponsorship and partnership projects in the areas of sport, culture, business and the arts
Advise and facilitate groups and organisations seeking engagement and partnership with Scotland	Advise and facilitate groups and organisations seeking engagement and partnership with Scotland	Advise and facilitate groups and organisations seeking engagement and partnership with Scotland
Engagement and partnership with Bòrd na Gàidhlig	Engagement and partnership with Bòrd na Gàidhlig	Engagement and partnership with Bòrd na Gàidhlig

Primary objective 4

Increase the understanding and awareness of the Irish language among communities both near and afar

Secondary objective 4a:

Increase in the understanding and awareness of the role of the Irish language in life and in society – employment, social affairs, sport and family

How we will do so:		
2020	2021	2022
Update and develop the Terminology Committee website	Increase the number of approved terms in the normal way, enhance the ordinary functioning of the Terminology Committee and maintain and update téarma.ie	Increase the number of approved terms in the normal way, the ordinary functioning of the Terminology Committee, and through maintaining and updating téarma.ie
Increase the number of approved terms in the normal way and enhance the ordinary functioning of the Terminology Committee	Increase the number of approved terms in the normal way and enhance the ordinary functioning of the Terminology Committee	Increase the number of approved terms in the normal way, the ordinary functioning of the Terminology Committee
New development and hosting contracts in place		
Recommend and approve new types of terms	Recommend and approve new types of terms	Recommend and approve new types of terms
By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function
Run the awareness-raising programme Do Ghairm le Gaeilge (Your Career with Irish) in partnership with <i>Gradireland</i>	Run the awareness-raising programme Do Ghairm le Gaeilge (Your Career with Irish) in partnership with <i>Gradireland</i>	Run the awareness-raising programme Do Ghairm le Gaeilge (Your Career with Irish) in partnership with <i>Gradireland</i>
Run Comórtas Beo, the Irish-language song competition for those between 11 and 18-years old	Run Comórtas Beo, the Irish-language song competition for those between 11 and 18-years old	Run Comórtas Beo, the Irish-language song competition for those between 11 and 18-years old
Administer the Colmcille Bursary Scheme	Administer the Colmcille Bursary Scheme	Administer the Colmcille Bursary Scheme
Secondary objective 4b: Increase understanding and awareness of opportunities to use the language		

How we will do so:		
2020	2021	2022
Promotion and advertising, both national and international	Promotion and advertising, both national and international	Promotion and advertising, both national and international
Administer an Irish Language Networks Scheme	Administer an Irish Language Networks Scheme	Administer an Irish Language Networks Scheme
Administer the Gaeltacht Service Towns process	Administer the Gaeltacht Service Towns process	Administer the Gaeltacht Service Towns process
Administer the successor to the Irish Language Communities Scheme	Administer the successor to the Irish Language Communities Scheme	Administer the successor to the Irish Language Communities Scheme
By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function
Review, update and maintain Foras na Gaeilge websites on a continuous basis	Review, update and maintain Foras na Gaeilge websites on a continuous basis	Review, update and maintain Foras na Gaeilge websites on a continuous basis
By establishing a strategy for social media in order to raise awareness of the Irish language and of Foras na Gaeilge	By implementing a strategy for social media in order to raise awareness of the Irish language and of Foras na Gaeilge	By implementing a strategy for social media in order to raise awareness of the Irish language and of Foras na Gaeilge
Administer the Festivals Scheme	Administer the Festivals Scheme	Administer the Festivals Scheme
Administer the Major Arts Events Scheme	Administer the Major Arts Events Scheme	Administer the Major Arts Events Scheme
Administer the Drama Companies Scheme	Administer the Drama Companies Scheme	Administer the Drama Companies Scheme

Secondary objective 4c:

Increase understanding and awareness in the English media of various aspects of the Irish language

How we will do so:

2020	2021	2022
By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function
By recognising and developing opportunities in relation to sponsorship projects, supplements, feature articles and advertising in order to increase the profile of Foras na Gaeilge and language awareness	By recognising and developing opportunities in relation to sponsorship projects, supplements, feature articles and advertising in order to increase the profile of Foras na Gaeilge and language awareness	By recognising and developing opportunities in relation to sponsorship projects, supplements, feature articles and advertising in order to increase the profile of Foras na Gaeilge and language awareness
By establishing a strategy for social media in order to raise awareness of the Irish language and of Foras na Gaeilge	By developing a strategy for social media in order to raise awareness of the Irish language and of Foras na Gaeilge	By reviewing a strategy being implemented for social media in order to raise awareness of the Irish language and of Foras na Gaeilge
Administer the Irish Language Officers Scheme	Administer the Irish Language Officers Scheme	Administer the Irish Language Officers Scheme
Support/participate in the meetings of the Irish Language Officers committee in the North	Support/participate in the meetings of the Irish Language Officers committee in the North	Support/participate in the meetings of the Irish Language Officers committee in the North

Secondary objective 4d:

Implement strategies to increase understanding of the Irish language issue among public and state sector management

How we will do so:

2020	2021	2022
By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function	By supporting Conradh na Gaeilge to administer this function
Establish a consultative role through representation, partnership and providing awareness-raising material to public sector and state leaders	Develop a consultative role through representation, partnership and providing awareness-raising material to public sector and state leaders	Consolidate a consultative role through representation, partnership and providing awareness-raising material to public sector and state leaders
Agree a strategy with the Department of Communications, Climate Action and Environment in relation to the provision of Local Authority services to the public in both languages	An Irish Language Officer and an Irish Language Development Committee functioning in each Local Authority	Carry out a review of the approach

Secondary objective 4e:

Development strategies to increase the management of cultural institutions' understanding of issues surrounding the Irish language

How we will do so:

2020	2021	2022
Establish a consultative role through representation, partnership and providing awareness-raising material to the leadership of the cultural institutions	Develop a consultative role through representation, partnership and providing awareness-raising material to the leadership of the cultural institutions	Consolidate a consultative role through representation, partnership and providing awareness-raising material to the leadership of the cultural institutions

Primary 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 programme

Secondary objective 5a:

Ensure an effective financial and corporate governance service that ensures that our expenditure is effective and transparent

How we will do so:

2020	2021	2022
Deliver the 2019 Annual Report (AR) before 31.03.2020	Deliver the 2020 AR before 31.03.2021	Deliver the 2021 AR before 31.03.2022
Deliver the 2019 Accounts before 31.03.2020	Deliver the 2020 Accounts before 31.03.2021	Deliver the 2021 Accounts before 31.03.2022
Submit the 2018 Annual Report and Accounts (AR&A) to the Houses of Government and publish them publicly*	Submit the 2019 AR&A to the Houses of Government and publish them publicly*	Submit the 2020 AR&A to the Houses of Government and publish them publicly*
Fulfil statutory duties each year (and report on same where appropriate) across a wide range of financial and corporate governance affairs (prompt payments, reporting in relation to disabilities, freedom of information, the General Data Protection Regulation, energy consumption, environmental information)		
Advice will be sought from the SSC in relation to policy implications or relevant changes in 2020 at a reasonably early stage in the development process, which allows it to be taken into account	Advice will be sought from the SSC in relation to policy implications or relevant changes in 2021 at a reasonably early stage in the development process that allows it to be taken into account	Advice will be sought from the SSC in relation to policy implications or relevant changes in 2022 at a reasonably early stage in the development process that allows it to be taken into account
Duties and mandatory administrative and payment responsibilities	Duties and mandatory administrative and payment responsibilities	Royalties and mandatory administrative and payment responsibilities

*This is dependent on the cooperation of other relevant parties. Unless the schedule of the relevant parties (e.g. Comptroller and Auditor Generals) is amended, it is unrealistic to submit and publish more than one AR&A per year.

Secondary objective 5b:

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 staff members and their professional development in order to achieve our organisational goals

How we will do so:

2020	2021	2022
Monitor legislation and relevant guides in the area of human resources	Monitor legislation and relevant guides in the area of human resources	Monitor legislation and relevant guides in the area of human resources
Develop and implement standard processes (e.g. induction process to be implemented from 2020 onwards, training strategy to be developed)	Develop and implement standard processes (e.g. training strategy to be developed)	Develop and implement standard processes (e.g. training strategy to be developed)
Provide a recruitment function and monitor a range of policies in the area of recruitment (e.g. review the Language Body Recruitment Code)	Provide a recruitment function and monitor a range of policies in the recruitment arena	Provide a recruitment function and monitor a range of policies in the recruitment arena
Implement continuous monitoring and rectification for salary and pension issues in order to fulfil legal and other relevant obligations	Implement continuous monitoring and rectification for salary and pension issues in order to fulfil legal and other relevant obligations	Implement continuous monitoring and rectification for salary and pension issues to fulfil legal and other relevant obligations

Secondary objective 5c:

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

How we will do so:

2020	2021	2022
Deliver the 2021 Draft Business Plan subject to official 'Guidance' and on time in order to be approved before the start of 2021*	Deliver the 2022 Draft Business Plan subject to official 'Guidance' and on time in order to be approved before the start of 2022*	Deliver the 2023 Draft Business Plan subject to official 'Guidance' and on time in order to be approved before the start of 2023*
		Deliver the Draft Corporate Plan 2023-2025 subject to official 'Guidance' and on time in order to be approved before the start of the relevant period (i.e. before January 2023)*
Ideally, in accordance with best practice, there would be a consultation process in relation to policy and planning proposals – including business plans and corporate plans. Our aim over this three-year period is to: a) develop new ways to undertake consultation, initially utilising the Partnership Approach; and a) convince the Sponsoring Departments to facilitate processes such as these by developing an amended timetable for the Guides and processes for approving the plans.		

Secondary objective 5d:

Undertake research that will provide insight into the effectiveness of our schemes, work programmes and projects

How we will do so:

2020	2021	2022
Develop a 'dashboard' of measurement scales*, both financial and otherwise, in order to provide a live insight into the current situation and progress	Review the dashboard and its utilisation during a full-year period	Review the dashboard and its utilisation during a full-year period
Reviews: A review of the funding arrangements under the Partnership Approach-; Review of the Irish Language Communities Scheme 2016-2020 Review of other schemes/projects as specified elsewhere in this Plan	Scheme for Specialist Irish Language Training Course Providers 2019-2021	Review of other schemes/projects as specified elsewhere in this Plan and others arising in the meantime
Possibilities in relation to joining up the Summer Camps Scheme and the Youth Events Scheme	Establish a new scheme based on a review of joining up the schemes (2020)	Review carried out on the Scholarship Scheme 2020-2022
Evaluation and assessment of dictionary project/products	Evaluation and assessment of departmental projects/products (An Gúm/Terminology Committee/GAA)	Evaluation and assessment of the sections (An Gúm/Terminology Committee/GAA)

Secondary objective 5e:

Effective administration of the Organisation's Technical Infrastructure

How we will do so:

2020	2021	2022
Move email to the cloud	Move the file system to the cloud – Microsoft Office upgrade	
Develop an online grants system	Implement an online Grants System	Consolidate and extend an online Grants System
Analyse expenditure/value	Analyse expenditure/value	Analyse expenditure/value
Recognise technology courses as a central organisational tool through education and communication	Increase the number of staff with technological expertise	