FORAS NA GAEILGE BUSINESS PLAN 2026

Approved by North-South Ministerial Council

15 June 2026

1. Chief Executive's Foreword

I am delighted to present this final draft of the 2026 Business Plan. This is the first Business Plan of our 3-year Corporate Plan 2026-2028, and of course, with this Plan we will be seeking to lay a strong foundation as Foras na Gaeilge embarks on its first corporate period. There will be many opportunities and challenges ahead for Foras na Gaeilge in the next 3 years and it will be important to address them at the start of this corporate period, so that we are in a position to make the best possible use of the resources we have.

Among the opportunities we will be paying attention to are the plans of the Department of Education and Youth: the Policy for Irish-medium Education and the Action Plan for Irish in English-medium schools. In addition, a National Plan for the Provision of Irish in Early Childhood Learning and Care (ELC) and School-Age Childcare (SAC) will be implemented by the Department of Children, Disability and Equality. These are areas that are crucial to the continued development of the Irish language in the jurisdiction of the Government of Ireland and in which Foras na Gaeilge is active. We should take every opportunity to support these areas during 2026 and beyond.

The Media Commission will publish a report on its review of the Irish language media, and Foras na Gaeilge will publish our own research on attitudes towards the Irish language in the 2 jurisdictions. We will be looking to ensure that the best possible use is made of the results of these 2 major research projects. In the Executive jurisdiction, we will work with the Irish Language Commissioner appointed at the end of 2025, and look forward to the first government strategy for the Irish language. In addition, the Department of Education will review Irish-medium education and the primary and secondary school curriculum, two areas that will have a major impact on the development of the Irish language in that jurisdiction. We will undertake a full review of the Séideán Sí education project, in conjunction with the Council for Gaeltacht and Irish-medium Education (COGG) and the Department of Education and Youth, and continue work on the monolingual Irish dictionary launched in 2025, and the Irish-English dictionary due for launch in 2027. Changes will be implemented to the Partnership Approach based on the various evaluation and review reports carried out over the past few years, and another round of the Irish Language Networks Development Scheme will be held during 2026.

Significant additional funding has been provided in the budget estimates for the Irish language and the Gaeltacht in the jurisdiction of the Government of Ireland which will greatly assist the situation of the Irish language in the community, and Foras na Gaeilge will seek to adapt our plans to the funding that will be available. Historically, the organisational development of Foras na Gaeilge has been constrained by the absence of political structures for long periods during the 26 years since the organisation was founded. Now, with those structures once again in place, Foras na Gaeilge will look to increase staff resources in the organisation during 2026, an opportunity that we have not had to date. While small, there will be an emphasis on those areas where there has been a significant increase in the needs associated with them such as language planning, compliance, security and technological innovation, and awareness and communication. There will also be many challenges in our areas of activity, particularly as they relate to the lack of active Irish language centres in the jurisdiction of the Government of Ireland, the lack of Irish language childcare outside the Gaeltacht, and the review of the Senior Cycle which could remove Irish from the core curriculum in the jurisdiction of the Government of Ireland. In the Executive's jurisdiction, we will seek to ensure that provisions relating to the European Charter for Regional or Minority Languages are complied with as the Office of the Irish Language Commissioner undertakes its tasks.

Foras na Gaeilge schemes support over 400 organisations annually, almost half of which are organisations aimed at young people. In addition, Foras na Gaeilge's work encompasses the 9 essential areas identified by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) to ensure the vitality of a minority language. During 2026, Foras na Gaeilge and the 6 Lead Organisations will be active in all these areas, and as usual, we will place an emphasis on the development of the Irish language in the community and on opportunities to use the Irish language.

Seán Ó Coinn
Chief Executive

2. About us

In 1999, Foras na Gaeilge, the body responsible for promoting the Irish language throughout Ireland, was established. In accordance with the Good Friday Agreement, the Language Body, a North-South Implementation Body, was established to promote the Irish language and Ulster-Scots. Under the auspices of that body, Foras na Gaeilge carries out all responsibilities in relation to the Irish language. Among our responsibilities is the promotion of the spoken and written Irish language in public and private life in the jurisdiction of the Government of Ireland. The same responsibility exists in the jurisdiction of the Executive in the context of the European Charter for Regional or Minority Languages.

The functions of Foras na Gaeilge, as set out in the British-Irish Agreement Act, 1999, are:

· To promote the Irish language.

· To facilitate and encourage the use of the Irish language in speech and writing in public and private life within the jurisdiction of the Government of Ireland and, in the context of Part III of the European Charter for Regional or Minority Languages, within the jurisdiction of the Executive where there is an appropriate demand.

· To advise both administrations, public bodies and other groups in the private and voluntary sectors.

· To undertake support projects, and to provide grant aid to bodies and groups as deemed necessary.

· To undertake research, promotional campaigns, and public and media relations.

· To develop terminology and dictionaries.

· To support education through the medium of Irish and the teaching of Irish.

These functions are carried out through work carried out directly by Foras na Gaeilge, through grants we provide to Irish Language Lead Organisations and other Irish Language organisations, and through financial support we provide to community groups.

As a cross-border body, we operate under the policy guidance of the North South Ministerial Council (NSMC) and the two governments and are accountable to the Northern Ireland Assembly and the Houses of the Oireachtas. At an administrative level, we report to our Sponsored Departments, the Department of Rural and Community Development and the Gaeltacht (Government of Ireland) and the Department of Communities (Northern Ireland Executive). In support of both Governments, Foras na Gaeilge will work closely with them to implement the legislative provisions relating to the Irish language, the Gaeltacht Act, the Official Languages (Amendment) Act 2021, and the Identity and Language (Northern Ireland) Act 2022. We will also work closely with both Governments on their strategies for the Irish language in the two jurisdictions.

2.1 The Partnership Approach

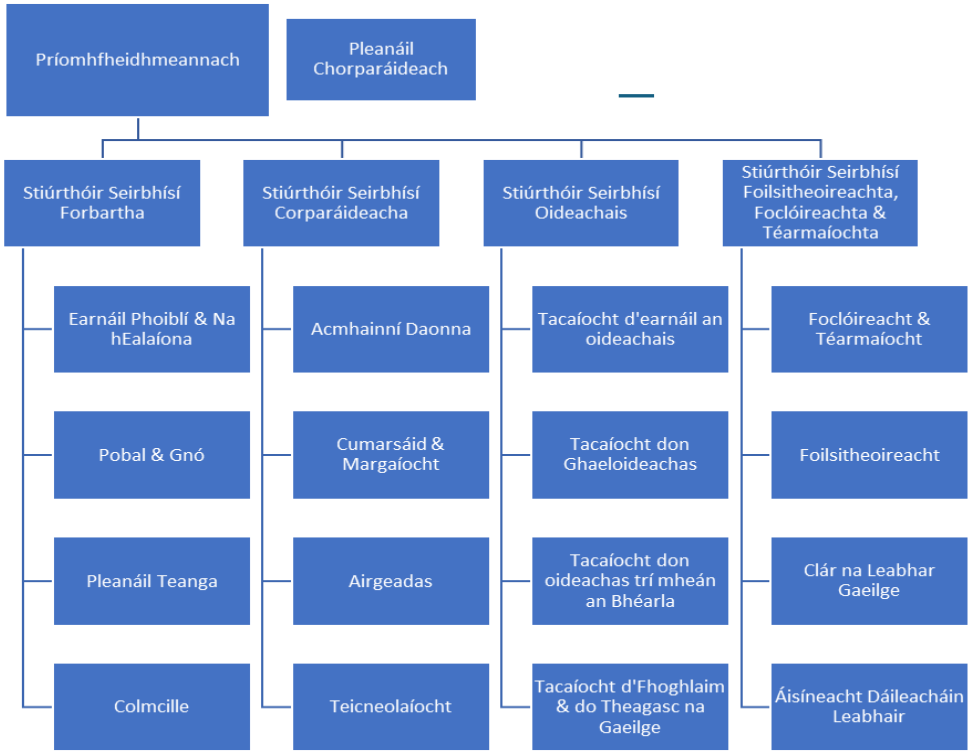
In 2013, the NSMC decided to initiate a new funding structure for the development of the Irish language and the following year, Foras na Gaeilge announced 6 Lead Organisations which would take responsibility for 6 major areas of work. This decision was the result of a process that began in 2008 to coordinate and reorganise the work of the 19 Irish language organisations that Foras na Gaeilge funded on an annual basis. The Lead Organisations listed below are responsible for different areas of work and work to promote them across the island. Foras na Gaeilge provides the Lead Organisations with annual core funding, subject to available resources, to implement a programme of work.

Lead Organisation	**Major Area of Work**
Gaeloideachas	Irish-medium/immersion education and Irish-medium preschool education
Gael Linn	Education in the English language sector and for adults, and opportunities for use for school pupils
Glór na nGael	Community development, bringing up children with Irish and enterprise development

Oireachtas na Gaeilge	Opportunities to support the use of Irish and the creation of adult networks
Conradh na Gaeilge	Awareness-raising, language protection and representation for the language with state authorities
Cumann na bhFiann	Development of youth networks and opportunities to use Irish

The 'Partnership Approach' means that the 6 Lead Organisations will work together at community level towards the development of these communities as Irish-speaking communities, planning and carrying out their work in close collaboration with each other, and with Foras na Gaeilge, in a way that will maximise the use of resources and contribute to the change achieved in terms of the use of Irish in the community. As part of the NSMC decision, 2 forums were established to support the new structure – the Partnership Forum and the Language Development Forum. The main purpose of the Partnership Forum is to ensure partnership among the Lead Organisations and between the Lead Organisations and Foras na Gaeilge. The main purpose of the Language Development Forum is to provide an analysis of the needs of the Irish language in the major areas of work of the Lead Organisations.

2.2 Our Organisational Structure



Príomhfheidhmeannach	CEO
Pleanáil Chorparáideach	Corporate Planning
Stiúrthóir Seirbhísí Forbartha	Director of Development Services
Stiúrthóir Seirbhísí Corparáideacha	Director of Corporate Services
Stiúrthóir Seirbhísí Oideachais	Director of Education Services
Stiúrthóir Seirbhísí Foilsitheoireachta, Foclóireachta & Téarmaíochta	Director of Publishing, Lexicography & Terminology Services
Earnáil Phoiblí & Na hEalaíona	Public Sector & the Arts
Acmhainní Daonna	Human Resources
Tacaíocht d'earnáil an oideachais	Support for education sector
Foclóireacht & Téarmaíocht	Lexicography and Terminology
Pobal & Gnó	Community & Business
Cumarsáid & Margaíocht	Communications & Marketing
Tacaíocht don Ghaeloideachas	Support for Irish-Medium Education
Foilsitheoireacht	Publishing
Pleanáil Teanga	Language Planning
Airgeadas	Finance
Tacaíocht don oideachas trí mheán	Support for English-medium education
Clár na Leabhar Gaeilge	Irish-language Books Programme
Colmcille	Colmcille
Teicneolaíocht	Technology
Tacaíocht d'Fhoglaim & do Theagasc na Gaeilge	Support for Learning and Teaching of Irish
Áisíneacht Dáileacháin Leabhair	Book Distribution Agency

3. Planning Context

Foras na Gaeilge operates in an all-island planning context, which encompasses 2 jurisdictions, 2 governments and 2 different administrative systems in terms of the status of the Irish language. In the jurisdiction of the Government of Ireland, we are subject to the provisions of the Constitution of Ireland in relation to the Irish language and other legislation with a clear language aspect, in particular the Gaeltacht Act 2012, which governs the language planning process, the Languages (Amendment) Act 2021, which governs public services through the medium of Irish and the Education Acts.

The 20 Year Strategy for the Irish Language 2010-2030 is the main strategic direction in the Government of Ireland jurisdiction that influences our work, and we also operate within a legislative framework, such as the Official Languages (Amendment) Act 2021 and the Gaeltacht Act 2012. The current Government of Ireland *Programme for Government 2025 – Securing Ireland's*

Future, affirms the importance of the Irish language to the heritage of the State, states that the Government is committed to its protection and promotion and pledges targeted support measures for the use of the language.

In the Executive jurisdiction, we operate in accordance with the European Charter for Regional or Minority Languages and the new legislation, the Identity and Language (Northern Ireland) Act 2022, which gives official recognition to the Irish language. In the Northern Ireland Executive's government programme, *Doing What Matters Most: A Programme for Government 2024-2027*, the Irish language is referred to as 'People', which is identified as one of 3 'long-term missions'. Other legislation in the 2 jurisdictions, such as the Education Acts, also impacts on our work.

3.1 Vision, Mission and Fundamental Principles

Vision Statement

Our vision sets out the ambitions we are trying to achieve and where we want the Irish language to be in the future.

The Irish Language to be embedded in all aspects of life on the island of Ireland

Mission Statement

Our mission sets out the reasons we exist, our remit and the change we wish to make.

To strengthen the use of the Irish language and its cultural richness in all places, for all people, and in all aspects of life

Fundamental Principles

We have recognised 5 values or fundamental principles which guide our work from day to day.

Good of the Irish language: The Irish language is the foundation of all that we do. We are concerned with the needs of the Irish language community and the developmental needs of the Irish language itself.
The public: We are committed to providing a service to the public and to the state.

High standards: We adhere to high standards in improvement, development and learning.
Respect: We foster respect for ourselves as an organisation and for the public.
Leadership: We adhere to our fundamental principles through good example.

4. Our Strategic Objectives

These are the Strategic Objectives of Foras na Gaeilge for the period 2026-2029. The first 3 are based on the principles of language planning which aims to intervene to support a minority language such as Irish. The Objectives are also rooted in the extensive work done by international organisations such as the Council of Europe and UNESCO. The 4th Objective is an Organisational Objective relating to good governance, which is essential to the implementation of the others.

MC1: Language Ability Enable people to learn Irish or improve their ability with Irish	**MC2: Language Use** Support people to use Irish in all areas of life	**MC3: Status and Outlook** Strengthen the status of Irish and a positive outlook towards it
MC4: Organisational Governance Adhere to good-governance and develop staff skills and capacities		

MC1: Language Ability

Ability is the cornerstone of language planning, as without sufficient people having competence in Irish, opportunities for use in society cannot be increased. This Objective encompasses the education system, other learning opportunities and the language resources (dictionary, terminology, translation) that support the learning and acquisition of Irish so that it can be widely used. Each of these areas involves risks such as funding and the relationship between Foras na Gaeilge and Lead Organisations such as Gael Linn, Gaeloideachas and Cumann na bhFiann.

MC2: Language Use

The promotion of the Irish language and the encouragement of its use are among the main functions of Foras na Gaeilge. A significant portion of the organisation's budget is spent on language planning which aims to increase the use of Irish in various communities. We also invest in media and publishing to increase the number of people using media content in Irish and to encourage reading. The organisation's funding, staff resources and relationships with Lead Organisations such as Oireachtas na Gaeilge and Glór na nGael are the greatest risks to this Objective.

MC3: Status and Outlook

The status of the Irish language is of great importance to the development of the language as it fosters cultural recognition and relevance and facilitates concrete planning measures that provide a stronger basis for state support for the language. Status also influences attitudes towards the language, another fundamental aspect of language planning around the world. Without a positive attitude, it is not possible to create the conditions in which a person can learn or use a target language. This Objective encompasses awareness of the Irish language, the advisory role of Foras na Gaeilge and research. The uncertainty of future funding increases the risk that this Objective will not be achieved, particularly through our relationship with the Lead Organisation Conradh na Gaeilge.

MC4: Organisational governance

This is an Organisational Objective that is critical to achieving the other Objectives. Organisational governance includes developing a revised structure for Foras na Gaeilge and changing the staff structure, both reviewing existing roles and identifying additional recruitment needs. We recognise the need to strengthen our human resources functions and develop the skills of our staff. The lack of long-term certainty in Foras na Gaeilge's baseline budget is the greatest risk to this Objective and consequently to the development of the Irish language in the 2 jurisdictions.

5. Performance Review of 2025 Business Plan

This brief performance review of the Foras na Gaeilge 2025 Business Plan is being prepared in the context of the reporting and monitoring structures that have been in continuous use during the period, namely::

- that Foras na Gaeilge has submitted a draft of its annual Business Plan to the appropriate authorities each year;
- that a service level agreement has been signed each year as a formal agreement between Foras na Gaeilge and the Sponsored Departments regarding the work of that year;
- that regular monitoring meetings are organised with the Sponsored Departments to which Foras na Gaeilge formally reports (in the form of documentation according to agreed templates) on progress on work plans and other relevant issues as they arise;
- that regular meetings of the NSMC are organised in 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 Sponsor Departments.

2025 was a vibrant and exciting year for Foras na Gaeilge. Of the 82 specific goals set out in the 2025 Business Plan, the majority (82%) were achieved by the end of 2025. The Corporate Plan places a strong emphasis on community issues and this pioneering work continued in 2025. We spent €2.7 million on language planning activities in the year, and supported a wide range of grantees providing a variety of events for the community – including 66 festivals, 7 major arts events, 19 drama companies, 79 summer camps and 79 after-school youth events.

The book sector has once again shown great progress this year. Our partnerships with external groups such as Children's Books Ireland and World Book Day to promote Irish language books have been a great success. Áis continued its success with book sales of €1.1 million for the year. 79 new books were published with support from the Irish Language Books Programme, and over 50 booksellers attended the first ever book fair held in the Áis warehouse to learn about the great range of Irish language books available.

We reached a historic milestone when we published the first batch of monolingual dictionary entries on Foclóir.ie this year, and the high traffic on Foclóir.ie (1.4 million visitors), Téarma.ie (971,000 visitors) and Teanglann.ie (2 million visitors) continued this

year. The major research project on public attitudes towards the Irish language also concluded this year, and the report will be published in early 2026. The implementation of this plan was largely dependent on the appropriate resources being available to us and the Lead Organisations to meet the demand from the public who are seeking opportunities to learn and use Irish. Foras na Gaeilge welcomes the significant increase in the budget for Irish and the Gaeltacht for 2026, which will go a long way towards meeting the ever-increasing demand from the public.

6. Performance Indicators and Targets

In this section, Strategic Objectives, business objectives, performance indicators and working targets for 2026 are aligned in table format.

Objectives	Business objectives	Performance indicators	2026 Targets
MC1: Language Ability Enable people to learn Irish or improve their ability with Irish	CG1: Preschool education	Develop Irish at all levels of the education system in both jurisdictions and among adult learners.	We will work with the education departments in the two jurisdictions and the Department of Children, Disability and Equality to provide additional resources for the Irish-medium pre-school sector to support new education and childcare policies that they are to implement.
			Community and other groups will be supported to open crèche provision in Networks and Gaeltacht Service Towns (BSG). All stakeholders, including Lead Organisations and other parties, will be brought together in the context of the language planning process. Some of the BSG/Networks will be identified this year and a guidance pack will be developed for groups to support them in applying. A business case will be made to the Department of Children and the Department of the Gaeltacht regarding funding for crèches in these areas.
			The Scríobh Leabhar project will be expanded by further promoting it to all education centres around the country and by expanding the support provided under the project, for example by running support workshops in schools. 2 additional education centres will participate in the scheme this year.

			Meetings will be organised with the Department of Education and Youth in the jurisdiction of the Government of Ireland to discuss the issue of exemptions from Irish. A strong advisory position will be taken with officials and the political community in general on this issue.
			A scholarship scheme aimed at students under 18 years of age in the Executive's jurisdiction will be funded to award 230 scholarships.
			A business case will be made in collaboration with Gael Linn, for the funding for the continuation of Gaelbhratach with potential funding partners (Education Departments, Sponsorship Departments, PeacePlus, Shared Island Fund). Gael Linn will be collaborated with for making applications/submissions regarding ongoing substantive funding for the Scoil Spreagtha project.
	CG3: Irish-medium Education		By providing funding for the Gaeloideachas work programme, Gaeloideachas will be able to play a central advocacy role on behalf of the sector with the Department of Education and Youth and other stakeholders regarding the expansion of all-Irish provision. Gaeloideachas will also be able to provide support services to the all-Irish sector (e.g. discussion and information sharing with nursery schools, primary schools, post-primary schools and parents). Gaeloideachas can continue its work on professional development and standards by advocating for training for the sector and by organising a conference.
			The implementation of the Policy for Irish-medium Education outside the Gaeltacht will be supported by representation on the

			task force on models for Irish-medium education and through advice and input to ensure that the policy's goals are achieved.
			An tÁisaonad (St. Mary's University College, Belfast) and An Gúm will develop further facilities for the Irish-medium sector based on the needs of the sector. This will be done through ongoing funding for the project programme with An tÁisaonad to enable them to offer these services, and internally with our editorial team.
	CG4: University		To meet the demand for more graduates with advanced Irish language skills, an analysis of current supply will be undertaken. Based on this, meetings will be organised with stakeholders in the Government of Ireland jurisdiction such as HEA, IUA, ETBI, Department of Further Education. Both apprenticeships and further education courses will be included in the analysis.
	CG5: Adult Learners		Annual funding will be provided for the Gael Linn work programme to maintain a directory of courses for adults and to share information on other learning opportunities, information for teachers and to disseminate good practice in teaching Irish to adults. A central information point will be provided with up-to-date information on courses throughout the country and providers will be encouraged to register information with the database.
			An adult scheme will be funded to award 40 scholarships to adult learners/parents with children in the Irish-medium education system to attend a Gaeltacht course.
	CG6: The Curriculum	Develop An Gúm as a support for the learning of Irish in	The 100th anniversary of An Gúm will be celebrated in 2026 and events will be organised to promote reading.
			A review and development programme for Séideán Sí will be implemented. A Project Manager has been appointed to assess the

		the education system.	needs and develop a Business Plan which will be submitted to the DEY.
			Primary school resources will be published. The Féach Thart programme will be developed and Geography material including slides and workbooks will be made available.
			Post-primary textbooks and resources will be published. Textbooks will be made available in the following subjects: Art (Senior Cycle) Wood Technology (Junior Cycle).
	CG7: Language Resources	Continual development of language support aids.	70% of the monolingual dictionary will be made available online. A business case for a permanent dictionary unit will be submitted to the Sponsoring Departments. Work will continue on the development of the Irish-English dictionary.
			Terminology areas that are not covered in depth in the current database will be enriched. Specific areas will be determined by early 2026. At least 125 new terms will be approved and published in the first terminology area.
			Content such as images, videos and audio will be tested for an updated version of the national terminology database. Technical issues will be researched and tested and a report will be provided by Q4.
			A broad, long-term project will be established to conduct research into the use and circulation of modern terminology in the Irish language. The research conducted in 2024-2025 will be developed. The approach will be reviewed based on feedback.
	CG8: Translation	Support the translation sector.	The Translators' Accreditation Seal will be awarded to ten individuals during 2026.

	C9: Technology	Develop Irish-language technology.	We will participate in the advisory group being established by the Government of Ireland to coordinate technological developments relating to the Irish language.
			We will engage in discussions about how new technology (including artificial intelligence) can help shape and disseminate new, approved terminology. We will provide 10 bursaries for studies in computer science and linguistics.
MC2: Language Use Support people to use Irish in all areas of life	CG1: Language Planning	Increase and broaden the opportunities to use Irish and the usage networks available to the community.	(i) 16 BSGs and 5 Irish Language Networks will be administered; (ii) The performance of the Irish Language Networks Development Scheme will be reviewed and a new round of the scheme will be run, the number of groups at the various stages will be increased based on the 2026 baseline (36 grantees and 28 Irish language development officers employed); (iii) Temporary support will be provided to all grantees of language planning areas outside the Gaeltacht; (iv) A conference on the theme of language planning will be organised along with other workshops/events of special interest.
			There will be another call for language networks outside the Gaeltacht with the support of the new programme manager responsible for this remit.
			An ongoing awareness-raising campaign will be coordinated regarding the language planning process outside the Gaeltacht. A training programme will be provided to 40+ grantees (36 SFLG and BSG/Networks). The resources of the Gaelphobal.ie portal will be developed and added to, including videos, tools, templates and podcasts.
		Increase the visibility of Irish in the	Funding support for the 16 Irish Language Centres will continue through the Irish Language Centre Support Scheme to cover a

		community through support for Irish-language centres and for signage in the community.	percentage of essential running costs (public insurance, heating, electricity etc.). Another round of the Support Scheme for Irish Language Centres will be announced in 2027.
			Two new schemes will be developed focusing on new target demographics to inspire and enable Irish language use in sectors of the population without much Irish language representation.
	CG2: Publishing	Empower publishers and writers to provide books and present them to the public.	The Commission Scheme 2027-2029 will be announced. A Mentoring Scheme will be announced. The partnership developed with World Book Day will continue. A wide range of books will be published, focusing specifically on teenage literature, literature for children in the upper primary classes and on the theme of inclusion.
		Make Irish-language books widely available to various reading communities, especially in language planning areas.	Awareness of Irish language books will be raised by promoting the Love Leabhar Gaeilge brand in bookshops. Reviews, resources and news will be made available on Loveleabhargaeilge.ie, on social media and to subscribers of the site in the Love Leabhar Gaeilge newsletter. The Love Leabhar Gaeilge Award will be sponsored as part of the An Post Book Awards to provide a national platform for Irish language books and writers. See also MC2, CG3.
			Áis will build on the new website developed during 2025 (https://www.forasnagaeilge.ie/ais/) by developing a new customer relationship management (CRM) system and e-commerce site that will respond to the needs of bookstores, book suppliers and the needs of the department itself. A business case will be developed for the employment of a permanent Higher Executive Officer in Áis to oversee the development of the site, technology and other

			modern developments. Áis will aim to maintain the €1 million sales target this year. Research will be carried out on how to facilitate purchasing for bookstores in partnership with stakeholders.
		Present Irish-language books to the public in shops and at occasions.	(i) Áis: 3-4 brochures will be developed per year regarding Áis stock to be distributed to bookstores. 2 special exhibitions will be held per year with bookstores in the Áis warehouse; (ii) Love Leabhar Gaeilge: sales will be encouraged through the development of a new webpage and through a partnership with Love Leabhar Gaeilge; (iii) Awards: the Publishing Awards will be administered which include the Gradaim Uí Shúilleabháin, Gradaim Réics-Carló and Gradam de Bhaldraithe; (iv) An Gúm: An Gúm will have a stand at conferences and other events.
	CG3: Culture and Youth	Support public events to make Irish visible at community level.	Foras na Gaeilge will continue to provide support for the organisation of both major and smaller festivals, under the Festivals Scheme and the Major Arts Events Scheme. Two calls for the Festivals Scheme will be organised and up to 70 festivals will be supported. Support will also be provided for 10 major events.
			Under the auspices of the Irish Language Books Programme, opportunities for use will be provided to the Irish language literary community through the Major Literature Festival Scheme, the Literature Scheme, Clubleabhar.com and relevant partnership projects. See also MC2, CG2.
			Foras na Gaeilge will continue to support drama, both professional and amateur. Support will be provided to 9 amateur drama groups and 10 professional ones. A review of this area will begin with the support of the new programme manager to ensure the appropriate supports are in place.

			Increased funding will be provided for the Summer Camps Scheme and the Youth Events Scheme and the number of opportunities for use will be significantly increased on an ongoing basis (particularly in the context of the Youth Events Scheme). 85 youth events will be funded over the school year, serving 6,000 children.
	CG4: Families	Increase and broaden the opportunities to use Irish and the usage networks available to the community.	Funding will be provided, as part of Glór na nGael's annual allocation, to implement a national family support programme in conjunction with the Home Language scheme.
	CG5: Business	Increase the visibility of Irish in the community through support for Irish-language centres and for signage in the community.	(i) The Business Support Scheme will be developed. Funding will be made available to accommodate 60+ applications; (ii) Partnerships will be developed with the Irish Chamber of Commerce, regional Chambers of Commerce and Enterprise Boards; (iii) The Seal of Excellence, Q-Mark Business with Irish, will be developed and 35 Q-Marks will be awarded.
	CG6: Media	Support the use of Irish in the media.	Foras na Gaeilge will continue to support the 3 regular publications and the 2 Irish language community radio stations. Our support for the broadcast and written media will be reviewed in light of the Media Commission's review of Irish language media to be published by the end of 2026.
			Opportunities will be pursued for partnership with innovative media to promote the Irish language, including podcasts through sponsorship. With the agreement of the authors, these will be offered to the radio stations we fund.

	CG7: Local Authorities	Advise policymakers at all levels of government and in the public, private and voluntary sectors and take part in relative international fora.	The Chief Executive Officers' Language Planning Forum in local councils will be supported. The responsibilities of the Local Authorities Language Planning Forum will be developed under the joint chairmanship of Foras na Gaeilge and Údarás na Gaeltachta, to enhance the service through Irish in local government. 3 meetings of the Forum will be organised per year for senior officials from local authorities where language plans are being implemented. See also MC3, CG2.
	CG8: Scottish Gaelic	Increase and broaden the opportunities to use Gaelic and the usage networks available to the community.	Collaboration between Irish and Scottish Gaelic speakers will continue through the Colmcille support schemes, the Bursary Scheme, the Colmcille Small Grants Scheme and the Colmcille Project Scheme as well as a number of other strategic projects. The Colmcille Strategy will be reviewed and a new strategy will be published for the period 2026-28. Meetings will be held every 2 months between Colmcille and Bòrd na Gàidhlig to coordinate work. The extra support in this area will help us align the Colmcille remit and move it into the core Foras na Gaeilge function.
	CG9: Equality and Diversity	Promote equality and diversity through our work.	The dictionary team will continue to be vigilant about equality and diversity in its work. The terminology team will continue to develop terminology in the area of equality and diversity, in partnership with minority groups as appropriate.
			An Gúm will initiate an accessibility programme to ensure that books are published in accessible formats. New publications will be made available in accessible formats where possible and appropriate and a schedule will be set for publishing back-listed publications in accessible formats. Priority will be given to general reading books.

			One aspect of equality will be prioritised as part of Creidim Ionat/other awareness campaigns. See also MC3, CG1.
MC3: Status and Outlook Strengthen the status of Irish and a positive outlook towards it	CG1: Awareness	Raise awareness of the Irish language and the work of Foras na Gaeilge.	We will be running Creidim Ionat with the support of RTÉ. The main aim of the campaign will be to increase the subscriber list of Foras na Gaeilge. Our main target will be to increase the number of subscribers to Foras na Gaeilge by 10% and the number of visits to the website by 10% in order to raise awareness of the work of Foras na Gaeilge. A specific focus will be on providing Irish language classes and awareness sessions through collaboration with Gael Linn, Gaelchultúr, Scoil Scairte and other interested parties. See also MC2, CG9.
			We will use our social media platforms as an influential tool to support messages about international benefits related to the Irish language, such as the official status of the language in the European Union and Irish language programmes at 3rd level in North America. With the support of the Digital Marketing Officer we will be able to properly address our dynamic online community on a daily basis and add substantially to the presence of the Irish language online.
	CG2: Consultation	Advise policymakers at all levels of government and in the public, private and voluntary sectors and take part in relative international fora.	A range of forums and working groups will be attended in the community, education authorities and Departments to influence Irish language policy. Written submissions will be prepared where appropriate and specific meetings will be held to provide advice to Departmental officials and Ministers. There will be a particular emphasis on early childhood, childcare, the review of the Senior Cycle, the policy of the Department of Education in the Irish Government jurisdiction on Irish-medium Education and its Action Plan for Irish in English-medium schools, the Strategy for Irish-

			medium Education and the Strategy for Irish in the Executive jurisdiction, the implementation of language legislation in the 2 jurisdictions, and minority community access to Irish. See also MC2, CG7.
			Foras na Gaeilge will support the new Office of the Irish Language Commissioner in the Executive's jurisdiction as it undertakes the challenging tasks ahead of it.
			Foras na Gaeilge will work with the Office of the Language Commissioner in the jurisdiction of the Government of Ireland to develop support for interactive government services through Irish.
			Foras na Gaeilge's participation in international fora such as NPLD (Network to Promote Linguistic Diversity) and EFNIL (European Federation of National Institutions for Language) will continue.
	CG3: Research	Research on Irish as an informational baseline for the efficiency of our work and to support our advisory role.	We will publish a major new research report on public attitudes towards the Irish language, which will form the basis of the organisation's strategy in the coming years. We will develop a Research Strategy that will include key areas: research on the public use of languages (in support of the language planning process), research on the use of Irish in business, an implementation plan for the results of the major research on public attitudes towards the Irish language and the evaluation of our schemes (see also MC4, CG4).
MC4: Organisational governance	CG1: Review of organisational structure	Review and improve policies, organisational systems, schemes and projects.	A review of the structure of Foras na Gaeilge will commence in light of potential changes to the funding system and staff responsibilities accordingly. This work will build on the previous external review of the organisation's Human Resources and employment needs.

Adhere to good-governance and develop staff skills and capacities	CG2: Review of roles in the organisation		The Human Resources department will review all existing roles in the organisation as vacancies arise to ensure that we are making the best use of our existing resources at all grades. The business case for organisational development, which has been with the Sponsor Departments since 2024, will be built on, and a further business case will be based on the external Human Resources report, which sets out the short and long term requirements to enable the organisation to fulfil its statutory functions. A 3-5 year Work Plan will be initiated for the organisation's compliance. With the support of the new Programme Manager in the Technology area and the new Officer with responsibility for Procurement and Estate Management we will address important organisational functions such as cybersecurity, Artificial Intelligence, Occupational Health & Safety and Green Procurement.
	CG3: Staff development programme	Provide comprehensive human resources, finance, planning and reporting functions.	The Human Resources department will develop a staff development programme. This will include training in essential areas as well as other areas of development at organisational, departmental and individual levels. A new Staff Development and Performance Improvement (SDP) policy will be developed.

	CG4: Review of policies	Review and improve policies, organisational systems, schemes and projects.	The major work carried out in 2025 on updating the organisation's policy inventory will continue and priority will be given to the policies that require the most review. A process is underway to evaluate Foras na Gaeilge schemes based on a rhythm of 3 schemes per year. An additional 3 schemes will be evaluated in 2026.
	CG5: Planning and reporting	Implementing best practice in our corporate governance policies, systems and processes.	Foras na Gaeilge will publish an Equality Action Plan for the organisation and will update the Climate Roadmap. Equality and climate issues will be more fully and effectively integrated into all the work of the organisation. Awareness will be raised in the Lead Organisations regarding these needs.
			Reports will be made available on the progress of PG 2026. The final text of the Annual Report & Accounts (AR&A) of the Language Body 2025 will be submitted to the Departments by 31/03/26. The AR&A 2024 will be published within 3 months of the AR&A approval. Oireachtas and Assembly issues and complaints will be dealt with promptly in accordance with the Service Charter. Freedom of Information requests will be processed and reporting on statutory duties will be made.
		Strengthening the support infrastructure provided in collaboration with	The Partnership Approach will be reviewed based on the results of the ongoing evaluation. 4 meetings of the Partnership Forum and 4 meetings of the Language Development Forum will be held.

		the 6 Lead Organisations.	

7. Monitoring, Assessment and Reporting

There are specific arrangements for monitoring, evaluating and reporting on the Business Plan agreed with the Sponsored Departments. The relevant parties sign a formal service level agreement each year which specifically refers to the annual Business Plan. In addition to the NSMC meetings, a series of monitoring meetings are organised each year where formal reports on the progress of the Business Plan are provided to the Sponsored Departments. There is regular contact between Foras na Gaeilge and the Sponsored Departments on the practical aspects of the Business Plan. This ensures that the Business Plan is aligned with the Government Programmes in both jurisdictions.

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

8. Finance

Annex A

An Foras Teanga - Foras na Gaeilge									
	Approved 2025 Budget			+/-			Proposed 2026 Budget		
Expenditure	Current	Capital	Total	€ change	% change		Current	Capital	Total
	€ 000	€ 000	€ 000	€ 000			€ 000	€ 000	€ 000
Programme									
1.Development Services including language planning (language use)	8,763	0	8,763	2,669	30%		11,432	0	11,432
2.Education Services (language ability)	3,835	0	3,835	-249	-6%		3,586	0	3,586
3.Publication/Lexicography Services (status/language use)	0	0	0	2,238			2,238	0	2,238
Clár na Leabhar, Colmcille, eile	2,198	0	2,198	39	2%		2,237	0	2,237
Total Programme Expenditure	**14,797**	**0**	**14,797**	**4,697**	**32%**		**19,494**	**0**	**19,494**
Pay Costs (Corporate only)*	4,341	0	4,341	-2,975	-69%		1,366	0	1,366
Non Pay Administration Costs	2,219	0	2,219	60	3%		2,279	0	2,279
Total Pension costs	749	0	749	135	18%		883	0	883
Total Administration Costs (excl lump sum pension costs)	7,310	0	7,310	-2,781	-38%		4,529	0	4,529
Overall Total Expenditure (Programme & Administration) exc lump sum pension costs	**22,106**	**0**	**22,106**	**1,916**	**9%**		**24,023**	**0**	**24,023**
Lump sum Pension Costs Foras na Gaeilge	250	0	250	0	0%		250	0	250
Overall Total Expenditure (Programme, Administration, current pensions & lump sum pensions)	**22,356**	**0**	**22,356**	**1,916**	**9%**		**24,273**	**0**	**24,273**
Funding									
NI NSMC programme funding FnaG only	**3,879**	**0**	**3,879**	**197**	**5%**	**25.0%**	**4,076**	**0**	**4,076**
IRL NSMC programme funding FnaG only	**11,638**	**0**	**11,638**	**591**	**5%**	**75.0%**	**12,229**	**0**	**12,229**
NI NSMC current pension funding FnaG only	187	0	187	-79	-42%	12.3%	109	0	109
IRL NSMC current pension funding FnaG only	562	0	562	213	38%	87.7%	775	0	775
NI NSMC total funding FnaG only	4,067	0	4,067	119	3%		4,185	0	4,185
IRL NSMC tota funding FnaG only	12,200	0	12,200	804	7%		13,004	0	13,004
Pension lumpsum funding NI	63	0	63	0	0%	25.0%	63	0	63
Pension lumpsum funding IRL	188	0	188	0	0%	75.0%	188	0	188
NI NSMC funding Colmcille	119	0	119	-119	-100%		0	0	0
ROI NSMC funding Colmcille	119	0	119	-119	-100%		0	0	0
IRL funding Clar na Leabhar Gaeilge (100%)	1,961	0	1,961	39	2%	100.0%	2,000	0	2,000
Language planning - IRL Jurisdictional programmes	1,566	0	1,566	0	0%	100.0%	1,566	0	1,566
Other IRL Jurisdictional programmes	1,480	0	1,480	1,192	81%		2,672	0	2,672
Other income book sales / VAT refunds	595	0	595	0	0%		595	0	595
Total funding	**22,356**	**0**	**22,356**	**1,916**	**9%**		**24,273**	**0**	**24,273**
Pension lumpsums	250	0	250	0	0%		250	0	250
Projected Staff Nos			**60**						**64**

An Foras Teanga - Foras na Gaeilge

Expenditure	Approved 2025 Budget			+/-			Proposed 2026 Budget		
	Current	Capital	Total	€ change	% change		Current	Capital	Total
	£ 000	£ 000	£ 000	£ 000			£ 000	£ 000	£ 000
Programme									
1. Development Services including language planning (language use)	7,361	0	7,361	2,242	30%		9,603	0	9,603
2. Education Services (language ability)	3,222	0	3,222	-209	-6%		3,013	0	3,013
3. Publication/Lexicography Services (status/language use)	0	0	0	1,880			1,880	0	1,880
Clár na Leabhar, Colmcille, eile	1,846	0	1,846	33	2%		1,879	0	1,879
Total Programme Expenditure	**12,429**	**0**	**12,429**	**3,946**	**32%**		**16,375**	**0**	**16,375**
Pay Costs (Corporate only)*	3,647	0	3,647	-2,499	-69%		1,147	0	1,147
Non Pay Administration Costs	1,864	0	1,864	50	3%		1,915	0	1,915
Total Pension costs	629	0	629	113	18%		742	0	742
Total Administration Costs (excl lump sum pension costs)	6,140	0	6,140	-2,336	-38%		3,804	0	3,804
Overall Total Expenditure (Programme & Administration) exc lump sum pension costs	**18,569**	**0**	**18,569**	**1,610**	**9%**		**20,179**	**0**	**20,179**
Lump sum Pension Costs Foras na Gaeilge	210	0	210	0	0%		210	0	210
Overall Total Expenditure (Programme, Administration, current pensions & lump sum pensions)	**18,779**	**0**	**18,779**	**1,610**	**9%**		**20,389**	**0**	**20,389**
Funding									
NI NSMC programme funding FnaG only	**3,259**	**0**	**3,259**	**166**	**5%**	**25.0%**	**3,424**	**0**	**3,424**
IRL NSMC programme funding FnaG only	**9,776**	**0**	**9,776**	**497**	**5%**	**75.0%**	**10,273**	**0**	**10,273**
NI NSMC current pension funding FnaG only	157	0	157	-66	-42%	12.3%	91	0	91
IRL NSMC current pension funding FnaG only	472	0	472	179	38%	87.7%	651	0	651
NI NSMC total funding FnaG only	3,416	0	3,416	100	3%		3,515	0	3,515
IRL NSMC tota funding FnaG only	10,248	0	10,248	676	7%		10,923	0	10,923
Pension lumpsum funding NI	53	0	53	0	0%	25.0%	53	0	53
Pension lumpsum funding IRL	158	0	158	0	0%	75.0%	158	0	158
NI NSMC funding Colmcille	100	0	100	-100	-100%		0	0	0
ROI NSMC funding Colmcille	100	0	100	-100	-100%		0	0	0
IRL funding Clar na Leabhar Gaeilge (100%)	1,647	0	1,647	33	2%	100.0%	1,680	0	1,680
Language planning - IRL Jurisdictional programmes	1,316	0	1,316	0	0%	100.0%	1,316	0	1,316
Other IRL Jurisdictional programmes	1,243	0	1,243	1,001	81%		2,244	0	2,244
Other income book sales / VAT refunds	500	0	500	0	0%		500	0	500
Total funding	**18,779**	**0**	**18,779**	**1,610**	**9%**		**20,389**	**0**	**20,389**
Pension lumpsums	250	0	250	0	0%		250	0	250
Projected Staff Nos			**60**						**64**

Annex B : DETAILS FOR NORTHERN IRELAND BUDGET - NOT FOR PUBLICATION

NI sponsor departments are required to provide some additional budgetary information on North South Bodies in order to reconcile to the budget position. The following table is required to complement the NI information contained within the Business Plan Budgets but **does not** form part of the Business Plan itself. This information ensures that the full Budget costs to their departments are approved by Northern Ireland Executive Ministers. Where the operating currency of the body is euro the exchange rate provided must be used when converting to GBP for this annex.

	Resource £k
Northern Ireland Non Cash Costs (excl pensions) ***DEL:*** ***Depreciation***	
Northern Ireland Pension Costs : ***DEL:*** ***Increase in provision due to:*** ***Current Service Cost*** ***Transfers IN*** ***Added years*** ***Income from:*** ***Employee contributions*** ***Transfers IN*** ***Added years***	
Total DEL above	
Total NI Budget from Annex D excl Pension Benefits paid	
Total DEL Budget for Body	
AME: ***Release of Provision (must match pension cost in Annex D)*** ***Interest on the Scheme liability***	
Total AME above	
Total NI Pension Costs from Annex D	
Total AME budget	

Annex C : RESOURCE TO CASH RECONCILIATION FOR NORTH SOUTH BODY – NOT FOR PUBLICATION

Description	**£k**		
Total DEL Budget for Body from Annex E			
Of which DEL scoring in RBM for	***2022-23***	***2023-24***	***Total***
	0	0	0
Remove Depreciation			
Remove increase in provisions re pensions, etc			
Remove Income from employee pension contributions, etc			
Other adjustments (please provide detail)			
Net DEL for 2017 requiring cash			
Total AME Budget for Body from Annex E			
Of which AME scoring in RBM for	***2022-23***	***2023-24***	
	0	0	0
Remove Release of Provision (benefits paid)			
Remove Interest on the Scheme Liability			
Net AME for 2017 requiring cash			
Cash Grant to the Body (Net DEL and NET AME above)			
Of which Cash Grant in RBM for	***2022-23***	***2023-24***	
	0	0	0