

**Company Registration No. 342807 (Republic of Ireland)**  
**CRA No. 20020965**  
**CHY No. 8506**

**NATIONAL ADULT LITERACY AGENCY**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
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**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
DIRECTORS AND OTHER INFORMATION**

**Directors/Trustees**

- |  |   |
|--|---|
| 1. Aoife Foley   | 10. Maria O'Gorman  |
| 2. Catherine Devlin  | 11. Maurice Sammon (Retired 28 May 2024)                                  |
| 3. Christopher Potts (Appointed 28 May 2024)<br>(Resigned 4 November 2024) | 12. Michelle O'Driscoll (Appointed 28 May 2024)                           |
| 4. Ciaran Casey  | 13. Patricia Ayton (Retired 28 May 2024)                                  |
| 5. Eleanor Neff  | 14. Patricia Nolan  |
| 6. Elma Teahan   | 15. Paula Tiller  |
| 7. Frances Ward (Retired 28 May 2024)                                      | 16. Tadgh Quill-Manley (Appointed 28 May 2024) (Resigned 23 October 2024) |
| 8. Margaret Hanrahan (Appointed 28 May 2024)                               | 17. Tom O'Mara  |
| 9. Margaret Kelly  | 18. Tracey Reilly (Retired 28 May 2024)                                   |

**Secretary** Aoife Foley

**Company Number** 342807

**Charity Number** 8506

**CRA Number** 20020965

**Registered office** Sandford Lodge

**& business address** Sandford Close  
Sandford Road  
Ranelagh  
Dublin 6  
D06 YF65

**Auditors** Forvis Mazars  
Chartered Accountants & Statutory Audit Firm  
Harcourt Centre  
Block 3  
Harcourt Road  
Dublin 2  
D02 A339

**Bankers** A.I.B  
Capel Street  
Dublin 1  
D01 VW89

**Solicitors** Mason Hayes & Curran  
South Bank House  
Barrow Street  
Dublin 4  
D04 TR29

# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

The Directors present the audited financial statements of National Adult Literacy Agency for the year ended 31 December 2024.

### OBJECTIVES AND ACTIVITIES

Established in 1980, the National Adult Literacy Agency (NALA) is a registered charity and membership-based organisation.

Informed by stakeholder consultation and collaborative consideration NALA's Board agreed a Strategic Plan for the 2024-2030 period in May 2024.

NALA's vision is that:

- Adult literacy is a human right
- Everyone in Ireland should have the chance to develop their literacy, numeracy, and digital skills to take part fully in society.

NALA's mission is to:

- campaign for literacy as a human right
- be leaders and champion best literacy practice
- support organisations in their efforts to be literacy friendly.

The vision and mission are underpinned by the following five values:

1. **Potential:** We aim to make sure that everyone that we work with can achieve their learning and other ambitions.
2. **Respect:** We listen carefully to everyone's views and treat everyone equally and fairly.
3. **Inclusion:** We involve different voices and views, perspectives and people in our work.
4. **Collaboration:** We work creatively and constructively with others to make things happen.
5. **Equity:** We make sure that everyone has the same opportunities.

The vision, mission and values inform the following four themes and six goals of NALA's Strategic Plan and supporting work plan for 2024:

Theme	Supporting goals
1. <b>Advocate:</b> NALA advocates for adult literacy as a human right, and for ways to meet literacy needs.	1. Be the independent voice of adult literacy to inform the development of adult literacy policy and provision.
2. <b>Empower:</b> NALA empowers literacy learners and adult literacy practitioners.	2. Support learners' empowerment, participation and their access to the most suitable learning opportunities. 3. Provide learning and development opportunities through Learn with NALA's tutoring service and eLearning website. 4. Support adult literacy practitioners' professional development.
3. <b>Enable:</b> NALA enables organisations to deliver literacy aware and literacy friendly services.	5. Organisations serving the public must provide services that can be accessed by all. We will support organisations to provide services which can be accessed by all, particularly those with literacy needs.
4. <b>Evolve:</b> NALA continues to develop as an effective and resilient organisation.	6. Make sure NALA's structures, staff, systems and funding continue to meet the needs of adults with literacy needs.



# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

As summarised in the next section, NALA delivered on an ambitious work plan of supporting actions and operational administration to advance our Strategic Plan themes and goals in 2024.

### ACHIEVEMENTS AND PERFORMANCE IN 2024

The following is a summary of the key achievements and performance that advanced NALA's Strategic Plan themes and goals in 2024.

#### Theme 1: Advocate

Supporting Goal	Key actions, achievements and performance
Be the independent voice of adult literacy to inform the development of adult literacy policy and provision.	<p><b>Membership and stakeholder engagement</b></p> <ul style="list-style-type: none"> <li>• Consultation with stakeholders through a survey, focus groups, and Advisory Group meetings to inform the Strategic Plan</li> <li>• 19 ezines and 3 newsletters developed, designed and distributed to subscribed members</li> <li>• Implementation of a multi-channel communications plan that included 4,133 posts on NALA's social media channels, 26 digital media campaigns promoting NALA's services, website updates, and improvements and 122 media mentions.</li> </ul> <p><b>Research and policy</b></p> <ul style="list-style-type: none"> <li>• 3 research publications were completed including 1 working paper, 1 journal article and the Learning with NALA report</li> <li>• 15 presentations and study visits were given to national and international stakeholders on NALA's work and research</li> <li>• 3 election manifestos and 2 policy briefings were published and distributed</li> <li>• 12 policy submissions were made to government consultations</li> <li>• Regular communication with and attendance at meetings of the governance structures for relevant government strategies such as the Adult Literacy and Further Education and Training strategies along with the Community and Voluntary Platform.</li> </ul>

#### Theme 2: Empower

Supporting Goals	Key actions, achievements and performance
Support learners' empowerment, participation and their access to the most suitable learning opportunities.	<p><b>Literacy student and development</b></p> <ul style="list-style-type: none"> <li>• 6 in-person adult literacy learner events including 2 Learn with NALA awards ceremonies were organised and attended by 401 students</li> <li>• 7 meetings of NALA's student subcommittee were held</li> <li>• 22 literacy ambassadors were supported to attend NALA events, outreach activities, promotional and media activity including the National Ploughing Championships.</li> </ul> <p><b>Information Services and Resources for Learners</b></p> <ul style="list-style-type: none"> <li>• 1,325 calls to our national Freephone number were received</li> <li>• 998 information packs were compiled and issued to Freephone callers</li> </ul>

**NATIONAL ADULT LITERACY AGENCY  
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**TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY**

	<ul style="list-style-type: none"> <li>• Data sharing agreements for the national Free number were agreed and implemented with 12 Education and Training Boards</li> <li>• 594 referrals were made to Education and Training Boards, 72 of which were direct referrals</li> <li>• 219 unique users accessed NALA's online SkillsChecker.</li> </ul>
Provide learning and development opportunities through Learn with NALA's tutoring service and eLearning website.	<p><b>Learn with NALA Tutoring service</b></p> <ul style="list-style-type: none"> <li>• 251 Tutoring Service learners engaged in 1,798 1:1 learning sessions over the phone</li> <li>• 207 learners were referred to Education and Training Boards</li> <li>• 53 learners were referred to Education Guidance Services in Education and Training Boards</li> </ul> <p><b>Learn with NALA eLearning service</b></p> <ul style="list-style-type: none"> <li>• 3,983 eLearning learners were supported with online learning, 1:1 tuition and assessment, group sessions, resources, e-zines, referrals to their local Education and Training Board and over the phone and email support. These included 2,661 independent learners and 1,322 learners in 115 registered centres</li> <li>• 400+ tutors in 115 registered centres were supported with e-zines, over the phone and by email. They also benefitted from an updated tutor manual and help materials. 108 tutors participated in training. 63 of the 115 centres were Education and Training Board centres and 52 were community and voluntary organisations</li> <li>• 1,521 learners received 4,681 NALA certificates of achievement</li> <li>• 1,326 learners achieved 2,904 Quality and Qualifications Ireland (QQI) awards: 1,667 Level 2 awards at and 1,237 Level 3 awards</li> <li>• 10 That's Interesting worksheets were published and sent to 584 individuals</li> <li>• Support, usability, user experience and accessibility updates were made to all level 2 and 3 courses and new versions were implemented</li> <li>• Security, usability, information and accessibility updates were made to the Learnwithnala.ie website</li> <li>• A self-evaluation, gap analysis and action plan were conducted on NALA's quality assurance policies and procedures to align with QQI's new guidelines for online and blended learning</li> <li>• A full review and update of our 12, level 1 programmes was completed in preparation for submission for QQI validation</li> <li>• 660 professionals enrolled on NALA's 5 professional development programmes with 489 certificates of achievement issued.</li> </ul>
Support adult literacy practitioners' professional development.	<ul style="list-style-type: none"> <li>• 20 professional development events (3 conferences and 17 webinars / online sessions) were held with 688 participants from Education and Training Boards and other local educational providers</li> <li>• 46,475 NALA publications were distributed to over 600 organisations.</li> </ul>

# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

### Theme 3: Enable

Supporting Goals	Key actions, achievements and performance
Organisations serving the public must provide services that can be accessed by all. We will support organisations to provide services which can be accessed by all, particularly those with literacy needs.	<p><b>Literacy awareness and outreach work</b></p> <ul style="list-style-type: none"> <li>893 participants attended 11 events: 6 literacy awareness sessions for teacher training third level institutions and law professionals and 5 health literacy sessions for third level institutions</li> <li>8 online literacy awareness events were organised and attended by 260 staff from community and voluntary organisations focusing on people working with migrants, people experiencing homelessness and people who use drugs or are recovering from addiction</li> <li>100 copies of 4 English for Speakers of Other Languages (ESOL) booklets were developed with experts on migrant issues and piloted by Dublin Adult Literacy Centre (DALC) to inform future use</li> <li>Implementation of our Literacy Ambassador Programme in 4 prisons (Castlerea, Wheatfield, Mountjoy and Midlands) which resulted in <ul style="list-style-type: none"> <li>12 visits to the prisons</li> <li>65 attendees: 57 learners and 8 teaching staff</li> <li>44 of the 57 learners participated in the review visit</li> <li>57 certificates were presented to the learners</li> <li>An additional Literacy Development and Outreach worker was recruited with dedicated responsibility for the prison work.</li> </ul> </li> </ul> <p><b>Plain English editing and training</b></p> <ul style="list-style-type: none"> <li>155 documents were edited for 59 clients</li> <li>2,512 people attended Plain English training which included customised training sessions for 49 organisations, 5 online training sessions and 4 webinars</li> <li>20 community of practice monthly sessions were facilitated for 38 public sector staff enrolled on Plain English courses: 20 on the Simon Fraser Certificate course in Canada and 18 on the Plain Language Diploma Course in the UK</li> <li>Writing and Design Tips updated, redesigned and 10,500 copies printed and distributed.</li> </ul>

### Theme 4: Evolve

Supporting Goals	Key actions, achievements and performance
Make sure NALA's structures, staff, systems and funding continue to meet the needs of adults with literacy needs.	<p><b>Governance</b></p> <p>A revised Constitution was approved by NALA's members at an Extraordinary General Meeting and the changes were implemented during 2024. This was following engagement with our legal advisors in 2022 and approval in 2023 by the Charities Regulator of the Constitution to ensure it was:</p> <ul style="list-style-type: none"> <li>aligned with Charities Regulator expectations, Companies Act 2014 and best practice</li> <li>reflective of how NALA manages the Board and membership operations and</li> <li>clearer and easier to understand and manage.</li> </ul>

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## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

	<p><b>Human resources</b></p> <ul style="list-style-type: none"> <li>• Implemented the requirements of the Work Life Balance and Miscellaneous Provisions Act 2023</li> <li>• Provided mandatory training and relevant professional development opportunities identified during the annual performance management and development system process</li> <li>• Managed staff transitions including 2 maternity leaves, 5 departures and 4 recruitment campaigns</li> <li>• Commissioned and commenced a strategic review of Learn with NALA's organisational structure and staffing</li> <li>• Created a Values Framework to inform and support our work.</li> </ul> <p><b>Funding and governance actions</b> are further discussed on pages 8-20.</p>
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The achievements and performance were realised in the context of the following internal and external challenges:

- Increasing operating costs, requests for our services and regulatory requirements but flat-lined funding from our primary funder
- Implementing a new constitution, procedural rules and membership model in addition to an already demanding annual governance and compliance schedule
- Significant staff turnover in a four-month period that required the modification of work programmes and considerable investment in time to onboard and upskill new staff
- NALA's role and remit evolving due to the ongoing implementation of the Adult Literacy for Life strategy and other developments in literacy policy and provision
- Undertaking an additional time-sensitive advocacy action plan in response to the local, European and general elections and launch of the OECD's Adult Skills Survey
- An attempted BIN (bank identification number) attack on our website payment facility that required considerable, concentrated time by NALA staff and third-party contractors to investigate, resolve and implement mitigating actions. No data protection issues arose from the attack.

### Future Plans

In 2025, NALA will continue to implement our 2024 – 2030 Strategic Plan. We anticipate that it will enable us to:

- advocate for and raise awareness of literacy as a human right, literacy needs in Ireland and the need for more investment in literacy provision and the creation of literacy friendly policies and services and the use of Plain English
- collaborate on the impactful implementation of the Further Education and Training (FET) Strategy, the Adult Literacy for Life (ALL) Strategy and other relevant government strategies such as the Ireland's Literacy, Numeracy and Digital Literacy Strategy 2024 – 2033 and National Financial Literacy Strategy 2025-2030
- provide information and learning opportunities to literacy learners
- offer professional development events and resources to literacy practitioners
- deliver Plain English editing and training services
- generate and share research and best practice
- communicate and collaborate with our members and stakeholders
- continuously improve and enhance our operations
- continue to monitor and implement regulatory and compliance changes
- implement a new membership model and funding plan to diversify our income to enable us to sustainably deliver on our vision.

# **NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT**

## **TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY**

### **FINANCIAL REVIEW**

#### **Income**

Total income for 2024 was €2,725,860 (2023: €2,689,410).

NALA is grant funded by the State through SOLAS, The Further Education and Training Authority. The sponsoring Government Department for our SOLAS funding is the Department of Further and Higher Education, Research, Innovation and Science.

SOLAS is the primary source of NALA's funding, providing funding for NALA's core operational costs, in addition to funding for specific project costs.

NALA submitted its initial funding application for 2024 to SOLAS in December 2023 and received formal approval of its funding allocation in March 2024. NALA was invited to and submitted an additional funding application to SOLAS in July 2024 and received approval for additional funding in August 2024.

Of the total funding received from SOLAS of €2,509,700 NALA has identified funds of €89,762 that do not meet the Charity Statement of Recommended Practice (SORP) income recognition criteria and therefore have not been recognised as income in NALA's Statement of Financial Activities for 2024.

In accordance with Charity SORP Income recognition rules, income recognised in the Statement of Financial Activities from our primary funder SOLAS was €2,419,939 (2023: €2,361,847).

The table below details the SOLAS funding approved, received and expended during 2024. All SOLAS funding is restricted and is only expended in accordance with the categories of funding detailed in the table below:

<b>Item No.</b>	<b>Funding Category</b>	<b>Funding Approved</b>	<b>Funding Received</b>	<b>Funding Expended</b>	<b>2024 End of Year Balance</b>
1	Core Funding	€1,647,439	€1,647,439	€1,594,514	€52,925
2	Learn with NALA	€680,561	€680,561	€676,691	€3,871
3	Furthest Behind First Outreach Project	€81,000	€81,000	€71,548	€9,452
4	Adult Literacy for Life (ALL) Plain Language Project	€35,950	€35,950	€35,950	-
5	ALL Building Bridges / Prison Programme	€36,000	€36,000	€13,532	€22,468
6	Supports for ALL Strategy (additional)	€28,750	€28,750	€27,704	€1,046
Total		€2,509,700	€2,509,700	€2,419,939	€89,762

Total funding received from SOLAS in 2024 was €2,509,700. An additional sum of €6,982 was retained from 2023 to support the administration costs of the Adult Literacy for Life (ALL) Awareness campaign in January and February 2024.

In its 2024 End of Year report to SOLAS, NALA reported that there is an unspent balance of €89,762. NALA's core funding costs were €52,925 less than forecasted due to unforeseen movements in staff during 2024 which resulted in a fall in the provision for holiday pay as some long serving staff members left the organisation. Other core costs and event costs were less than estimated. In addition, the delivery of the Furthest Behind First Outreach Project was primarily by online webinars which reduced the need for travel, subsistence and printed materials. The travel and subsistence expenditure on ALL Building Bridges / Prison Programme was reduced due to the location of participating prisons and staff along with the reduced need for printed collateral compared to what was estimated based on the 2023 programme. Consistent with DPER (Department of Public

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## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Expenditure NDP Delivery and Reform) funding parameters, these funds form part of NALA's year end Creditors balances (Note 11) and will be returned to SOLAS in 2025.

The funding, less the year end balances, and associated expenditure are reported as restricted Income and Expenditure in NALA's Statement of Financial Activities on page 25. Note 3 on pages 32-33 sets out the detailed restricted and unrestricted income for 2024, while Note 4 on pages 33-34 details the restricted and unrestricted expenditure for the year.

NALA's non-SOLAS income comes from the following sources:

- a. EU funded project grants
- b. Plain English services income
- c. Membership subscriptions
- d. Other sundry income

Income generated from these non-SOLAS sources are detailed in the table below:

Item No.	Income Source	2024	2023	Comment
a.	EU Funded Grants  European Union (EU)European Basic Skills Network (EBSN) Project – professional development for literacy practitioners	€26,930	€10,023	NALA had no new EU grants during 2024.
b.	Plain English Services - training and editing	€245,171	€247,820	There was a slight decrease in the overall Plain English services income due to a decrease in editing income. There was however an increase in training services.
c.	Membership Subscriptions	€9,097	€12,853	Membership income has been falling slowly after COVID-19. A new membership model and renewal process is being implemented over the 2024-2025 period.
d.	Other sundry Income	€3,327	€16,507	Sundry income includes small donations and other income as set out in Note 3 on pages 32-33 of the financial statements.
	An Post		€20,000	Once off donation
	Irish Copyright Licensing Agency royalties	€8,818		Some authors assigned their royalties to NALA. Royalties paid vary from year to year.
	New Ireland Assurance	€5,567		Refund of employer pension contributions for staff who left before the minimum qualifying period



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**TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY**

	Revenue VAT refund		€13,327	Refund from Revenue of VAT related to Revenue's determination that NALA's Plain English and other activities do not come within the scope for VAT. The refund relates to VAT paid by NALA in 2022 while awaiting Revenue's final decision.
<b>Total</b>		<b>€298,910</b>	<b>€320,530</b>	

**Expenditure**

Total expenditure for the year was €2,639,521 (2023: €2,616,634). All expenditure in 2024 was directed towards the achievement of NALA's charitable objectives. This includes governance, administration and other indirect support costs which are included in our overall charitable activities.

Total support costs for the year of €507,347 (2023: €502,720) show an increase of €4,627 as set out in note 4 to the financial statements on page 34.

Total expenditure funded by SOLAS in 2024 was €2,426,921 (2023: €2,522,476) while the EU EBSN grant had expenditure of €26,930 (2023: €28,840).

Plain English external editors' expenditure for 2024 was €47,096 (2023: €64,059) reflecting the slight decrease in editing assignments. Other unrestricted expenditure funded from NALA's unrestricted income amounted to €138,574 (2023: €161,888).

**Financial position**

Having considered all income and expenditure, the overall outcome for 2024 was a surplus of €86,339 (2023: €72,776). This operating surplus was wholly unrestricted. There was no movement in unrestricted reserves in 2024. These restricted reserves balance of €73,775 at year end will be retained until all obligations relating to the funding have been fulfilled.

**Balance Sheet**

NALA's year-end financial position shows a total net assets value of €1,115,345 (2023: €1,029,006).

The net assets position includes fixed assets with a carrying amount of €25,983 (2023: €44,842) and net current assets of €1,089,362 (2023: €984,164). Net current assets are primarily made up of bank and cash balances of €1,206,370 (2023: €1,116,170) with the balance comprising our debtors balances less creditors balances. The movement in bank balances during 2024 is set out in the statement of cash flows on page 27.

**Reserves**

NALA holds both restricted and unrestricted reserves.

**Restricted reserves**

Restricted reserves balances represent the unexpended balances of funds recognised in our financial statements which have restrictive terms and conditions as to their use. Funds that are granted that can only be used for specific purposes are monitored and reported upon separately each year and the remaining unspent balances on these funding grants are identified separately in our financial statements as restricted grants.

Regarding SOLAS grants, one of the conditions set out for the funds granted are that the activities are completed within the funding year. In the case where funds are not utilised within the funding year then the terms of the grant are not fully fulfilled and therefore under SORP the grantee has no right to recognise the unspent funds in their Statement of Financial Activities. NALA held funds balances from SOLAS at year end totalling €89,762. This balance is not treated as deferred income but as a SOLAS creditor balance.

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### ***Unrestricted reserves***

NALA's unrestricted reserves are made up of the fixed assets reserve of €25,983 (2023: €44,842) and NALA's contingency reserve fund of €955,231 (2023: €910,389).

The purpose of NALA's unrestricted contingency reserve fund is to ensure the stability of the mission, programmes, employment and ongoing operations of the organisation. The fund is intended to provide internal resources for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The contingency fund is not intended to replace a permanent loss of funding or eliminate an ongoing budget gap. The Board of NALA judges that it needs to set a prudent level for its unrestricted contingency fund that allows it to:

- meet its obligations as an employer by paying redundancy payments to its staff at the statutory minimum level
- continue to implement its activity plans should an important income stream cease unexpectedly or be delayed.

The calculation of the required level of unrestricted reserves is an integral part of the organisation's planning, budget and forecasting cycle.

The policy seeks to keep a reserve fund equivalent to the monetary value of:

1. the minimum redundancy payments for NALA staff and
2. an amount equivalent to three months expenditure.

The policy was last reviewed in June 2024 and the calculations to meet the policy requirements indicated a required target of €907,000 at that time. This calculation comprises €288,000, representing the estimated cost of staff redundancies, and €619,000, which is the amount estimated to fund three months of normal operating activities.

The policy is reviewed on an annual basis and is next scheduled for review in June 2025 by the Audit, Risk and Finance subcommittee of the Board. At each review the subcommittee considers the continued appropriateness of the terms of the policy and the updated calculations of targeted contingency funds based on the agreed terms of the policy. It also reviews the prior year end reserves balances relative to the newly agreed targets. The Audit, Risk and Finance subcommittee, based on its annual review, recommends changes to the policy, if required, to the Board.

The 2025 review will consider the appropriateness of the method of setting the unrestricted target and will subsequently calculate a new target either using the same or still to be decided new criteria.

The overall level of reserves as at 31 December 2024 are as follows;

Unrestricted Reserves: €1,041,570 (2023: €955,231)

Restricted Reserves: €73,775 (2023: €73,775)

The unrestricted reserves total of €1,041,570 are comprised of a fixed assets fund of €25,983 (2023: €44,842) and an unrestricted contingency fund of €1,015,587 (2023: €910,389). The assets less liabilities underpinning the unrestricted reserves are detailed in note 13 on page 39. Fixed assets, by their nature and purpose, are not liquid assets and therefore are reported as a separate fund and do not form part of NALA's contingency fund.

The Directors note that the overall closing unrestricted contingency funds of €1,015,587 (2023: €910,389) are 12% above the contingency fund target set at the 2024 review. Pending the 2025 reserves policy review, the Directors are satisfied that the current level of unrestricted reserves fulfil the requirements of the contingency fund target of €907,000.

The overall financial position at the year-end was considered satisfactory by the Directors.



# **NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT**

## **TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY**

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Governing Document**

NALA is a charitable company limited by guarantee, incorporated on 8 August 1992. A new Constitution pursuant to the Companies Act 2014 was adopted in April 2016 and further amendments to the Constitution were adopted at the 2021 AGM and further revisions were made at an EGM in 2024. In the event of the company being wound up, members are required to contribute an amount not exceeding €1 (One Euro) per member of the company.

NALA's goals and approaches are guided by its charitable objectives as laid out in its Constitution.

#### **Organisational Structure**

NALA Constitution provides for a Board of up to 16 Directors who meet a minimum of five times a year. The main purpose of the Board is to take overall responsibility for NALA and how it operates. They are responsible for the strategic direction and policy of the charity. At present, the Board has 12 Directors from a variety of backgrounds relevant to the work of the charity. A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the CEO. The CEO is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The Directors are committed to maintaining the highest standards of Corporate Governance.

The Board of Trustees retain overall responsibility for the strategic development of the charity in close liaison with the CEO and other key management personnel. There is clear division of responsibility at the charity with the Board of Trustees retaining control over all major decisions. The charity trustees delegate executive authority for the charity's operations to the CEO, who in turn delegates the day-to-day management of specific functions of the organisation to the senior management team.

It is a reserve function of the Board of Trustees to approve all new staff appointments and their remuneration. The Board of Trustees is responsible for approving the charity's overall staffing levels and the appointment and remuneration range for any new posts.

#### **Recruitment and Appointment of the Board**

NALA is a members-based organisation. Its members are individuals and organisations interested and involved in adult literacy.

Its Board is not recruited but elected at the Annual General Meeting. Members can elect up to 11 Directors and 3 Officers of the Board from within the members. NALA's Constitution also allows for the Board to co-opt the 2 remaining members and fill any casual vacancies that arise. If and when co-opting a director or filling a casual vacancy, the Board must consider the composition of the Board at that time and only appoint individuals who have the skills and experience required for undertaking the business of the Company. In each case, members are notified at the subsequent Annual General Meeting of any co-options, filling of casual vacancies and the required elections.

The traditional business skills are well represented on the Board along with relevant literacy expertise. The Board also seeks to ensure that the needs of and lived experience of literacy learners is reflected on the Board. Adult learners are identified, encouraged and supported to become members of NALA and if interested subcommittee and Board members. To ensure the requisite skill and experience mix, relevant individuals are occasionally approached to offer themselves for election to the Board. NALA also uses its network of stakeholders and, or a professional service such as Boardmatch to fill vacant Board positions.

The Board oversees the work of NALA. All members of the Board give their time voluntarily and receive no financial benefits from the charity. Any expenses reclaimed from the Company are detailed in Note 5 on pages 34-35.

#### **Terms for Board Members and Officers**

Officers serve for three years and may be re-elected for a further three years. After six consecutive years as an officer, they must retire or seek re-election as an ordinary Board member.

# **NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT**

## **TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY**

Board members may also serve for three years and may be re-elected for two further terms of three years. After nine consecutive years as a Board member, they must retire and wait a further three years before seeking re-election as a member.

Co-opted Directors hold office for a term of three years. They may be re-appointed or re-elected for a further two terms of three years. After nine consecutive years as a Board member, they must retire.

NALA's Constitution and Procedural Rules contain further details on nominating and electing members of the Board.

### **Directors**

The following Directors held office during 2024:

- |   |   |
|---|---|
| 1. Aoife Foley  | 10. Maria O'Gorman  |
| 2. Catherine Devlin   | 11. Maurice Sammon (Retired 28 May 2024)                                  |
| 3. Christopher Potts (Appointed 28 May 2024) (Resigned 4 November 2024) | 12. Michelle O'Driscoll (Appointed 28 May 2024)                           |
| 4. Ciaran Casey   | 13. Patricia Ayton (Retired 28 May 2024)                                  |
| 5. Eleanor Neff   | 14. Patricia Nolan  |
| 6. Elma Teahan  | 15. Paula Tiller  |
| 7. Frances Ward (Retired 28 May 2024)                                   | 16. Tadgh Quill-Manley (Appointed 28 May 2024) (Resigned 23 October 2024) |
| 8. Margaret Hanrahan (Appointed 28 May 2024)                            | 17. Tom O'Mara  |
| 9. Margaret Kelly   | 18. Tracey Reilly (Retired 28 May 2024)                                   |

### **Board Induction and Training**

NALA's Board Manual, which includes the functions and duties of the NALA Board and its Officers, was distributed to all new members of the Board, along with the Constitution, latest financial statements and other useful resources.

NALA is committed to providing training to its Board and Officers to equip them with the knowledge, skills and ability to effectively fulfil their positions within the organisation. A range of training opportunities are made available to Board members and Officers each year and the relevant individuals are encouraged to avail of the training opportunities offered.

In June 2024, an induction session was provided for the new Board members to familiarise themselves with the charity and the context within which it operates. It covered:

- the obligations of Board members
- the main documents which set out the operational framework for the charity including the Constitution
- resourcing and the current financial position, as set out in the latest published accounts; and
- future plans and objectives.

In October 2024, a Board Skills Review was commenced. This will result in individual training plans for each Board member in 2025. In preparation for this NALA organised two customised training events for the Board on:

- Roles and Responsibilities of the Board and General Governance
- Financial Oversight/Reading and Understanding Accounts.

### **Board and Subcommittee Attendance and Achievements**

In addition to the ongoing activities of the Board, in 2024 the Board of NALA:

- developed, finalised and launched its Strategic Plan 2024-2030 in May 2024. The Board continues to oversee the implementation of the Strategic Plan actions.
- oversaw the approval of a revised Constitution, and Procedural Rules document. This followed submission and approval from the Charities Regulatory Authority (CRA) in 2023. The Board, supported by the

# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

previously established Constitution Advisory and Working group, oversaw the communication of changes to members to support them to make an informed vote on the changes at our Extraordinary General Meeting held in March 2024. The Board continues to oversee the implementation of the final changes to the company's membership structure.

In the tables below:

- ✓ indicates that the member attended
- ✗ indicates that the member did not attend
- indicates that they were not part of the board or subcommittee at the time of the meeting

### Board Attendance

Board Member	01 Feb	28 Feb	27 Mar	01 May	19 Jun	23 Oct	11 Dec	Summary of Attendance
Margaret Kelly (Chairperson)	✓	✓	✓	✓	✓	✓	✓	7 of 7
Maria O'Gorman (Vice-Chairperson)	✗	✓	✗	✓	✓	✓	✓	5 of 7
Patricia Ayton (Outgoing Secretary)	✗	✗	✓	✓	○	○	○	2 of 4
Aoife Foley (Incoming Secretary)	✗	✗	✗	✓	✓	✓	✓	4 of 7
Ciaran Casey (Honorary Treasurer)	✓	✓	✓	✓	✓	✓	✓	7 of 7
Catherine Devlin	✓	✓	✗	✗	✓	✓	✗	4 of 7
Eleanor Neff	✗	✗	✓	✓	✗	✓	✓	4 of 7
Elma Teahan	✓	✓	✓	✓	✗	✗	✓	5 of 7
Patricia Nolan	✓	✓	✓	✓	✗	✓	✓	6 of 7
Paula Tiller	✓	✗	✓	✓	✓	✓	✓	6 of 7
Tom O'Mara	✓	✓	✓	✓	✓	✓	✓	7 of 7
Christopher Potts	○	○	○	○	✗	✓	○	1 of 2
Margaret Hanrahan	○	○	○	○	✓	✓	✗	2 of 3
Michelle O'Driscoll	○	○	○	○	✓	✗	✓	2 of 3
Tadhg Quill-Manley	○	○	○	○	✓	✓	○	2 of 2
Frances Ward	✓	✓	✓	✓	○	○	○	4 of 4
Maurice Sammon	✓	✓	✗	✓	○	○	○	3 of 4
Tracey Reilly	✗	✗	✗	✗	○	○	○	0 of 4

### Subcommittees of the Board

The Board has four subcommittees. Each subcommittee has its own term of reference with a minimum of two Board members on each subcommittee. Some subcommittees have non-Board members that bring particular expertise and skill.

All of these subcommittees completed a full review of their Terms of Reference in 2024 to ensure they aligned with the revised Constitution and Procedural Rules.

# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

In the tables below:

- \* denotes a non-board member
- ^ indicates that the member retired or resigned during 2024.

### ***Audit, Risk and Finance Subcommittee (ARF)***

The key areas of responsibilities of the ARF are:

- Financial and Audit affairs
- Risk management
- Legal compliance.

Member	12 Mar	04 Jun	08 Oct	26 Nov	Summary of Attendance
Elma Teahan (Chairperson)	✓	✓	✓	✓	4 of 4
Ciaran Casey (Honorary Treasurer)	✓	✗	✓	✗	2 of 4
Aoife Foley	✗	✗	✓	✗	1 of 4
Miriam Waldron*	✓	✓	✓	✓	4 of 4
Nessa McEniff*	✓	✓	✓	✗	3 of 4
Tadhg Quill-Manley*	○	○	✓	✗	1 of 2

Achievements of the ARF in 2024:

- Ongoing monitoring of financial affairs, audit, risk management and legal compliance and advice to the Board on these matters
- Review of Financial Reserves Policy
- Review and update of NALA's Risk Policy and Risk Register
- Agreed an implementation plan for compliance with NALA's requirements of the Public Sector Equality and Human Rights Duty.

### ***Education, Training and Assessment Subcommittee (ETA)***

The key area of responsibility of the ETA is policies and procedures relating to education, learning, training and assessment.

Member	14 Mar	Jun Incorporeal	28 Nov	Summary of Attendance
Pat Ayton^ (Outgoing Chairperson)	✓	○	○	1 of 1
Eleanor Neff (Incoming Chairperson)	✓	✓	✓	3 of 3
Frances Ward*	✓	✗	✓	2 of 3
Paula Tiller	○	○	✓	1 of 1
Tom O'Mara	✗	✓	✓	2 of 3
Frances Boylan*^	✓	✓	○	2 of 2
Lee Mitchell*	✓	✗	✗	1 of 3
Marian O'Reilly*	✓	✓	✓	3 of 3
Michael Power*	✓	✗	✓	2 of 3

Achievements of the ETA in 2024:

- Ongoing planning and review of services for learners and advice to the Board on these matters
- Created a new Academic Integrity Policy

# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

- Oversight of implementation of the QQI Guidelines for Blended and Fully Online Learning
- Established and oversaw a Technical Working Group to advise NALA on technical developments on the Learn with NALA platform in response to:
  - QQI Guidelines for Providers of Blended and Fully Online Learning Programmes
  - findings from NALA's 2023 Usability Study and Accessibility Audit
  - other areas of technical development where emerging trends such as Artificial Intelligence (AI) may impact Learn with NALA.

### ***Literacy and Staff Policy, and Governance Subcommittee (LSPG)***

The key areas of responsibility of the LSPG are:

- Literacy policy development
- Staff policies and procedures
- Governance arrangements.

Member	07 Feb	13 Mar	5 Jun	9 Oct	26 Nov	Summary of Attendance
Margaret Kelly (Chairperson)	✓	✓	✓	✓	✓	5 of 5
Patricia Nolan	✓	✓	✓	✓	✗	4 of 5
Pay Ayton^	✓	✗	○	○	○	1 of 2
Donie Wiley^^	✗	✓	✗	✓	○	2 of 4
Elaine Clifford*	✓	✗	✗	✗	✓	2 of 5
Sandra Coughlan*	✓	✓	✓	✓	✓	5 of 5

Achievements of the LSPG in 2024:

- Ongoing review of literacy policy, staffing policies and board governance
- Ongoing oversight of staffing levels and employment contracts
- Preparation for the approval and implementation of NALA's revised Constitution and Procedural Rules
- Completed a Board effectiveness review and commenced a Board Skills Survey and Plan
- Preparation and recommendation of actions required to implement NALA's new Strategic Plan
- Established and oversaw an Organisational Review Working Group tasked with reviewing the following elements of NALA's current structures and staffing and to agree and oversee work programmes over the 2024-2027 period:
  - Board effectiveness
  - Board and subcommittee structures
  - NALA's staffing structure
  - NALA's pay policy.

### ***Student Subcommittee***

The key area of responsibility of the Student Subcommittee is to guide and monitor NALA's work with learners and students to ensure the learner voice is considered in our activities and advocacy.

Member	18 Jan	05 Mar	17 Apr	06 Jun	04 Sep	01 Oct	19 Nov	Summary of Attendance
Catherine Devlin (Chairperson)	✓	✓	✗	✓	✓	✓	✓	6 of 7
Thomas Campbell (Vice-Chairperson)*	✓	✓	✓	✓	✓	✓	✓	7 of 7
Margaret Hanrahan	✓	✗	✓	✓	✓	✓	✓	6 of 7

# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Eamon McAuliffe*	✓	✗	✓	✓	✗	✓	✓	5 of 7
Eduard Neresian*	✓	✗	✓	✓	✗	✗	✗	3 of 7
Mairead Molloy*	✓	✓	✓	✓	✗	✗	✗	4 of 7
Sarah Shaughnessy*	✓	✓	✗	✓	✓	✓	✗	5 of 7
Deirdre Ryan*	○	○	○	○	✓	✓	✓	3 of 3
Joseph Kenny*	○	○	○	✓	✓	✓	✓	4 of 4
Denise Shannon (Adult Literacy Organisers Association Representative)*	✗	✓	✓	✗	✗	✗	✗	2 of 7

Achievements of the Student Subcommittee in 2024:

- Ongoing feedback to the Board on emerging student issues
- NALA Adult Literacy Student Day
- Supported the organisation of NALA's presence at and attended the National Ploughing Championships.

### Charity Governance Code

During 2024, NALA completed a review of its compliance with the Charities Regulatory Authority (CRA) Governance Code in accordance with the relevant CRA guidelines and templates and was fully compliant with all requirements of the CRA Governance Code at the 31 October 2024 filing. There were no material amendments to NALA's Internal Financial Controls document during 2024 and our financial systems, processes and controls remain compliant with the CRA Internal Financial Controls Guidelines for Charities document.

### Policy and Procedures

NALA has a wide range of policies to support our governance responsibilities. These policies are reviewed, updated and enhanced on a regular basis. Our policies have review cycles of three years unless legislation or guidance requires a shorter review period. Each policy is reviewed in accordance with its specific review cycle or sooner when there is a change that necessitates it.

In 2024, NALA

- considerably updated its:
  - Conflicts of Interest Policy
  - Staff Handbook
- revised its:
  - Garda Vetting Policy
  - Health and Safety Policy Statement
  - Hybrid Working Policy
  - Reserves Policy
  - Statement of Internal Financial Controls
  - Training and Development Policy
- created a new:
  - Academic Integrity Policy.

### Key Management Personnel

Colleen Dube is the current Chief Executive Officer (CEO) of NALA. In addition to the CEO, the senior management team in 2024 included:

- Caitriona Whelan (Acting Communications, Advocacy and Outreach Manager from 1 August 2024)
- Elaine Cohalan (Innovation Manager)
- Jonah Mudehwe (Finance and Corporate Services Manager from 1 June 2024)
- Michelle Lynch (Communications, Advocacy and Outreach Manager – on leave from 1 August 2024)



# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

- Paul Cahill (Finance & Corporate Services Manager until 1 June 2024 and Interim Finance Manager until 30 November 2024)

### NALA Staff

NALA had on average 31 staff during 2024, 25 full time and 6 part time. NALA staff operate within a delegated framework and within the context of NALA's Strategic Plan. On an annual basis, implementation plans are created and approved by the Board. Progress on these plans is reported at each Board meeting.

All NALA staff participate in a Performance Management and Development System (PMDS).

### NALA Staff Retirement Benefits

All NALA staff have access to a Personal Retirement Savings Account (PRSA) retirement benefit scheme upon successful completion of their six-month probationary period of employment. NALA also provides access to its occupational pension scheme to staff members who have more than 12 months continuous service with NALA.

Both the PRSA and Pension schemes are defined contribution schemes, administered by New Ireland Assurance. NALA contributes 10% to both schemes on behalf of staff who have more than 12 months continuous service, are members of either scheme and who are contributing no less than 5% of their salary to their preferred retirement benefit scheme. The terms of both schemes require NALA to disburse all retirement benefits contributions within 30 days of payroll deduction. As both schemes are defined contribution schemes NALA has no further financial liability beyond the monthly disbursement of employee and employer contributions.

NALA confirms that it has no outstanding retirement benefits liability at the year-end date 31 December 2024.

### Risk Management

NALA has a Risk Policy and a risk register is in place. The Risk Register is reviewed and updated on a quarterly basis by the senior management team. It is also reviewed annually by the Audit, Risk and Finance Subcommittee and approved by the Board. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. These are managed and monitored on a continuous basis by NALA's Senior Management Team. NALA currently has no risks with a risk level of "High". The biggest risks facing NALA in 2024 are outlined in the table below. NALA has a further 38 risks on its Risk Register with a risk level of "Low".

Risk	Type	Residual Risk Score and Level	Controls and Actions
Risk of Inefficient, outdated, fragmented, unsecured and or disrupted IT systems due to lack of coherent ICT/ ICT security framework	Operational	24 Medium	<ul style="list-style-type: none"> <li>• Service and support contracts in place</li> <li>• Technical support outsourced where needed</li> <li>• Cyber liability insurance in place and reviewed annually</li> <li>• IT and cybersecurity training provided</li> <li>• Data backups in place</li> <li>• Business Continuity Plan in place</li> <li>• ICT Review complete and will be addressed under new strategy implementation</li> <li>• Project underway to review membership website, database and other connected parts of website.</li> </ul>
Risk of inadequate funding due to dependency on one primary funder	Financial	18 Medium	<ul style="list-style-type: none"> <li>• Strategic plan and work programmes aligned with funder's strategic objectives</li> <li>• Ongoing communication and solution seeking with funder regarding priorities and necessary actions</li> <li>• Regular reporting of targets being met / exceeded and identification of expanded services</li> </ul>

# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' REPORT

## TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

			<ul style="list-style-type: none"> <li>Twice yearly review of compliance with funder's financial reporting requirements</li> <li>Opportunities to expand range of funders/partners sought and partnerships agreed</li> <li>Funding Diversification added to Strategic Plan 2024-2030 and a Membership and Funding Development Officer being recruited.</li> </ul>
Risk of ineffective or inappropriate targeting of potential service users due to changing demographics	Strategic and External	18 Medium	<ul style="list-style-type: none"> <li>Beneficiary needs are largely understood due to ongoing monitoring of relevant available research such as PISA Study and CSO Educational Attainment</li> <li>Processes in place to enable changes to activities to respond to opportunities</li> <li>Activities underway to understand, share and react to latest PISA Study.</li> </ul>

### Investment Policy

NALA's Board has agreed to keep investment risk to a minimum. NALA documented this in a new Investment Policy in 2023 to ensure that reserve funds of the charity are invested in accordance with the agreed risk profile of the charity. This will be reviewed again in 2026 unless circumstances require an earlier review.

### Health and Safety

Procedures are in place to ensure the health and safety of staff and visitors. NALA documents and implements an annual Health and Safety Plan as part of its annual review of the Health and Safety Statement and Policy.

### Conflicts of Interest

A Conflict of Interests policy is in place to assist NALA's Board of Trustees to effectively identify, record and manage any conflicts of interest to protect the integrity of NALA and to ensure that the Trustees act in the best interest of NALA. This policy was reviewed, updated and approved by the Board in 2024. The revised policy expanded the scope of the policy to members of the subcommittees and strengthened the processes for identification and recording of any conflicts. NALA's Board are also signed up to the Trustee Code of Conduct.

No Trustee holds title to any assets owned or used by NALA.

### Accounting Records

The directors are responsible for ensuring that proper books and accounting records, as outlined in Section 281 to 285 of the Companies Act 2014, are kept by the company. The directors have appointed appropriate accounting personnel in order to ensure compliance with those requirements. The books and accounting records of the company are maintained at the company's registered office.

### Taxation status

The company is a registered charity. The company's Registered Charity Number (RCN) is 20020965 and Charitable Tax Exemption (CHY number) is 8506. As a registered charity NALA is exempt from all taxes on its income.

NALA is registered with The Revenue Commissioners to account for payroll taxes liabilities.

NALA confirms that it is fully tax compliant with the Revenue Commissioners under all applicable tax heads.

### Auditors

The auditors, Forvis Mazars, Chartered Accountants and Statutory Audit Firm, have expressed their willingness to continue in office in accordance with Section 383 (2) of the Companies Act 2014.



**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
DIRECTORS' REPORT**

**TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY**

**Statement on relevant audit information**

In the case of each of the persons who are directors at the time this report is approved in accordance with Section 332 of the Companies Act 2014:

- a) so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- b) each director has taken all the steps that he or she ought to have taken as a director to make himself or herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

The financial statements were approved by the board of directors, authorised for issue on 12 March 2025 and are signed on its behalf by:

By order of the board

  
Margaret Kelly  
Director

Date: 12/03/2025

  
Ciaran Casey  
Director

# **NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) DIRECTORS' RESPONSIBILITIES STATEMENT**

## **TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY**

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with Irish law and regulations.

Irish company law requires the Directors to prepare financial statements for each financial year. Under that law, the Directors have elected to prepare the financial statements in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council and Statement of Recommended Practice (Charities SORP (FRS 102)), issued by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator.

Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the surplus or deficit of the company for that financial year and otherwise comply with the Companies Act 2014.


In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reason for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and Directors' Report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

By order of the board

  
Margaret Kelly  
Director

Date: 12/03/2025

  
Ciaran Casey  
Director

## Independent auditor's report to the members of

### The National Adult Literacy Agency

#### **Report on the audit of the financial statements**

##### **Opinion**

We have audited the financial statements of National Adult Literacy Agency ('the Company'), for the year ended 31 December 2024, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the Company financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* issued in the United Kingdom by the Financial Reporting Council (FRS 102).

In our opinion, the accompanying financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2024, and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

##### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report

### **Other information**

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2014**

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- the directors' report has been prepared in accordance with applicable legal requirements;
- the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited; and
- the financial statements are in agreement with the accounting records.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

### **Matters on which we are required to report by exception**

Based on the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of Sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

### **Respective responsibilities**

#### ***Responsibilities of directors for the financial statements***

As explained more fully in the directors' responsibilities statement set out on page 21, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

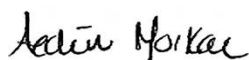
***Auditor's responsibilities for the audit of the financial statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our auditor's report.

**The purpose of our audit work and to whom we owe our responsibilities**

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



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**Aedín Morkan**  
**for and on behalf of Forvis Mazars**  
**Chartered Accountants & Statutory Audit Firm**  
**Harcourt Centre, Block 3**  
**Harcourt Road**  
**Dublin 2**  
**Date: 28 April 2025**

**NATIONAL ADULT LITERACY AGENCY**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**STATEMENT OF FINANCIAL ACTIVITIES (including an income and expenditure account)**

**FOR THE YEAR ENDED 31 December 2024**

		<b>Restricted Funds 2024 €</b>	<b>Unrestricted Funds 2024 €</b>	<b>Total Funds 2024 €</b>	<b>Total Funds 2023 €</b>
	<b>Note</b>				
<b>Income from:</b>					
Charitable activities	<b>3</b>	2,453,851	269,790	2,723,641	2,682,378
Donations		-	2,191	2,191	880
Investments		-	28	28	6,152
		2,453,851	272,009	2,725,860	2,689,410
<b>Expenditure on:</b>					
Charitable activities	<b>4</b>	(2,453,851)	(185,670)	(2,639,521)	(2,616,634)
<b>Net income</b>	<b>6</b>	-	86,339	86,339	72,776
<b>Net movement in funds</b>		-	86,339	86,339	72,776
<b>Reconciliation of funds:</b>					
Total funds brought forward		73,775	955,231	1,029,006	956,230
Transfer between funds		-	-	-	-
<b>Total funds carried forward</b>	<b>12</b>	73,775	1,041,570	1,115,345	1,029,006

There were no other gains and losses other than those presented above.

All income and expenditure are in respect of continuing activities.

The notes on pages 28-40 form part of these financial statements.

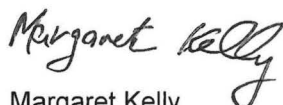
**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
BALANCE SHEET**

**AS AT 31 December 2024**

	Note	2024 €	2023 €
<b>Fixed assets</b>			
Intangible assets	7	-	-
Tangible assets	8	25,983	44,842
		<u>25,983</u>	<u>44,842</u>
<b>Current assets</b>			
Debtors	10	66,143	101,930
Cash at bank and in hand		1,206,370	1,116,170
		<u>1,272,513</u>	<u>1,218,100</u>
<b>Creditors</b>			
Amounts falling due within one year	11	(183,151)	(233,936)
<b>Net current assets</b>		<u>1,089,362</u>	<u>984,164</u>
<b>Total assets less current liabilities</b>		<u>1,115,345</u>	<u>1,029,006</u>
<b>Funds</b>	12		
Restricted funds		73,775	73,775
Unrestricted funds		1,041,570	955,231
<b>Total Funds</b>		<u>1,115,345</u>	<u>1,029,006</u>

The notes on pages 28-40 form part of these financial statements.

The financial statements were approved by the board of directors, authorised for issue on 12 March 2025 and are signed on its behalf by:

  
Margaret Kelly  
Director

  
Ciaran Casey  
Director

**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 DECEMBER 2024**

	Note	2024 €	2023 €
<b>Cash flows from operating activities</b>			
Net income		86,339	72,776
Adjustments for:			
Depreciation and amortisation	8	18,129	48,199
Interest income	3	(28)	(6,152)
Operating income before working capital changes		104,440	114,823
Decrease/(increase) in debtors		35,787	(15,237)
Decrease in creditors		(50,785)	(73,067)
Decrease in stocks		-	1,198
Cash generated from operations		89,442	27,717
Interest received		28	6,152
Net cash provided by operating activities		89,470	33,869
<b>Cash flows from investing activities</b>			
Disposal/(acquisition) of tangible assets	8	730	(24,830)
Cash used in investing activities		730	(24,830)
<b>Net increase in cash at bank and in hand</b>		90,200	9,039
<b>Cash at bank and in hand at beginning of year</b>		1,116,170	1,107,131
<b>Cash at bank and in hand at end of year</b>		1,206,370	1,116,170



# **NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

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## **1. GENERAL INFORMATION**

These financial statements comprising the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes constitute the individual financial statements of the National Adult Literacy Agency for the financial year ended 31 December 2024.

### **Company information**

National Adult Literacy Agency (the "Company") is a company limited by guarantee, domiciled and incorporated in the Republic of Ireland with company registration of 342807 and is a registered charity. The Company is a public benefit entity. The nature of the Company's operations and its principal activities are set out in the Directors' Report on pages 3 to 20.

The registered office and principal place of business is Sandford Lodge, Sandford Close, Ranelagh, Dublin 6.

### **Statement of compliance**

The financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102). The financial statements have also been prepared in accordance with Statement of Recommended Practice (SORP) (FRS 102) "Accounting and Reporting by Charities".

## **2. ACCOUNTING POLICES**

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

### **Basis of preparation**

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention. The financial reporting framework that has been applied in their preparation is the Companies Act 2014, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council and the Statement of Recommended Practice (Charities SORP (FRS102)) as published by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator which are recognised by the UK Financial Reporting Council (FRC) as the appropriate body to issue SORPs for the charity sector in the UK. Financial reporting in line with SORP is considered best practice for charities in Ireland.

The financial statements are presented in Euro, which is also the functional currency of the Company. Monetary amounts in these financial statements are rounded to the nearest €.

### **Income**

Income is recognised when the Company has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably. Income is deferred where the charity is limited by specific performance related conditions that are evident in the funding agreement, where there is a specification of a time period that limits the Company's ability to recognise the income until it has performed an activity and when there are specific terms or conditions within an agreement that have not been met and are not within the control of the Company at year end.

#### *Income from charitable activities*

Income from charitable activities, whether 'capital' grants or 'revenue' grants, is recognised when the Company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably and is not deferred.

#### *Income from donations*

Public donations are accounted for when received.

# **NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE)**

## **NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

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### *Income from investments*

Income from investments is included when interest is receivable, and the amount can be measured reliably by the Company. This is normally upon notification of the interest paid or payable by the bank.

### **Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the Company. Restricted funds are funds which the donor has specified are to be solely used for particular areas of the Company's work or for specific projects being undertaken by the Company.

### **Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Charitable expenditure comprises those costs incurred by the Company in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the Company and include the audit fees and costs linked to the strategic management of the Company.

### **Allocation of support costs**

Support costs are incurred on those functions that assist the work of the Company but do not directly undertake charitable activities. Salaries and associated costs which can be attributed to specific projects are charged accordingly.

### **Intangible assets**

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Website development	25% Straight Line
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### **Tangible assets**

Tangible assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Office equipment	25% Straight Line
Fixtures, fittings & equipment	25% Straight Line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is credited or charged to surplus or deficit.

### **Impairment of fixed assets**

At each reporting period end date, the Company reviews the carrying amounts of its fixed assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

# **NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

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Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in surplus or deficit, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

## **Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. The method used in measuring stocks is FIFO.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

## **Prepayments**

Prepayments are expenses paid in advance and recorded as assets before these are utilised. Prepayments are apportioned over the period covered by the payment and charged to profit or loss when incurred. Prepayments that are expected to be realised no more than 12 months after the reporting period are classified as current assets. Otherwise, these are classified as noncurrent assets.

## **Deferred income**

Deferred income consists of membership fees, other income and grants received in advance which will be recognised as income in the year to which these are attributable and upon fulfilment of conditions.

## **Financial assets**

The Company has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the Company's balance sheet when the Company becomes party to the contractual provisions of the instrument.

*Cash at bank and in hand.* Cash at bank and in hand are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

*Debtors.* Debtors (excluding prepayments) are recognised at the settlement amount due after any trade discount offered.

## **Financial liabilities**

Basic financial liabilities, including creditors are classified as debt and are initially recognised at transaction price. Financial liabilities classified as payable within one year are not amortised.

*Creditors.* Creditors (excluding deferred income and tax and social insurance) are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

## **Taxation**

The Company has obtained exemption from the Revenue Commissioners in respect of corporation tax, it being a Company not carrying on a business for the purposes of making a profit.

# NATIONAL ADULT LITERACY AGENCY (A COMPANY LIMITED BY GUARANTEE) NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 31 December 2024**

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The Company is registered with the Revenue Commissioners as an employer to account for its payroll taxes' liabilities.

The Company deregistered for Value Added Tax (VAT) with the Revenue Commissioners in 2023 upon confirmation from the Revenue Commissioners that none of the Company's activities were liable for VAT.

## **Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

Termination benefits are recognised immediately as an expense when the Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

## **Retirement benefits**

The Company operates defined contribution schemes for the benefit of its employees. Contributions payable are charged to the statement of financial activities in the year in which they are payable.

## **Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight-line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the lease asset are consumed.

## **Judgements and key sources of estimation uncertainty**

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The accounting estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about the carrying amounts of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

*Going concern.* The directors have prepared budgets and cash flows for a period of at least twelve months from the date of the approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern. The key judgement applied in the preparation of budgets and cash flows is that SOLAS funding will continue for 2025. There is no indication from SOLAS that the core funding requested for 2025 will not be forthcoming. On this basis the directors consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

*Determining lease commitment – Company as a lessee.* The Company holds a lease for its business premises at Sandford Lodge, Sandford Close, Ranelagh, Dublin 6. The Company has determined that the risks and benefits of ownership related to the leased property are retained by the lessor. Accordingly, the lease is accounted for as an operating lease.

*Estimating useful lives of intangible assets and tangible assets.* The Company reviews annually the estimated useful lives of intangible assets and tangible assets based on the assets' expected utilisation, market demands and future technological development. It is possible that the factors mentioned may change in the future, which could cause a change in estimated useful lives.

There were no changes in the estimated useful lives of intangible assets and tangible assets during 2024.

**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

**3. INCOME**

**Current Year**

	<b>Restricted Funds €</b>	<b>Unrestricted Funds €</b>	<b>Total Funds €</b>
<b>Income from charitable activities</b>			
SOLAS Core Funding	1,594,514	-	1,594,514
SOLAS Learn with NALA	676,691	-	676,691
SOLAS Furthest Behind First Outreach Project	71,548	-	71,548
SOLAS Adult Literacy for Life (ALL) Plain Language Project	35,950	-	35,950
SOLAS ALL Bridges / Prison Programme	13,532	-	13,532
SOLAS Supports for ALL Strategy (additional)	27,704	-	27,704
SOLAS ALL Additional Funding	6,982	-	6,982
European Basic Skills Network (EBSN) Project	26,930	-	26,930
Plain English service	-	245,171	245,171
Membership fees	-	9,097	9,097
ICLA Royalties	-	8,818	8,818
Other Income	-	6,704	6,704
	<u>2,453,851</u>	<u>269,790</u>	<u>2,723,641</u>
<b>Income from donations</b>	<b>-</b>	<b>2,191</b>	<b>2,191</b>
<b>Investment income</b>			
Interest income	-	28	28
	<u>2,453,851</u>	<u>272,009</u>	<u>2,725,860</u>

**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

**3. INCOME (continued)**

**Prior Year**

	<b>Restricted Funds €</b>	<b>Unrestricted Funds €</b>	<b>Total Funds €</b>
<b>Income from charitable activities</b>			
SOLAS Core Funding	1,972,507	-	1,972,507
SOLAS Learn with NALA	250,000	-	250,000
SOLAS Adult Literacy for Life (ALL) Additional Funding	23,800	-	23,800
SOLAS Furthest Behind First Outreach Project	75,540		75,540
SOLAS Student Development Fund	40,000	-	40,000
European Basic Skills Network (EBSN) Project	10,023	-	10,023
An Post	-	20,000	20,000
Revenue VAT Refund	-	13,327	13,327
Other Income	-	12,645	12,645
Plain English service	-	247,820	247,820
Membership Fees	-	12,853	12,853
Training	-	2,280	2,280
ALL Collaboration and Innovation Fund – Subcontractor Income	-	1,583	1,583
	<u>2,371,870</u>	<u>310,508</u>	<u>2,682,378</u>
<b>Income from donations</b>	<u>-</u>	<u>880</u>	<u>880</u>
<b>Investment income</b>			
Interest income	<u>-</u>	<u>6,152</u>	<u>6,152</u>
	<u>2,371,870</u>	<u>317,540</u>	<u>2,689,410</u>

**4. ANALYSIS OF CHARITABLE EXPENDITURE**

**Current Year**

	<b>Restricted Funds €</b>	<b>Unrestricted Funds €</b>	<b>Total Funds €</b>
SOLAS Core Funding	1,594,514	-	1,594,514
SOLAS Learn with NALA	676,691	-	676,691
SOLAS Furthest Behind First Outreach Project	71,548	-	71,548
SOLAS Adult Literacy for Life (ALL) Plain Language Project	35,950	-	35,950
SOLAS ALL Bridges / Prison Programme	13,532	-	13,532
SOLAS Supports for ALL Strategy (additional)	27,704	-	27,704
SOLAS ALL Additional Funding	6,982	-	6,982
European Basic Skills Network (EBSN) Project	26,930	-	26,930
Plain English service	-	185,670	185,670
	<u>2,453,851</u>	<u>185,670</u>	<u>2,639,521</u>



**NATIONAL ADULT LITERACY AGENCY**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

**4. ANALYSIS OF CHARITABLE EXPENDITURE (Continued)**

**Prior Year**

	<b>Restricted Funds €</b>	<b>Unrestricted Funds €</b>	<b>Total Funds €</b>
SOLAS Core Funding	1,972,507	159,110	2,131,617
SOLAS Learn with NALA	250,000	200	250,200
SOLAS Adult Literacy for Life (ALL) Strategy	-	-	-
SOLAS ALL Additional Funding	23,800	-	23,800
SOLAS Furthest Behind First Outreach Project	75,540	-	75,540
SOLAS Student Development Fund	40,000	1,319	41,319
EU CITO	-	-	-
EU Abedili	-	-	-
EU EBSN	28,840	-	28,840
Plain English service	-	64,059	64,059
All Collaboration Fund – Subcontractor Costs	-	1,259	1,259
	<b>2,390,687</b>	<b>225,947</b>	<b>2,616,634</b>

Included within the above are support costs as follows:

	<b>General cost €</b>	<b>Governance cost €</b>	<b>Total 2024 €</b>	<b>2023 €</b>
Wages and salaries	92,227	65,430	157,657	139,894
Audit	-	11,070	11,070	10,455
Rent and utilities	160,883	-	160,883	157,404
Other office cost	177,737	-	177,737	194,967
	<b>430,847</b>	<b>76,500</b>	<b>507,347</b>	<b>502,720</b>

**5. Employees**

The average monthly number of persons employed by the Company is as follows:

	<b>2024</b>	<b>2023</b>
Adult Literacy Educators (ALEs)	6	6
Other NALA staff	25	23
Average number of staff	<b>31</b>	<b>29</b>

Breakdown of wages and salaries is as follows:

	<b>2024 €</b>	<b>2023 €</b>
Wages and salaries	1,591,461	1,459,033
Social security cost	169,659	160,113
Pension costs	126,878	120,947
	<b>1,887,998</b>	<b>1,740,093</b>

**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

The number of employees whose employee benefits (excluding employer's pension cost and PRSI) are greater than €60,000 is 8 (2023: 4), broken down as follows:

	2024	2023
€60,000 to €70,000	5	1
€70,001 to €80,000	1	-
€80,001 to €90,000	1	2
€90,001 to €100,000		-
€100,001 to €110,000		-
€110,001 to €120,000	1	1

The total employee benefits (including employer's pension cost) of the key management personnel of the Company in 2024 amounted to €440,076 (2023: €385,816). The key management personnel include the CEO, Colleen Dube, and the following members of the senior management team during 2024: Caitriona Whelan (providing leave cover for Michelle Lynch from 1 August 2024), Elaine Cohalan, Michelle Lynch (on leave from 1 August 2024), Jonah Mudehwe (joined on 16 June 2024), Paul Cahill (retired on 30 November 2024).

The Directors were not paid and did not receive any other benefits for their work as Directors of the Company in the year 2024 (2023: €nil).

In 2024, the CEO received employee benefits (including employer's pension cost and PRSI) of €135,585 (2023: €143,919).

**6. Net Income for the Year**

	2024 €	2023 €
Net income for the year is stated after charging:		
Depreciation	18,129	48,199
Rent	115,759	110,000
Auditor's remuneration for external audit services	11,070	10,455

**7. Intangible Assets**

	2024 €	2023 €
<b>Cost</b>		
Balance at beginning of year	141,461	141,461
Addition	-	-
Balance at end of year	141,461	141,461
<b>Accumulated Amortisation</b>		
Balance at beginning of year	141,461	112,190
Amortisation	-	29,271
Balance at end of year	141,461	141,461
<b>Carrying Amount</b>		
On 31 December	-	-



**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

**8. Tangible Assets**

	Office Equipment €	Fixtures, fittings & equipment €	Total €
<b>Cost</b>			
On 1 January 2024	166,955	59,765	226,720
Additions	-	-	-
Disposals	(730)	-	(730)
On 31 December 2024	166,225	59,765	225,990
<b>Accumulated Depreciation</b>			
On 1 January 2024	144,282	37,596	181,878
Depreciation	11,335	6,794	18,129
Disposals	-	-	-
On 31 December 2024	155,617	44,390	200,007
<b>Carrying Amount</b>			
On 31 December 2024	10,608	15,375	25,983
On 31 December 2023	22,673	22,169	44,842

**9. Stocks**

	2024 €	2023 €
Raw materials and consumables	-	-

The replacement cost of stock is not materially different to the balance sheet values.

The amount of stock recognised as an expense in 2023 and 2024 amounted to €nil.

**10. Debtors**

	2024 €	2023 €
<b>Amounts falling due within one year:</b>		
Trade debtors	35,500	45,205
Prepayments	7,406	10,587
Other debtors	23,237	46,138
	66,143	101,930

Trade debtors and other debtors are due within the company's normal terms, which is 30 days.

Prepayments mainly pertain to advance payment for maintenance of the website.

**NATIONAL ADULT LITERACY AGENCY  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 December 2024**

**11. Creditors**

	<b>2024</b>	<b>2023</b>
	<b>€</b>	<b>€</b>
<b>Amounts falling due within one year:</b>		
Trade creditors	40,241	10,295
Accruals	48,242	62,915
Deferred income	4,906	41,331
SOLAS creditor	89,762	70,953
Taxes and social insurance	-	48,442
	<u>183,151</u>	<u>233,936</u>

Trade creditors, accruals and other creditors are payable at various dates in the next three months in accordance with the suppliers' usual terms and conditions.

SOLAS creditor is for the 2024 grant that was unspent at the end of the year. It is expected to be returned to SOLAS in 2025.

No taxes and social insurance were outstanding at the end of the year. NALA confirms that it is fully tax compliant as at 31 December 2024.

Deferred income balances at year end comprise payments received in advance for membership fees and Plain English services that are attributable to year 2025.

The company confirms that it has no outstanding liabilities relating to its staff retirement benefits on 31 December 2024.

Movements in deferred income are as follow:

	<b>2024</b>	<b>2023</b>
	<b>€</b>	<b>€</b>
On 1 January	41,331	27,855
Deferred during the year	1,202,870	1,749,747
Credited to Statement of Financial Activities	(1,239,295)	(1,736,271)
On 31 December	<u>4,906</u>	<u>41,331</u>

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**12. Movements in Funds**

**Current Year**

	Balance at beginning of year €	Income €	Expenditure €	Balance at end of year €
<b>Restricted funds</b>	73,775	2,453,851	(2,453,851)	73,775
<b>Unrestricted funds</b>	955,231	272,009	(185,670)	1,041,570
<b>Total funds</b>	1,029,006	2,725,860	(2,639,521)	1,115,345

**Prior Year**

	Balance at beginning of year €	Income €	Expenditure €	Balance at end of year €
<b>Restricted funds</b>	92,592	2,371,870	2,390,687	73,775
<b>Unrestricted funds</b>	863,638	317,540	225,947	955,231
<b>Total funds</b>	956,230	2,689,410	2,616,634	1,029,006

Restricted funds are attributable to the following projects. These are expected to be completed in the subsequent years.

	Balance at beginning of year €	Income €	Expenditure €	Balance at end of year €
<b>Projects/ activities</b>				
EU Cito Project	43,784	-	-	43,784
EU Abedili Project	13,374	-	-	13,374
EBSN Project	16,617	-	-	16,617
SOLAS Core Funding	-	1,594,514	1,594,514	-
SOLAS Learn with NALA	-	676,691	676,691	-
SOLAS Furthest Behind First Outreach Project	-	71,548	71,548	-
SOLAS Adult Literacy for Life (ALL) Plain Language Project	-	35,950	35,950	-
SOLAS ALL Bridges / Prison Programme	-	13,532	13,532	-
SOLAS Supports for ALL Strategy (additional)	-	27,704	27,704	-
SOLAS ALL Additional Funding	-	6,982	6,982	-
European Basic Skills Network (EBSN) Project	-	26,930	26,930	-
<b>Total funds</b>	73,775	2,453,851	2,453,851	73,775

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**13. The Funds of the Company comprise the following:**

	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2024</b>
<b>Current Year</b>	<b>€</b>	<b>€</b>	<b>€</b>
Fund balances on 31 December 2024 are represented by:			
Tangible assets	25,983	-	25,983
Debtors	66,143	-	66,143
Cash at bank and in hand	1,132,595	73,775	1,206,370
Creditors	(183,151)	-	(183,151)
Total net assets	1,041,570	73,775	1,115,345
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total 2023</b>
<b>Prior Year</b>	<b>€</b>	<b>€</b>	<b>€</b>
Fund balances at 31 December 2023 are represented by:			
Tangible assets	44,842	-	44,842
Debtors	101,930	-	101,930
Cash at bank and in hand	1,042,395	73,775	1,116,170
Creditors	(233,936)	-	(233,936)
Total net assets	955,231	73,775	1,029,006

**14. Members' Liability**

The Company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the Company on winding up such amounts as may be required not exceeding €1.00.

**15. Financial Instruments**

	<b>2024</b>	<b>2023</b>
	<b>€</b>	<b>€</b>
<b>Carrying amount of financial assets</b>		
Financial assets measured at amortised cost	1,265,107	1,207,513
<b>Carrying amount of financial liabilities</b>		
Financial liabilities measured at amortised cost	88,483	73,210

Financial assets measured at amortised cost comprise cash at bank and in hand, trade debtors and other debtors. Financial liabilities measured at amortised cost comprise trade creditors and accruals.

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**FOR THE YEAR ENDED 31 December 2024**

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**16. Operating Lease Commitments**

**Lessee**

The Company's ten years lease of its business premises at Sandford Lodge, Sandford Close, Ranelagh, Dublin 6 commenced on 3 August 2017. The remaining period of the lease as of 31 December 2024 is 31 months. Rent expense recognised in 2024 amounted to €115,759 (2023: €110,000). Following a rent review during 2023 the agreed rent from 1 January 2024 until the end of the lease term is €115,759 per annum.

The total future minimum lease payments to be paid under non-cancellable operating leases as of 31 December are as follows:

	2024 €	2023 €
Within one year	115,759	115,759
After one year but no more than five years	183,285	299,044
More than five years	-	-
	<u>299,044</u>	<u>414,803</u>

**17. Related Party Transactions**

There were no related party transactions during the year which require to be disclosed.

*Transactions with Key Management Personnel*

Other than as set out at Note 5 there were no transactions with key management personnel during the current or previous financial year.

**18. Control**

The Company is controlled by the board of directors.

**19. Subsequent Events**

There have been no significant events affecting the company since the year end.

**20. Approval of Financial Statements**

The directors approved the financial statements on 12 March 2025.