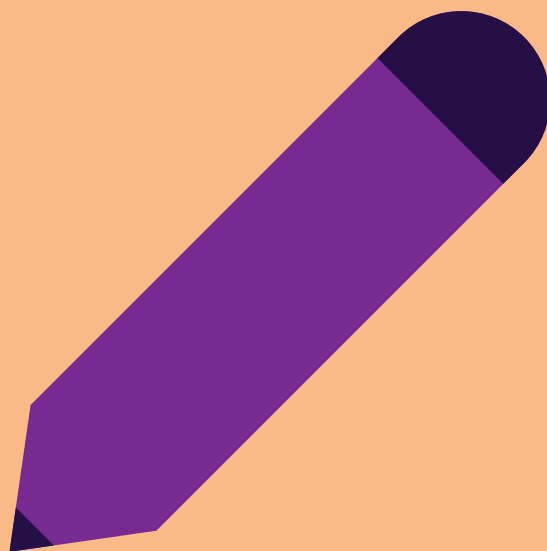
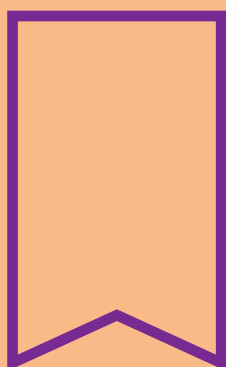


National Adult Literacy Agency (NALA)

# Our year and our work

Annual Report and Financial  
Statements 2024



National Adult Literacy Agency

Áisíneacht Náisiúnta Litearthachta do Aosaigh

# About this report

This report tells you about our work and finances in 2024.

**Patron:** Michael D. Higgins, President of Ireland

**Chairperson:** Margaret Kelly

**Chief Executive Officer:** Colleen Dube

**Registered company number:** 342807

**Registered Charity Number (RCN):** 20020965

**Charity reference number (CHY):** 8506

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# Message from our Chairperson and Chief Executive Officer



Many thanks for taking the time to read our 2024 Annual Report and Financial Statements. It has been another busy year. During the year we continued to:

- lobby the Government to address and respond to unmet literacy, numeracy and digital literacy needs;
- operate our Learn with NALA literacy Tutoring Service and eLearning website;
- organise events for adult literacy learners and tutors;
- provide literacy related research, publications and courses;
- promote and offer literacy awareness and plain English services; and
- ensure that NALA complies with all relevant legislation and regulations by strengthening our policies and people.

Some notable developments and activities in 2024 were that we:

- launched a new **Strategic Plan** and our '**Learning with NALA**' report; and
- received additional funding from the Adult Literacy for Life National Programme Office to:
  - o hire an additional member of staff to support our Prison Literacy Ambassador programme; and
  - o support the development of a plain language eLearning course, two Communities of Practice and publish an updated version of plain English '**Writing and design tips**'.

Despite all the activity and impact you will read about in our Annual Report, we found it challenging to respond to the increasing demand for our activities and services with the flat-lined core funding we receive from SOLAS. This led us to:

- pause registration of new centres on Learn with NALA and commission a strategic review of the service; and
- use our own funding to hire a Membership and Funding Development Officer to manage our services to members and explore and seek new sources of funding.

The new Organisation for Economic Co-operation and Development (OECD) **Survey of Adult Skills**, published in December 2024, disappointedly showed that the proportion of adults with unmet literacy needs at the lower levels has increased from 18% to 21% in Ireland. This means that close to 700,000 adults in Ireland struggle with basic tasks such as reading timetables or medicine labels.

We know from our and other research that these adults are very much at risk of:

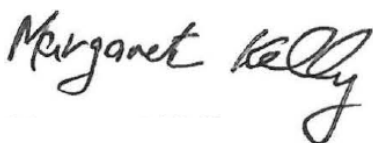
- inter-generational poverty and low educational attainment;
- unemployment and low pay;
- poorer health; and
- lower engagement and trust in society.

While unmet literacy needs at these lower levels is increasing, it is not being matched by participation in education at these lower levels. For instance, the SOLAS '**Monitoring Ireland's Skill Supply 2024**' report showed that only 3,644 awards or 2.4%, out of 151,641 Quality and Qualifications Ireland (QQI) awards in 2023, were at levels 1-3. SOLAS's '**Lifelong learning amongst adults in Ireland Quarter 4 2024**' report showed that while Ireland's average lifelong learning rate is now 16%, the lifelong learning rate is just 5.6% for adults with previous qualifications up to National Framework of Qualifications (NFQ) Level 3.

We believe literacy is a human right and that in a just society investment should be focused on those most in need. For these reasons, in the lead up to the development of the Programme for Government, NALA asked for increased investment at levels 1-4 of the National Framework of Qualifications. We also asked for an increase in investment in the Adult Literacy for Life Strategy.

While we were not successful in these asks in 2024, we will continue to:

- **advocate** for and **empower** adults with unmet literacy needs and those organisations and professionals working with and supporting those adults;
- **enable** organisations to be literacy friendly in the development and delivery of their services; and
- **evolve** NALA to be as effective, impactful and sustainable as possible.



Margaret Kelly  
NALA Chairperson



Colleen Dube  
NALA Chief Executive Officer (CEO)

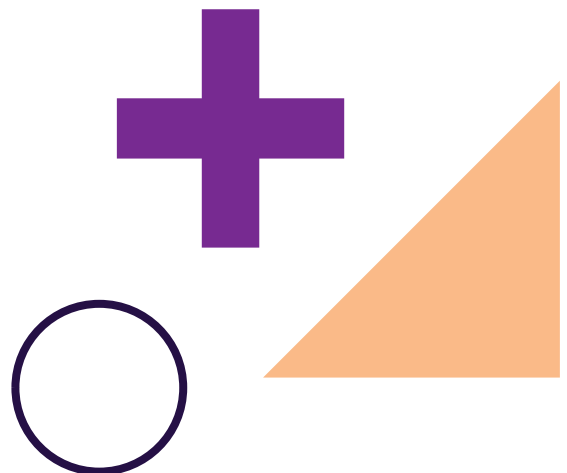
# Message from our Patron, President Michael D. Higgins



Literacy is a gateway to empowerment, to the realisation of personal and collective potential. In championing adult literacy, the important work of the National Adult Literacy Agency has helped to foster confidence and creativity in countless individuals.

Your efforts embody, too, a profound commitment to inclusion, to the dignity of every individual, and to the belief that no member of our society should be left without the tools to express themselves fully and to engage meaningfully with the world around them. It is such dedication that has provided the kind of transformative hope that enables people to participate fully in our society.

**Michael D. Higgins**  
Uachtarán na hÉireann  
President of Ireland



# About us

## Our origins

The National Adult Literacy Agency (NALA) is a registered charity and a membership organisation.

### 1980s

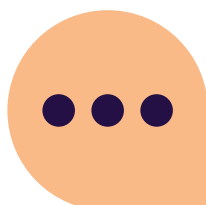
NALA was established in 1980 by volunteers as a membership organisation to tackle the unmet literacy needs experienced by a significant proportion of the adult population in Ireland. During the 1980s, NALA launched a nationwide awareness campaign on adult literacy services.

### 1990s

During the 1990s, NALA's funding was increased as we intensified our efforts to address adult literacy needs in Ireland. In 1997, the publication of the first Irish survey of adult literacy was met with shock as it showed that 1 in 4 adults had very low levels of literacy.

### 2000s

We launched the over the phone Distance Learning Service in the 2000s, enabling confidential, remote learning. We also became a Further Education and Training Awards Council (FETAC) provider (now QQI) in the 2000s and launched an new eLearning website, WriteOn.ie. We launched a television series about adult literacy on Raidió Teilifís Éireann (RTÉ) One. Our tutors supported thousands of adults to learn over the phone and we developed new opportunities for people to learn online.



## 2010s

From 2010 onwards, we developed innovative teaching and learning resources and ran campaigns to raise awareness of adult literacy in Ireland. We secured learner representatives on the newly formed Education and Training Boards and worked with SOLAS, the Further Education and Training (FET) authority, to include adult literacy and numeracy outcomes in its first five-year strategy.

## 2020s

In 2020, we started a new Strategic Plan and contributed to the new 'Adult Literacy for Life Strategy' a 10-year national plan to address adult literacy, numeracy and digital Literacy. We launched, 'Take the First Step', a national public information campaign to encourage those who have literacy and numeracy needs to contact NALA or their local Education and Training Board to improve their skills. We also launched Learn with NALA, our new eLearning website just before the COVID-19 pandemic. This online learning opportunity was free and open to all, with participants able to choose what, where and when they want to learn.

We remain committed to ensuring that every adult in Ireland can read, write, use everyday maths and improve their digital literacy skills. Year on year, we strengthen our offerings and deepen our collaboration with partners in the adult literacy landscape to extend our reach and impact.



# Our vision, mission and values

Informed by stakeholder consultation, we launched a **Strategic Plan** for the 2024-2030 period, with an updated vision, mission and values, in May 2024.



## Vision

Our 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.



## Mission

NALA's mission is to:

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



## Values

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 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.

These vision, mission and values informed the following four themes and six goals in NALA's Strategic Plan and supporting work plan for 2024.

# Our strategic themes and goals



## Strategic theme 1: Advocate

NALA advocates for adult literacy as a human right, and for ways to meet literacy needs.

### Supporting goal

- Be the independent voice of adult literacy to inform the development of adult literacy policy and provision.



## Strategic theme 2: Empower

NALA empowers literacy learners and adult literacy practitioners.

### Supporting goals

- Support learners' empowerment, participation and their access to the most suitable learning opportunities.
- Provide learning and development opportunities through Learn with NALA's Tutoring Service and eLearning website.
- Support adult literacy practitioners' professional development.



## Strategic theme 3: Enable

NALA enables organisations to deliver literacy aware and literacy friendly services.

### Supporting goal

- 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.



## Strategic theme 4: Evolve

NALA continues to develop as an effective and resilient organisation.

### Supporting goal

- Make sure NALA's structures, staff, systems and funding continue to meet the needs of adults with literacy needs.

# Our staff in 2024



## Colleen Dube, Chief Executive Officer

Colleen joined the National Adult Literacy Agency (NALA) from the registered charity, Uversity where she was Chief Executive Officer (CEO) from 2015-2020.

Originally from Connecticut in the United States, Colleen holds a Bachelor of Arts from Drew University, a Master's in Philosophy in Irish Studies from the National University of Ireland Galway and a Master's in Business Administration from the Smurfit School of Business. She also has Certificates in Adaptive Leadership and Professional Irish. From 2006-2015 she was Executive Director of the Fulbright Commission and from 200-2006 a Liaison Officer for the RAPID (Revitalising Areas by Planning, Investment, and Development) programme administered by Pobal. Earlier in her career she was Curator with the National Museum of Ireland.

## Practice and Innovation Team



## Elaine Cohalan, Innovation Manager

Elaine joined NALA in 2019 as Innovation Manager. Prior to joining NALA she spent 13 years in further education leadership, strategy and management roles in both public and private sector organisations in Ireland. She is co-founder and voluntary chairperson of the not-for-profit 'Equality for Children', which campaigns for equality for children of LGBTQ+ (Lesbian, Gay, Bisexual, Transgender, Queer/ Questioning) parents in Ireland.

Elaine also spent five years as co-founder and director of an award winning Irish food brand, The Dublin Cookie Company. In 2016, she was awarded the 'Women Mean Business Newcomer Entrepreneur Award'. Originally from Cork, Elaine holds a Bachelor of Science in Software Development and Computer Networking from Munster Technological University, a Master's in Science in Cognitive Science from University College Dublin, and a Masters in Business from University College Cork and the Irish Management Institute.

NALA's Practice and Innovation Team develop, drive and deliver:

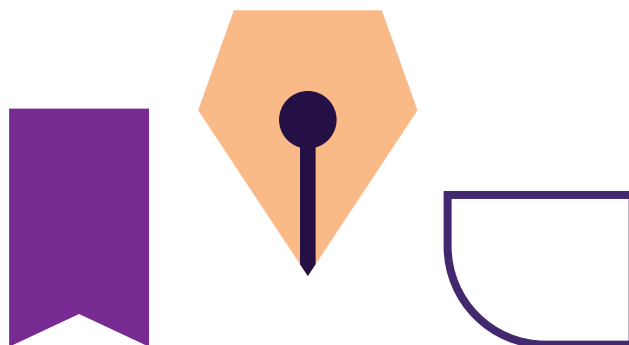
- National learner services to adult literacy learners. This includes information, events, resources, one-to-one tutoring and support and online courses with Quality and Qualifications Ireland (QQI) certification options through Learn with NALA.
- National practitioner services to adult literacy practitioners and professionals. This includes information, research, guidelines, resources, events, workshops and online courses.

The Practice and Innovation Team also:

- manages NALA's status as a recognised provider of programmes leading to QQI awards; and
- drives innovation in NALA through technical, educational and research-led initiatives.

### Team members:

- Ailis Mardon-Egan - eLearning Engagement Officer
- Caitlin Cooney - Adult Literacy Educator
- Caitriona Whelan - eLearning Developer
- Cathy O'Mahony - Adult Literacy Educator
- Edel Donnellan - Adult Literacy Educator
- Fergus Dolan - Literacies Development Worker
- Gillian Harris - eLearning Development Co-ordinator
- Jennifer Dowling - Learn with NALA Support Officer
- Joan Butler - Learn with NALA Co-ordinator
- Nicole Mullen - Learn with NALA Co-ordinator
- Neil McCarthy - eLearning Content Creator
- Noelle O'Kane - Adult Literacy Educator
- Paula Cronnelly - Learn with NALA Support Officer
- Paula O'Connor - Adult Literacy Educator
- Pauline Hensey - Adult Literacy Educator



## Finance and Corporate Services Team



### **Paul Cahill, Finance and Corporate Services Manager (January to June 2024)**

Paul joined NALA in January 2020 from Voluntary Services Organisation where he had been Finance Controller from 2015-2019. Paul is a Qualified Financial Advisor and has a Master's in Science in International Business Management from Trinity College Dublin. He also holds a Postgraduate in Lean Business Practice from Waterford Institute of Technology.



### **Jonah Mudehwe, Finance and Corporate Services Manager (from June 2024)**

Jonah joined NALA on 17 June 2024 bringing over 20 years' senior management experience. Prior to joining NALA, Jonah was a Finance and Administration Manager for the Irish Refugee Council where he also served as interim Chief Executive Officer for six months. He has a background in international development, having been a Finance Manager for World Vision Zimbabwe and Chief Executive Officer for NANGO, the Association of non-governmental organisations (NGOs) in Zimbabwe.

He holds a Bachelor of Business Studies degree, a Master's of Arts in International Development Studies and is doing his professional exams with the Association of Chartered Certified Accountants (ACCA).

#### **NALA's Finance and Corporate Services Team:**

- Develops and manages NALA's finance function to ensure the preparation of timely and accurate management accounts, budgets, forecasts, payments including salaries, invoicing and debt collection, reports and returns and more.
- Develops and implements NALA's governance policies and procedures to ensure compliance with relevant legislation.
- Oversees NALA's governance, compliance and risk management.
- Develops and implement NALA's human resource policies and procedures.
- Manages NALA's premises and operating systems.
- Provides the delivery of services to our members.

## Team members:

- Chloe McMahon, Ciara Lowe and Geraldine Donovan – Administrators (temporary cover)
- Elaine Mullen – Office Manager
- Godwin Ndemera – Finance Administrator
- Michelle Reade – Governance and Compliance Officer
- Monica Quinn – Finance Administrator
- Sandra Peel – Administrator
- Suzanne O’Beirne – Human Resources and Plain English Administrator

## Communications, Advocacy and Outreach Team



### **Michelle Lynch, Communications, Advocacy and Outreach Manager (January to August 2024)**

Michelle joined NALA in 2023 as Communications, Advocacy and Outreach Manager. She previously worked as a television producer with Virgin Media Television for several years, working on a range of documentaries and live programming and as a freelance television producer with Raidió Teilifís Éireann (RTÉ). Michelle then moved into the area of communications, working as a Communications Manager with agencies such as Q4PR (Public Relations) and FleishmanHillard, working with a wide range of consumer and corporate clients. Michelle also worked with the Competition and Consumer Protection Commission and Foróige prior to joining NALA.



### **Caitriona Whelan, Acting Communications, Advocacy and Outreach Manager (maternity cover from August 2024)**

Caitriona Whelan returned to her role as NALA’s eLearning Developer from a career break in 2023. She was NALA’s Acting Communications, Advocacy and Outreach Manager during Michelle Lynch’s maternity leave in 2024. Caitriona holds a Bachelor of Science from the National University of Ireland Maynooth and a Master’s in Education from University College Dublin. She has extensive technical and project management skills from her positions with Ericsson and Kianda Technologies.

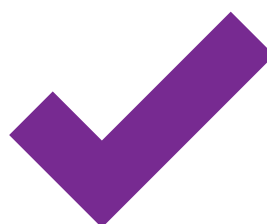
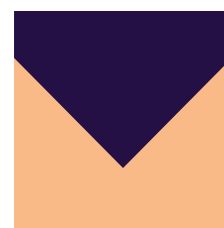
The Communications, Advocacy and Outreach team:

- raises awareness of adult literacy, numeracy and digital literacy in Ireland;
- promotes learning services and opportunities;
- oversees and delivers outreach work programmes to priority groups mentioned in the **Adult Literacy for Life Strategy\***; and
- ensures organisations respond appropriately to people with unmet needs.

### Team members:

- Aoife Crawford – Research and Policy Officer
- Aoife Mulhall – Communications Officer
- Bróna Conroy – Literacy Development and Outreach Worker
- Claire O’Riordan – Plain English Co-ordinator
- Derv Ryan – Literacy Development and Outreach Worker
- Donald Piccione – Digital Marketing Officer
- Lianne McAree Murphy – Literacy Development and Outreach Worker
- Margaret Murray – Literacy Student and Development Officer
- Sean Driver – Plain English Editor and Trainer

\* 3.4.2 Furthest Behind First (SOLAS 2021 page 59): Older Adults (55+), Members of the Traveller Community, Persons with Disabilities, Low-paid Workers, Carers, One-parent households, Incarcerated Persons and Ex-Offenders, Persons Recovering from Addiction, Long-term Unemployed, Migrants, International Protection Applicants, People with Language Needs.



# Our impact in 2024

## At a glance

### Advocate



**12**

Policy submissions



**122**

Media mentions



**1,286**

New social media  
followers



**1,724**

Members

---

### Empower



**1,325**

Freephone callers given  
education advice



**194**

Attendees at learner  
events



**251**

Tutoring Service  
learners



**3,983**

Online  
learners



**4,681**

Certificates  
of completion



**2,904**

Quality and  
Qualifications Ireland  
(QQI) awards



**688**

Attendees at  
Professional  
Development  
events



**46,475**

Learner publications  
sent out



**998**

Information  
packs sent out

---

## Enable



**1,153**

Attendees  
at literacy  
awareness  
training



**2,512**

Attendees at  
plain English  
training



**155**

Documents  
edited in plain  
English

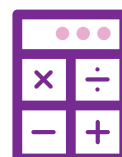
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## Evolve



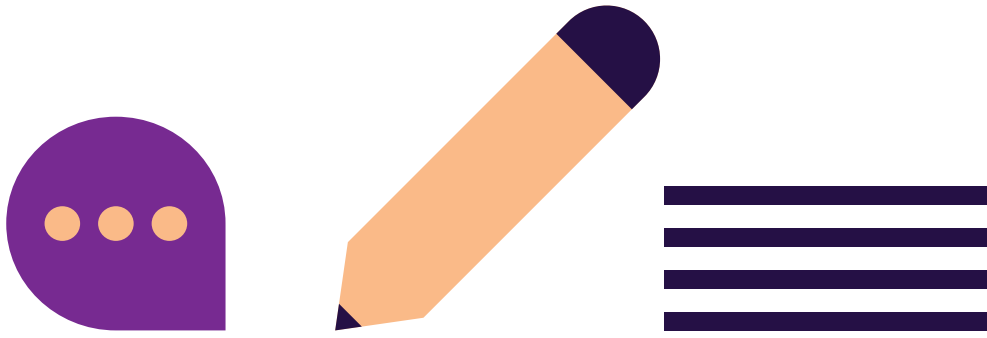
**€2,725,860**

Income



**€2,639,521**

Expenditure



## Summary of activity

This section provides an overview of the main activities in 2024 that took place to progress the four themes in our **Strategic Plan** and supporting goals. Further detail can be found in the Directors' report on pages 64-93.

We would like to thank all adult learners and literacy ambassadors who shared their experiences of returning to learning and supported our events, outreach activities, promotional and media activity. This advocacy work is vital in encouraging people who may have unmet literacy, numeracy and digital literacy needs to return to education.

Strategic theme 1



# Advocate

- Media and communications
- Policy, advocacy and research
- Conferences, presentations and study visits



# Media and communications

We raised awareness of literacy, numeracy and digital literacy in Ireland through traditional and digital marketing activities.

## Media coverage

We secured media interviews and mentions across regional and national media that resulted in a total reach of 16,203,348 and a media value of €1,345,493. Some of the highlights of the media coverage include the below.

### The Irish Times

- Interview with Learn with NALA learner, Deirdre Ryan, and NALA Chief Executive Officer (CEO), Colleen Dube, on the launch of our 'Learning with NALA' report.
- Interview with NALA CEO, Colleen Dube, on the Organisation for Economic Co-operation and Development (OECD) Adult Skills Survey results for Ireland. Interviews on the results were also featured on news bulletins across national radio station Today FM and local stations.

### Irish Examiner

- Interview with Learn with NALA learner Linda Waldron and NALA CEO, Colleen Dube.

### The Sunday Times

- Mention of Learn with NALA's 'Managing personal finances' course in a Sunday Times article on the topic of financial literacy.

### Irish Farmers Journal Magazine and Podcast

- Interview with NALA CEO, Colleen Dube.

### Elm Magazine

- Interview with NALA Literacy Development and Outreach Worker, Derv Ryan, on NALA's Literacy Ambassador Programme in several Irish prisons.



## Social media

We gained 1,286 new followers on our social media channels, LinkedIn, X (previously Twitter), Facebook and Instagram. This greatly exceeded our target of 150. LinkedIn remains our most popular social media channel with 700 new followers in 2024.

We exceeded our 2024 target to publish 3,500 posts across our social media channels. These 4,133 social media posts promoted:

- learning options including Learn with NALA and other education providers;
- upcoming training, conferences and webinars;
- events and engagements we attended or presented at both in Ireland and abroad;
- learner publications and policy submissions; and
- Professional Development courses, literacy awareness and plain English services.

We delivered 12 paid online campaigns to attract new learners to our Learn with NALA online courses and Tutoring Service. This resulted in over 18,000 website clicks to the Learn with NALA website for potential learners. We also promoted specific courses throughout the year with the 'Managing personal finances' course receiving 166 sign-ups, the most popular course from the campaign.



"I am currently doing a course with NALA, and I would highly recommend it to anyone who wants to improve their internet skills to go and get on one of the courses."

**Facebook comment**

We delivered paid online campaigns to promote our [nala.ie](https://www.nala.ie) website, local learning options and our national Freephone information and referral service to new learners.

This paid and organic social media promotion resulted in over 140,000 visitors to the [nala.ie](https://www.nala.ie) and [learnwithnala.ie](https://www.learnwithnala.ie) websites.



"Thank you to NALA for the help. I really appreciate it; they really help me out with my reading and writing. Thank you very much."

**Facebook comment**

# Policy, advocacy and research

## Elections

2024 was a busy year for elections in Ireland, with local and European elections in May and a general election in November. For each of the three elections, NALA produced a manifesto for adult literacy, setting out what we would like politicians to do for literacy if they got elected.

For the general election we also developed two detailed briefing papers on particular manifesto asks to:

- use the National Training Fund for adult learning at levels 1 to 4 on the National Framework of Qualifications (NFQ); and
- adopt the European Digital Competence Framework (DigComp) throughout the Irish education system.

We met all the main political parties to discuss our general election manifesto, and some parties then included our asks in their own manifestos. We also shared useful advice from organisations on the voting process on our website and social media channels.

## Policy

Across the year, we responded to 12 formal policy consultations through published submissions and surveys. These dealt with topics from the primary school curriculum, to staffing structures in further education and training, to consumer protection. In our submissions we always advocate for the best interests of adults with literacy needs. For example, for the National Payments Strategy we recommended that Ireland should keep access to cash and acceptance of cash.



## Working with stakeholders

We continued to engage with government through the Adult Literacy for Life Strategy and the Further Education and Training Strategy, regularly communicating with SOLAS and attending strategy meetings with particular governance bodies.

We attended the National Ploughing Championships along with several NALA literacy ambassadors and in collaboration with the Adult Literacy for Life (ALL) Programme Office. We raised awareness of literacy and literacy services with attendees at the event.

We were active members of external groups including (among others) the Community Platform, the Courts Service Civic Society Forum and the Commission for the Regulation of Utilities' Consumer Stakeholder Group. These groups provide opportunities to advocate for adults with literacy needs and work in partnership with like-minded organisations. For example, we contributed content on adult literacy to a Community Platform submission to the United Nations Committee on Economic, Social and Cultural Rights, for Ireland's appearance before the Committee in February 2024.

We sent out over 60 email campaigns to members and other stakeholders including learners, tutors, Learn with NALA centres and community and voluntary groups.



## Research

We completed three research projects including a research report on Learn with NALA, a journal article about that report and a working paper about the Adult Literacy for Life Strategy.

We also collaborated with The Wheel on research into literacy needs in the community and voluntary sector. This was launched and presented at 'The Wheel Summit' held in Croke Park in May. At this event we also delivered literacy awareness training, which included a contribution from a NALA ambassador.

In June, we presented our research report on Learn with NALA at the inaugural conference of the All-Island Social Security Network, held at Maynooth University. We focused on how the Learn with NALA website supports learners with a disability, in line with one of the conference themes.

Doing research makes sure that our service provision and policy work is informed by up-to-date evidence. For example, our study of Learn with NALA showed that there is demand for online learning at NFQ levels 1 to 3 and learners are getting many benefits from the service - from confidence to career progression. However, the study also showed us how we can continue to improve the service. You can read more about the '**Learning with NALA**' report on page 35.



# Conferences, presentations and study visits

We shared NALA's work and research through conferences and presentations with national and international stakeholders. Some of the highlights included:

## **Financial Literacy, Resilience and Inclusion conference, February 2024.**

Our CEO, Colleen Dube, was invited to join the panel entitled 'Digitalisation in Finance: A driver of financial inclusion' during the high-level conference organised by the European Commission and the Belgian Financial Services and Markets Authority during the Belgian European Union (EU) Presidency. Colleen highlighted how digitilisation can be a driver of financial exclusion and how changes in technology can create additional challenges for people who may not be confident using online services.

## **International Expert Hearing on successful approaches to adult literacy and basic education, February 2024.**

Our CEO, Colleen Dube, was invited to attend an international hearing organised by the German government in Berlin to inform Germany's new adult literacy programme. She presented on the development and delivery of Ireland's Adult Literacy for Life Strategy.

## **An Innovative and Integrated European Retail Payments Market: European Central Bank conference, April 2024.**

Our CEO, Colleen Dube attended this conference in Frankfurt and took part in a panel on 'Financial and technological inclusion in retail payments: Consumers in a digitalised world.' She participated in the discussion to ensure that safe, efficient and convenient means of payment remain in a digital focused world.

## **Literacy Services and Resources Webinar, April 2024.**

We co-delivered this free webinar organised by the Irish National Organisation of the Unemployed (INOUE) to 47 participants including from local development organisations, adult guidance services, rural development organisations, the Health Service Executive (HSE) and Educations and Training Board's (ETBs).

## **GATHER event, May 2024.**

We collaborated with AONTAS and AHEAD in the planning, delivery and promotion of the GATHER event. This free 3-day online event brought together the Assistive Technology (AT) Community in Further and Higher Education to meet online, share ideas and insights about the multifaceted topic of AT and its role in student success.

### Courts Transformation, July 2024.

We participated in a panel discussion outlining the work we do to increase awareness of NALA.

### Galway and Roscommon Education and Training Board (GRET B) Adult Literacy Conference, October 2024.

We collaborated with the GRET B Regional Literacy Co-ordinator to deliver a presentation to improve awareness, use of Learn with NALA in GRET B.

### Recognition of Prior Learning (RPL) Event, October 2024.

Our CEO, Colleen Dube, participated in a panel discussion at this event which brought RPL experts and practitioners together in Athlone to discuss the theme of 'People Validation and Power in Learning'.

We also held several study visits at NALA to share information about our work and literacy in Ireland including:

- Australian Churchill Fellow, June 2024
- Learning and Work Institute (Wales), March 2024.
- Tarleton University, June 2024.



Strategic theme 2

# Empower

- Information and advice
- Learn with NALA
- Learner development
- Professional Development activity
- Learner publications



# Information and advice

We supported people with literacy, numeracy and digital literacy needs who contacted us for information and advice. People contacted us through our national Freephone service, by email or by messaging us on social media.

Depending on their needs and requirements, we put them in contact with their local Education and Training Board (ETB) adult literacy service, community education providers, NALA's Learn with NALA Tutoring Service or eLearning website.

We also posted information packs about these learning options to people who contacted us. Additionally, people used our **Skillschecker website** to see what areas they might need some help in and to find out about their options.

## Learn with NALA

### Tutoring Service

Our tutors continued to provide one-to-one tuition sessions over the phone to learners in 2024. This service is useful for people who do not have access to a local education centre or want to learn confidentially at home. They also may not have the digital literacy skills or use of a computer for online learning. There is no set course and our tutors normally make one call a week for up to 30 minutes to work with people on whatever they want to learn until they achieve their goals.



"I couldn't spell the days of the week when I started and now, I have come on leaps and bounds. I am working on my reading and spelling, and my confidence has really improved."

Tutoring Service learner, Learn with NALA

Our Tutoring Service gives participants the confidence to continue their learning journey. The tutors open the possibilities of education for the learners including taking one of our Learn with NALA eLearning courses, meeting with their local Adult Education Guidance service or joining a course in their local Education and Training Board (ETB).



"I started a few months ago and had an iPad that I could not use. I can now send and receive emails, Google information and work on Learn with NALA."

Tutoring Service learner, Learn with NALA

## Online learning

We offered a range of free, easy-to-use online courses on our Learn with NALA website. Learn with NALA provides adults with a unique opportunity to access just over 40 free courses from Level 1 to Level 3 with the option of national certification from Quality and Qualifications Ireland (QQI) at levels 2 and 3. Courses are available in literacy, numeracy and digital literacy with subjects such as reading, writing, personal effectiveness, maths and computers skills.

Adult learners who took part in Learn with NALA's online learning could:

- learn by themselves at home with support from NALA;
- enrol in ETB-affiliated centres; or
- enrol in community and voluntary sector centres.



"This course has really helped me to improve myself in terms of knowledge widening and it has given me more information and an insight about what I learnt. I am more confident, and I feel great after this course. It has also improved my skills."

Online Learner, Learn with NALA

## Accreditation and certification

We supported learners in 2024 to achieve QQI awards at Level 2 and Level 3. Some learners were supported by NALA directly, others were in ETB centres or community and voluntary sector centres. For many people this was the first time they got a national qualification. This can act as a major milestone and a stepping stone onto further education and training courses.

We also issued NALA Certificates of Achievement to learners who completed unaccredited courses on Learn with NALA. These were Certificates of Achievement in Level 1 and Preparing for Level 3 courses.

On average, where learners started at:

- Level 1 course, 50% went on to achieve a NALA Certificate of Achievement.
- Level 2 course, 38% went on to achieve a QQI award.
- Preparing for Level 3 course, 51% went on to achieve a NALA Certificate of Achievement.
- Level 3 course, 25% went on to achieve a QQI award.

## Awards Ceremonies

We held two Learn with NALA Awards Ceremonies in 2024 at The Clarion Hotel in Cork on 7 March and the Royal Dublin Society (RDS) in Dublin on 26 September. Adult learners from ten counties who improved their literacy, numeracy or digital literacy skills using Learn with NALA received their NALA certificates and, or Quality and Qualifications Ireland (QQI) certificates. They earned these with support from NALA's Tutoring Service or a local education centre. Both ceremonies celebrated the learners' achievements and were a great success.



**"It was a really well organised event to recognise the achievements of the learners who attended. I think that the learners were at the centre of proceedings. The keynote speaker was excellent."**

**Learner who attended the Cork event**

During the Cork event, Rory O'Connor from Rory's Stories was a guest speaker and shared his own story of the learning challenges he has faced. Rory is a mental health advocate and is passionate about helping people and bringing about positive change.



Sinéad Burke, Chief Executive Officer (CEO) and Founder of Tilting the Lens was our guest speaker in Dublin. Tilting the Lens is an accessibility consultancy that supports global brands to create more accessible practices, policies, products and services.



"It is a privilege to see so many learners and their families, friends, tutors, and communities reaching their goals - congratulations! I believe in life-long learning. I also believe that education not only happens in classrooms but also in the exposure that we have to the world and the people that are around us. I want to congratulate NALA for their leadership in continuing to progress the need for greater access in learning."

**Sinéad Burke, Disability Advocate and Founder of Tilting the Lens**



## Training and support for centres

Several new educational centres working with adults who have unmet literacy needs registered to use Learn with NALA in 2024. These included The Cope Foundation - Pope's Quay, Enable Ireland Kerry Adults' Services and Foróige Youth Development Organisation.

Every education centre has the option to add their own branding and they are given a unique learner registration URL (Uniform Resource Locator) to share with their students. Tutors in centres can view and monitor the progress of their learners.

Tutors and students get access to all the Learn with NALA programmes, resources, certificates and accreditation. NALA manages the QQI certification process and issues the certificates to the centres by post and invites them to the awards ceremonies.

We also delivered several training sessions with tutors, published and shared a new tutor guide, support information, videos and e-zines to centres.



“This platform really works for some learners who don’t like book work or writing, they find the computer more accessible for them... We also find it motivational - students are checking their own progress and talking about it with their peers and are often competing in a fun, positive way.”

**Annie Barry, Teacher - Céim ar Chéim Youth Probation Service**

## Improvements

We made several updates to Learn with NALA that were recommended by Inclusion and Accessibility (IA) Labs to improve its accessibility.

Additional accessibility developments and future updates were discussed and agreed at our Education, Training and Assessment Subcommittee, our newly established Technical Working Group with our services providers D2L (Desire2Learn), for implementation in 2025.

We implemented a new range of learner supports to increase learner engagement and success:

- Videos were incorporated into all courses to help learners understand and complete actions on their course such as navigation, assessment, checking results and giving feedback.
- Welcome emails to guide and support learners in their first month on Learn with NALA.
- Monthly learner e-zine with resources, advice and tips.
- Order form for learners to request NALA workbooks in the post.
- Form for learners to request support from a Learn with NALA tutor at any stage of their learning journey.

We also implemented improvements to learner courses, including:

- A review and update of all 24 courses at levels 2 and 3. This included implementing support, accessibility and usability improvements such as updated alternative (alt) text. We also created and added a new welcome section, new support videos, updated portfolio instructions and templates, updated assessment grade schemes, grade labels and feedback and implemented a new feedback survey on all courses.
- A full update of all 12 Level 1 courses in preparation for submission for QQI validation was also completed.

## 'Learning with NALA' report

We launched our '**Learning with NALA**' report in June. We commissioned Straightforward Research to undertake the project to:

- help us better understand adult literacy learners who used Learn with NALA from its launch in March 2020 to the end of November 2022;
- provide our funders and stakeholders with information on the impact of Learn with NALA on adult literacy learners in Ireland; and
- provide us with information to inform the future development and promotion of Learn with NALA.



"NALA helped me because for the small things in my life even to explain to the doctor how I am sick, I can now do this. I can also go out and buy something, or to look for a school for my kids. Everything in life has changed, because of the help I got from NALA."

Learner, Learn with NALA



The following five themes and findings that emerged from the research indicate the significant success and impact of Learn with NALA services for adult literacy learners:

**1. Targeting and spend**

A significant proportion of learners using the Tutoring Service were returning to education for the first time (60%).

**2. Meeting learners' needs**

The Virtual Learning Environment had over 6,500 learner registrations in its first 18 months. The survey results indicate that most chose Learn with NALA because it is an online service, demonstrating demand for online learning at levels 1 to 3.

**3. Programme flexibility**

The self-directed nature of Learn with NALA services enables adult learners to take ownership of their learning and allows them to make decisions about their learning journey and progression options.

**4. Progression and success**

Virtual Learning Environment completion rates at Level 1 and Preparing for Level 3, and the QQI certification success rates at Level 2 and Level 3, indicate a high degree of success and impact for learners.

**5. Recognition of achievements**

The most common motivation to learn in the survey was to attain a qualification. Learn with NALA supports learners' ambitions and receiving a certificate can boost learner confidence.

# Learner development

## Adult Literacy Learner Days

We had two Adult Literacy Learner Days, one in Cork and one in Dublin. The Cork learner day was held at the Clarion hotel and the Dublin learner day was held at the Ashling Hotel. NALA's Adult Literacy Learner Days are for adults who are improving their literacy, numeracy or digital skills, on courses that are at, up to, and including Level 4.

Based on feedback we received, we made the following changes to the days in 2024:

- We called them 'Adult Literacy Learner Days' rather than 'Student Days' to make it clearer they are for people improving their literacy.
- The days were advertised for English for Speakers of Other Languages (ESOL) literacy learners, rather than all ESOL learners.
- The day in Cork was a half day event, with a Learn with NALA awards ceremony after, so that more Learn with NALA learners would be able to attend the day and meet other learners.
- Both days were held mid-week, rather than on Saturdays. This was on advice from Adult Literacy Organisers who felt this would work well for attendance.



"It was an amazing day and was very helpful. I had a great time."

Learner, Adult Learner Literacy Day





"Unbelievable experience for every adult who attended. Mil mhaith go leir."

**Learner attendee, Adult Learner Literacy Day**

Both learner days included talks from students who shared their own personal stories of adult learning, along with workshops. Technology workshops were the most popular. Other workshops included:

- Creative writing and well-being.
- Your future education.
- Learn more about voting.
- Digital skills with An Cosán.



"This was my first time, and I really enjoyed the stories from speakers, workshop and chat with others."

**Learner, Adult Learner Literacy Day**

The 126 evaluation forms filled out by students showed great satisfaction, with 97% marking the days as good or excellent. The workshops were seen as the best part of the day by 53% of students.



# Professional Development activity

## Events for literacy practitioners

We held several Professional Development events including conferences, webinars and online sessions with participants from Education and Training Boards and other local educational providers.

### National Tutors' Forum conference and follow up webinars, January 2024

The Tutors' Forum, held at the Ashling Hotel, Dublin included three speakers on topics including voter registration, the barriers when moving from adult literacy to further and higher education, and critical adult education in a time of change.

There was also a choice of ten workshops on topics including,

- Learners' stories and why they matter.
- Taking away the fear of technology.
- Sourcing and adapting and preparing authentic ESOL learning materials.

Each tutor attended two workshops on the day. We also held a series of successful webinars after the event.

### Digital literacy webinars, March 2024

We hosted a webinar series for adult literacy, numeracy and digital literacy tutors. The series covered a range of topics on digital learning and teaching, such as using AI (Artificial Intelligence), Chat Generative Pre-training Transformer (Chat GPT) and mobile phone technology.



## An English for Speakers of Other Languages (ESOL) Literacy conference and follow up webinars, May 2024

We held an ESOL Literacy conference at the Marino Institute of Education in Dublin. The conference focused on creative approaches to engage and motivate ESOL students and included several guest speakers and a choice of 11 ESOL workshops across such topics as:

- Values, beliefs and learner autonomy: Promoting autonomy for all.
- Engaging accessible and authentic community resources with your ESOL class: How to facilitate ESOL learners to engage with people working in real world situations in their community.
- Retention of learning after trauma for adult ESOL students.
- Republic of Ireland ESOL strategy: ESOL activism: Where to start?



## Family Learning conference, November 2024

We held a Family Learning conference at The Richmond Centre in Dublin. The morning speaker topics included:

- Updates and discussion on family learning elements of Ireland's Literacy, Numeracy and Digital Literacy Strategy 2024 - 2033 and Adult Literacy for Life (ALL) Strategy.
- Traditional storytelling in the age of distraction: The importance of traditional narrative in a 24/7 plugged in digital world.
- Bridging home and school: The vital role of school libraries in family literacy.

There was also a choice of ten workshops on topics including:

- using storytelling as a tool in education;
- family literacy through cooking; and
- using storybags to promote culture, inclusion and literacy skills.

Following on from the success of the Family Learning conference, we also held a series of successful Family Learning webinars.

Of those who completed evaluations of our professional development events:

- 99% reported that they learned something new at the events;
- 100% reported that they would recommend the event to a colleague; and
- 93% reported that they would make changes to their work, directly as a result of the event.

## Courses

We offer Professional Development courses on Learn with NALA. These courses allow adult education professionals and professionals working with the public to expand their knowledge of literacy by learning at a time and location that suits them.



**"Really engaging and informative. My favourite piece of the course was the access to so many insightful videos from first-hand recipients of NALA's services."**

**Learner, Professional Development course**

In 2024, most participants were professionals in the education and training sector. There were participants from 15 of the 16 ETBs with Mayo, Sligo and Leitrim ETB having the most participants. There were also participants from county councils, libraries, the Health Service Executive (HSE), healthcare services, pharmacies, banks, disability organisations, Traveller organisations, local partnerships and charities.



**"The course is very well-structured. It balances the factual, evidence-based information very well with fantastic testimonials from literacy ambassadors."**

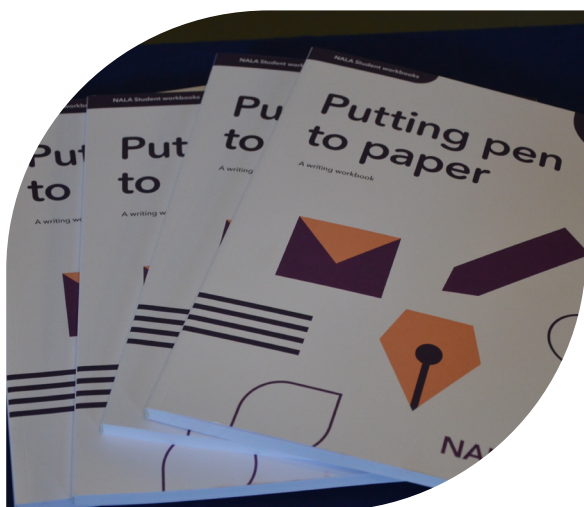
**Learner, Professional Development course**

# Learner publications

We developed and designed a range of new publications for adult learners which were distributed nationwide. These included 10 'That's Interesting!' worksheets and our 'Putting pen to paper' writing workbook.

We published 'Questions Matter', a media literacy workbook, as part of an Adult Literacy for Life Collaboration and Innovation Funded project in collaboration with 80:20 Educating and Acting for a Better World, Bray Adult Learning Centre, Kildare and Wicklow Education and Training Board and Bray Area Partnership.

We also continued to provide our online form for educators to order resources and organised free delivery.



Strategic theme 3

# Enable

- Awareness raising and outreach
- Plain English services



# Awareness raising and outreach

## Literacy awareness events for the community and voluntary sector

We hosted eight outreach and literacy awareness events for workers and volunteers in the community and voluntary sector. We had a total of 260 attendees from over 90 organisations at the events. The aim of these events was to build awareness of literacy needs and promote literacy friendly practice to organisations working with the furthest behind first target groups, as outlined in the **Adult Literacy for Life Strategy**. These are older adults (55+), members of the Traveller community, persons with disabilities, low-paid workers, carers, one-parent households, people in prison or who have left prison, people recovering from addiction, long-term unemployed, migrants, international protection applications and people with language needs.

We held two 'Introduction to literacy' webinars in March and April to provide attendees an overview of literacy needs in Ireland. In May and June, we ran two 'Literacy friendly in action' showcase webinars. We invited organisations to share their experiences and present case studies of good literacy friendly practice. Organisations who shared their experience include Cork Simon Liffey Partnership, City of Dublin Education and Training Board, Donegal Education and Training Board and Family Resource Centres in Donegal.



"Thank you so much for the webinars and all the information shared after. The series was incredible, so practical and easy to follow."

**Webinar Series Attendee, Community and Voluntary worker**

We also held our annual 'Literacy opens doors' series in October and November. These four webinars focused on different themes - financial literacy and financial inclusion, literacy for political participation, literacy friendly libraries and family learning. Organisations who spoke at the webinars include the National Traveller Money Advice and Budgeting Service, UISCE, The Active Citizenship Voter Education project, Dublin City Libraries, Kilkenny and Carlow Education and Training Board and Tusla Education Support Services. The 'Literacy opens doors' webinars were attended by 148 people from over 85 community and voluntary organisations and 59 new contacts were created in the sector.

86% of respondents rated the 'Literacy opens doors' webinar they attended as very good. 70% of respondents said they would do something different in their work because of attending a 'Literacy opens doors' webinar.



**"I've picked up so many useful tips and resources from your talk. I really appreciate you sharing."**

**Webinar Series Attendee, Community and Voluntary worker**

Across all the events in the year, 100% of feedback from survey respondents said they would recommend the webinar they attended to a colleague (a total of 49 people responded to feedback surveys). 78% of respondents said they learned something from the webinar that they could use in their work.



**"Found this to be an excellent session - very informative and inspiring."**

**Webinar Series Attendee, Community and Voluntary worker**

## **Literacy awareness training for public, legal and education sectors**

We provided training to people working or studying in public, local government, primary, secondary and higher education sectors. The training aimed to raise awareness on how organisations can provide services that are fully accessible to people with unmet literacy, numeracy and digital literacy needs. Each training session concludes with participants agreeing to implement 'one small change' to make their organisation more accessible to individuals with literacy needs.

We provided training to teacher education students attending Mary Immaculate College Limerick and Trinity College Dublin. The sessions, entitled 'Becoming more literacy friendly' were a great success across both colleges with excellent attendance and feedback from students.

We also held literacy awareness training sessions to students in The Law Society of Ireland and for the health sector, delivering several health literacy workshops to such universities and colleges as: University College Cork, Pharmacy students; University of Limerick, Dietetics students; University College Dublin, Nursing students and Dublin City University, Department of Nursing.

## Traveller outreach

We engaged with several Traveller organisations to identify literacy needs, literacy gaps, and to agree on future actions. Our aim was to see if and how we could support Traveller organisations more, given they are a minority group who have perhaps benefitted least from our education system.

We shared information about two key parts of NALA's work:

1. How people can improve their skills.
2. How we can make organisations more literacy friendly.

We also:

- discovered what the education priorities of Traveller organisations are;
- encouraged Travellers to link with Education and Training Boards (ETB) services; and
- shared NALA resources and information on Learn with NALA.

We also held a Literacy Awareness and Ambassador Programme workshop with individuals working across a range of Traveller organisations. These included Business in the Community Ireland, Traveller Counselling Service, Mincéirí Port Láirge, National Traveller Women's Forum, Saint Catherine's Ballymun, Ballyfermot Traveller Action Project (BTAP) and Pavee Point. During the workshop we discussed the role literacy plays in their work, and the possibility of a literacy ambassador programme in 2025.



## ESOL literacy resource pilot

We developed and piloted four literacy workbooks for English Speakers of Other Language (ESOL) students at A1 to A2 levels or lower who also have literacy needs in their first language. Our 2005 ESOL literacy resource, 'The Big Picture', was still widely used by tutors but had become very dated. It had been designed as tutor resource and we wanted to create a student workbook.

We produced the workbooks in response to tutors and migrant organisations raising the need for more ESOL literacy resources based in the Irish context. Migrant organisations told us that more people with literacy needs in their first language were coming to Ireland from places where war and conflict had disrupted education.

The workbooks were developed in collaboration with Angus O' Riordan, an experienced ESOL tutor and co-founder of **ESOL Materials Ireland**. The four magazine style workbooks covered 'Health and wellbeing', 'Places in the town', 'Clothes and the weather' and 'Free time activities'.



"This resource was excellent because it enabled individualised learning, and students were able to work at their own pace. It related to real life."

Tutor, Dublin Adult Learning Centre (DALC)



We printed 100 copies of each of the workbooks to test in the classroom with students. We are very grateful to the tutors and students of the Dublin Adult Literacy Centre who piloted the workbooks and gave us valuable feedback. The feedback collected will be used to update the workbooks for final publication in 2025.



"We are giving the students the physical copies which they really appreciate, they are in awe of the books as they are something they can treasure themselves. It is very rare an ESOL literacy student gets an actual workbook to hold onto."

**Tutor, Dublin Adult Learning Centre (DALC)**

## Prison Literacy Ambassador programme

We delivered our Literacy Ambassador programme in four prisons in collaboration with NALA student ambassadors who have always been a part of NALA's work. We widened and deepened our reach in prisons by returning to Castlerea and Midlands prisons to work with two new groups. We also delivered the programme in two new prisons, Wheatfield and Mountjoy Main.

This programme gives people the chance to become ambassadors of learning and literacy in the prison. The role of these ambassadors is to raise awareness and help reduce the barriers facing adults with unmet literacy needs. These barriers include fear, embarrassment, low self-esteem, isolation and a lack of information on where to get help.

Participants gave positive feedback in all four programmes. Participants said that a highlight of the workshops was hearing from the NALA student ambassador, who shared their own learning journey and helped co-facilitate the workshops.

We asked participants to share a word that described how they were feeling after their first workshop. The word cloud on the next page shows the words that participants shared. The more frequently the word was given by participants, the larger the word is shown in the cloud.



Teachers also gave positive feedback on the programme.



"I would recommend wholeheartedly, the delivery and some of the materials are great for students' literacy enhancement."

Teacher participating in the Prison Literacy Ambassador Programme



"I think the workshop was facilitated with empathy, warmth and sensitivity which definitely encouraged student participation. Also, I would like to acknowledge the wonderful NALA resources that I have used down through the years and continue to use in my work."

Teacher participating in the Prison Literacy Ambassador Programme

# Plain English services

Our Plain English team work to help organisations to:

- make their information easier to understand and act on; and
- communicate more clearly with people accessing their services, including people who have literacy needs.

We provide plain English editing, training and advice to non-profit, public and private organisations to put their readers' needs first and deliver the best service they can.

## Plain English editing

We worked with clients such as the Law Reform Commission, the Department of Social Protection, the Health Service Executive (HSE), Zurich, Tusla and the National Council for Curricula and Assessment (NCCA). We also worked with organisations such as Circle Housing, Irish Cancer Society and FoodCloud. We edited documents and texts for these clients using plain English guidelines.

Our Plain English team collaborated with the Adult Literacy for Life (ALL) Programme Office to update and redesign the '**Writing and design tips**' booklet. This resource shares plain English tips on writing and designing documents and materials so they are easier to read, understand and use. We printed and distributed 10,000 copies to Adult Literacy for Life Regional Literacy Co-ordinators for use with a wide range of organisations.



## Plain English training

We trained staff from many organisations. These included the Department of Justice, Waterford Education Training Board (ETB) Further Education and Support Service, Adult Literacy for Life (ALL) Office, New Ireland Assurance, National Council for Special Education, European Commission, Health Promotion Officers in the HSE, Cluid Housing, Citizens Information and more.



"Small changes in language can make a big difference in understanding. The practical tools and insights delivered through NALA's plain English training are of great benefit. Communicating with clarity and purpose makes materials more accessible and inclusive to everyone."

**Eric Gibson, Capability Manager, Bank of Ireland**

Our recommended training model is delivery of two 2 ½ hour sessions over two days. We tailor each of the workshops by meeting with clients to discuss their needs and send on a survey, some pre-reading and a pre-session task ahead of each session.



"I found it easy to contribute to the session because the atmosphere was welcoming and inclusive. The facilitator did a great job of encouraging participation and making everyone feel comfortable sharing their thoughts. Additionally, the topic was relevant and interesting to me, which made it easier to engage in the discussion."

**Plain English Training Attendee, HSE**

## Community of Practice

We took part in an Adult Literacy for Life project to support staff across the public service to gain skills in plain language editing and advocacy. The project aims to mentor and support staff across Government Departments and agencies, public services and health and community services to gain skills in plain language editing.

Forty participants signed up for either The Plain English Diploma (Plain English Campaign, United Kingdom, 12 months) or The Plain Language Certificate (Simon Fraser University, Canada, 24 months). In addition, participants took part in a NALA led Community of Practice to discuss course content, network and support each other.



"The in-person training at the beginning of the course was really valuable - it gave a great grounding in plain English principles. The booklets have been a great resource - I find myself referring to them constantly. While I wasn't able to make all the Community of Practice meetings, they were really helpful in answering questions, sharing experiences and frustrations and looking more deeply at some aspects of plain English."

**Participant, Community of Practice, Plain English Diploma**

Two members of our Plain English Team completed the courses to be able to offer leadership and advice. Our team chaired the meetings and developed relevant resources to support the participants.

## Plain language eLearning course

Our Plain English team collaborated with the Adult Literacy for Life Programme Office on the development of their plain language eLearning course.

The objective of the course is to use plain language to communicate clearly and effectively with colleagues, the public and others and is aimed at individuals who communicate with the public in their work.

The course content includes the following:

1. About plain language (25 minutes)
2. Plain language tips (40 minutes)
3. Using plain language in your day-to-day work (30 minutes)

At the end of this course, the individual should:

- understand what plain language is;
- know the main benefits of using plain language in communications;
- learn practical tips to put plain language into practice, including writing and speaking clearly; and
- know where to find practical resources about using plain language.

NALA played a crucial role in this process by sharing our knowledge and expertise, inputting into the course development and reviewing elements of the course.



Strategic theme 4

# Evolve

- Values framework
- Staff transitions
- Training and development
- Membership

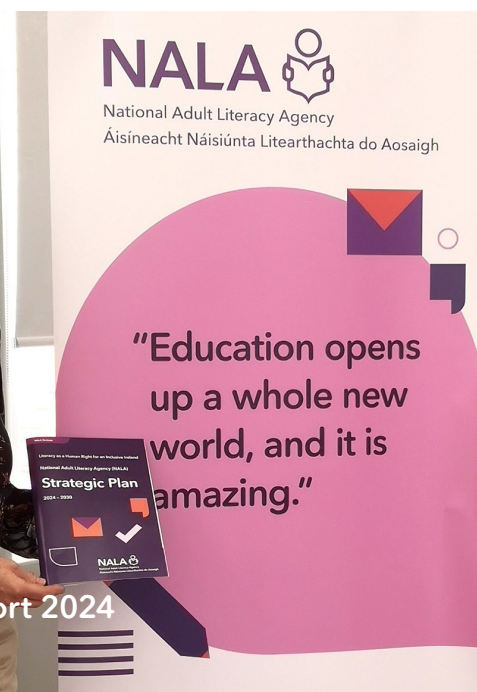


Now approval for re-appoint Dr. Eleanor Neill  
holding up your voting card



43<sup>rd</sup> Annual General Meeting  
**Actions for the Chairperson**

- call the meeting to order
- confirm that there are enough members present (a quorum) to hold the AGM
- give an overview of the agenda and items for decision



# Values framework

The values of Potential, Respect, Inclusion, Collaboration and Equity were agreed as part of NALA's **Strategic Plan 2024-2030**.

To help us live the values, we developed a framework that sets out what the values in action look like and helps us notice when they are not being lived. The framework is for all staff, board members, subcommittee members and volunteers. It helps us understand how we can align our actions with the NALA values to guide our work.

## Staff transitions

In 2024, staff left NALA due to retirements, relocations, alternative employment or maternity leave. These roles included:

- Administrators
- Adult Literacy Educator
- Communications, Advocacy and Outreach Managers
- eLearning Content Creator
- Finance Administrator
- Finance and Corporate Services Manager
- Learn with NALA Co-ordinator
- Policy Officer

The following roles were recruited to fill the resulting vacancies and new work agreed with the Adult Literacy for Life office:

- Administrators
- Communications, Advocacy and Outreach Manager
- Finance Administrator
- Finance and Corporate Services Manager
- Learn with NALA Co-ordinator
- Literacy Development and Outreach Worker

# Training and development

NALA is an advocate of lifelong learning and committed to the ongoing development of our staff. All staff undertook training and developmental activities agreed as part of our Performance Management and Development System in a wide range of areas including:

- Accessibility
- Coaching
- Data Analysis
- Health and Safety
- Intercultural Awareness
- Governance
- Project Management

## Membership

In March 2024, our members approved an updated Constitution and Procedural Rules document for NALA. Included in these changes were updates to our Membership model, particularly a change of the period of membership. Membership now runs from 1 February each year to 31 January the following year.

As a result, in March 2024, all active members at that time had their membership expiry date extended to 31 January 2025 to align with the new membership period.

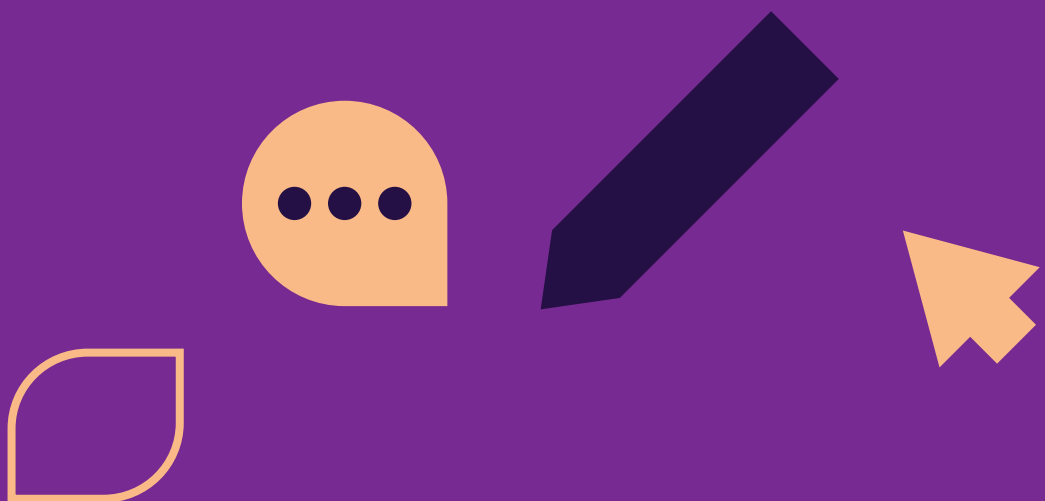
At the end of 2024, there were 1,724 members of NALA:

- 1,543 Individual Members
  - o 1,511 former free individual members
  - o 32 former paid individual members
- 181 Organisational Members:
  - o 140 Subcategory A (local organisations)
  - o 41 Subcategory B (county, regional, national, international organisations)

At the end of 2024 all NALA members were invited to renew and update their details with us.

# Our governance and Financial Statements

- Directors' biographies
- Financial Statements
  - Directors' report
  - Directors' responsibilities statement
  - Independent auditor's report
  - Statement of financial activities
  - Balance sheet
  - Statement of cash flows
  - Notes to the Financial Statements



# Directors' biographies



## Aoife Foley (Company Secretary)

Date Appointed: 30 April 2020

Aoife is the National Financial Inclusion and Social Policy Worker with National Traveller Money Advice and Budgeting Service (NTMABS). Before joining NTMABS she worked in adult and community education and has a background in human rights law. Aoife has worked as a voluntary literacy tutor in Kerry and Dublin.



## Catherine Devlin

Date Appointed: 24 April 2021

Catherine is an adult literacy student. She worked in a shirt factory having left school at the age of 15. Catherine returned to education in 2013 with Donegal Education and Training Board (ETB). She completed the Junior Certificate through day, night and summer classes. In 2017, Catherine joined NALA's Student Subcommittee and is now the Chairperson of that Subcommittee.



## Christopher Potts

Date Appointed: 28 May 2024

Resigned: 4 November 2024

Chris Potts is from Dún Laoghaire, South Dublin. He was ill as a child, fell behind at school and left at age 13. When his two daughters started asking him to read to them, he realised he needed to do something about his literacy. He started with a one-to-one tutor and joined a computer class. He went to a NALA Student Day in Cassidy's Hotel and realised he was one of many. Chris has spoken about his experiences of literacy in the Dún Laoghaire Vocational Educational Committee (VEC), Cloverhill prison and at NALA's International Literacy Day. He participated in the Quality Framework Committee in his local education centre and in 2013 joined NALA's Student Subcommittee, which he served on for three years. In 2023 and 2024 Chris was a member of NALA's Strategic Plan Advisory Group.



## Ciaran Casey (Honorary Treasurer)

**Date Appointed: 5 February 2020**

Ciaran Casey is Chief Customer Officer and Commercial Director at Saol Assurance trading as AIB (Allied Irish Banks) life. Prior to this, he held several roles within AIB including Head of Digital Channels and Group Head of Deposit and Current Account Products. Ciaran is a Chartered Banker and Chartered Financial Analyst (CFA).



## Dr Eleanor Neff

**Date Appointed: 30 April 2022**

Dr Eleanor Neff works in the Literacy Development Centre in South East Technological University. Eleanor has worked in adult education for 21 years with a focus on literacy work for the past 14 years. As a tutor with Kerry Education and Training Board, she delivered a wide range of literacy courses and worked on the Refugee Resettlement Programme. In 2020, she worked with NALA's Distance Learning Service and Marking Progress Project.



## Elma Teahan

**Date Appointed: 9 December 2020**

Elma Teahan is Director, Financial Services Audit in KPMG. A chartered accountant, Elma also holds a Bachelor of Commerce degree from University College Cork. She has many years of experience providing audit, assurance, accountancy and advisory services to clients in insurance, investment management, banking and other sectors. Elma is an advocate of education and inclusion and diversity.



## Frances Ward

**Date Appointed: 9 December 2020**

**Retired: 28 May 2024**

Frances Ward has been involved in Adult Literacy since 1977. She set up one of the first VEC supported adult literacy services in Crumlin College. In 1994, she was appointed Adult Literacy Organiser for Dublin City South-West which allowed the service to move into the community. Frances was active in setting up the Adult Literacy Organisers Association and was Chair of NALA from 2003 to 2007.



## Margaret Hanrahan

Date Appointed: 28 May 2024

Margaret Hanrahan is an adult literacy student from County Tipperary. She learned to use the iPhone with Tipperary ETB in her local education centre in Cahir. She completed English and Communications courses at levels 3 and 4 and has used the Learn with NALA website in the centre in Cahir. Having seen a notice on NALA's website, she attended the 2022 NALA Student Day in Cork. Margaret is passionate about people, particularly women, being able to understand financial information. Margaret qualified as a legal assistant in early 2024, something she never thought she would be able to do. Margaret has been a member of NALA's Student Subcommittee since 2022.



## Margaret Kelly (Chairperson)

Date Appointed: 21 October 2020

Margaret retired from the Department of Education and Skills in 2012. She had responsibility for policy, funding and monitoring of programmes aided under the European Social Fund, Further and Adult Education, and curriculum policy and developments.





## **Maria O'Gorman (Vice-Chairperson)**

**Date Appointed: 1 April 2017**

Maria worked for many years as an accountant. She does a lot of work in the adult education sector and represents adult learners on a variety of committees. Maria has served on many boards including Kerry ETB.



## **Maurice Sammon**

**Date Appointed: 30 April 2022**

**Retired: 28 May 2024**

Maurice knows all about the fear and stigma of having unmet literacy needs. He left school early and started working without the ability to read or write and spent the next forty years hiding that fact. Since returning to education, he has never looked back and now works to raise awareness of literacy services and supports available. Maurice has taken part in national literacy awareness campaigns and media interviews to promote the benefits of literacy learning. He was a member of NALA's Student Subcommittee from October 2019 to November 2023.



## **Dr Michelle O'Driscoll**

**Date Appointed: 28 May 2024**

Michelle is a Lecturer in the School of Pharmacy University College Cork, and a Senior Postdoctoral Researcher with the National Suicide Research Foundation. She has collaborated on the development of a University College Cork and NALA Digital Badge for Health Literacy for Health and Social Care Professionals and is a strong advocate for health literacy as an educator and in lived experience research. She is delighted to have the opportunity to engage further with NALA and contribute to the progression of health literacy education and policy at a national level.



## Patricia Ayton (Outgoing Company Secretary)

Date Appointed: 1 April 2017

Retired: 28 May 2024

Pat has been involved in adult literacy since 1980. She worked as a tutor in literacy and numeracy and as an Adult Literacy Organiser. Pat has lectured on the Education and Training degree programme in Dublin City University and has been committed to adult literacy and improving services offered to adults returning to education for over 35 years.



## Patricia Nolan

Date Appointed: 30 April 2022

Patricia (Trish) has worked in the public library service for over thirty years and has also worked as a volunteer tutor. Currently she works as Executive Librarian with Carlow County Library Service and has an active interest in adult literacy. She is the Right to Read Co-ordinator for Carlow County Council and has led many initiatives including the 'Carlow - A Literacy Friendly County' research project. Her family learning project 'Story Streets' aims to support reluctant readers to gain confidence in reading regularly with their young children. This project is currently being rolled out nationally, as part of the Children's Fund Project for Library Services to support disadvantaged families and children.



## Paula Tiller

Date Appointed: 13 May 2023

Paula is a Regional Literacy Coordinator for Kerry for the Adult Literacy for Life Strategy. Literacy teaching and advocacy has been a large part of her life since starting as a volunteer literacy tutor in 2001. She has worked as a NALA distance learning tutor and has delivered workshops at NALA events. As well as her involvement in teaching, she has co-developed themed literacy programmes. She is an advocate for integrating literacy and Universal Design for Learning across the adult and further education sector.



## Tadgh Quill-Manley

Date Appointed 28 May 2024

Resigned: 23 October 2024

Tadgh Quill-Manley is a junior insurance and financial broker in Cork City. He holds both the Certificate in Insurance Practice and Qualified Financial Adviser qualifications and received the Insurance Institute of Ireland's CJ Gladstone High Achiever Award in 2023. He has served as a volunteer board member and subcommittee member of many other charitable organisations. Tadgh has a relation with an intellectual disability and literacy was one of the main challenges faced by them. He was very grateful for the strong support and compassion they received in educational assistance, which incorporated literacy and continues to support NALA in its work as a result.



## Tom O'Mara

Date Appointed: 30 April 2022

Tom O'Mara is Head of Digital Education in University College Cork. He manages the Centre for Digital Education, which provides support to staff around the best application of technology to learning. An educator for over 27 years, Tom has worked as an English language teacher at third level in Ireland and abroad. He was also the Distance Education Coordinator with NALA for nine years. Tom led the design and development of [www.writeon.ie](http://www.writeon.ie) and supported the development of the prime-time literacy TV series on Raidió Teilifís Éireann (RTÉ).



## Tracey Reilly

Date Appointed: 30 April 2022

Retired: 28 May 2024

Tracey is a member of the Traveller community. Tracey was an early school leaver but continued in education through different routes. As a mature student, she received a First-class Honours in her Bachelor's degree in Community and Youth Work. Tracey is currently a full-time Education Development Worker in Pavee Point. She is passionate about human rights, equality, and education and as a Traveller woman sees the importance of education in progressing the rights of Travellers.

# Financial Statements

For the year ended 31 December 2024

## 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.

This document has been modified slightly from our published Financial Statements 2024, for example, by adding extra information or rearranging sections. The original statements are available on the NALA website: [NALA Financial Statements 2024](#)

Read about our objectives and activities for 2024 on pages 10-11.

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> <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> </ul>

Supporting goals	Key actions, achievements and performance
Provide learning and development opportunities through Learn with NALA's tutoring service and eLearning website.	<p><b>Learn with NALA eLearning service continued</b></p> <ul style="list-style-type: none"> <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>



## 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> <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 71-93.</p>

## Challenges faced

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

Read about our future plans on page 124.

# 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:

Item No.	Funding Category	Funding Approved	Funding Received	Funding Expended	2024 End of Year Balance
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 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 100. Note 3 on pages 110-111 sets out the detailed restricted and unrestricted income for 2024, while Note 4 on pages 112-113 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.

Item No.	Income Source	2024	2023	Comment
d.	Other sundry Income	€3,327	€16,507	Sundry income includes small donations and other income as set out in Note 3 on pages 110-111 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
	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 pages 112-113.

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 102.

## 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.

## **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 121. 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.

# 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 113-114.

## 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.

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

Read about the Directors who held office during 2024 on pages 58-63.

## 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 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.

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
Tadgh 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
- 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:
  - o QQI Guidelines for Providers of Blended and Fully Online Learning Programmes
  - o findings from NALA's 2023 Usability Study and Accessibility Audit
  - o 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	05 Jun	09 Oct	26 Nov	Summary of Attendance
Margaret Kelly (Chairperson)	✓	✓	✓	✓	✓	5 of 5
Patricia Nolan	✓	✓	✓	✓	✗	4 of 5
Pat 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
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:
  - o Conflicts of Interest Policy
  - o Staff Handbook
- revised its:
  - o Garda Vetting Policy
  - o Health and Safety Policy Statement
  - o Hybrid Working Policy
  - o Reserves Policy
  - o Statement of Internal Financial Controls
  - o Training and Development Policy
- created a new:
  - o Academic Integrity Policy.

## Data Protection

NALA continues to comply with relevant Data Protection legislation including General Data Protection Regulation (GDPR). All necessary policies, procedures and registers are in place to support us in managing personal data. Training and awareness activities are conducted with all staff on a regular basis.

## Public Sector Duty

The Public Sector Equality and Human Rights Duty (PSD), as outlined in the Irish Human Rights and Equality Commission Act 2014, places a statutory obligation on public bodies to eliminate discrimination, promote equality of opportunity and treatment and protect human rights.

While NALA is funded by a government body, it is an autonomous charitable organisation, and a company limited by guarantee. As such, it does not meet the definition of “public body” as set out in the legislation.

NALA is however committed to meeting its obligations to SOLAS, to the advancement of human rights and to meeting the obligations of the PSD in so far as the obligations can be applied to our organisation and as is reasonably practicable having regard to our functions, purpose, size and resources available to us. In 2024, NALA set out an implementation plan to assess for and address any gaps or issues.

## 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 maternity leave from 1 August 2024)
- 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	Type	Residual Risk Score and Level	Controls and Actions
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> <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.

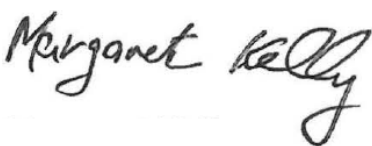
## Statement on relevant audit information

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**



Ciaran Casey  
**Director**

Date: 12/03/2025

# Directors' responsibilities statement

## To the members of the 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.

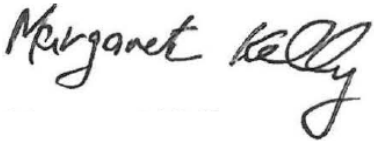
In preparing these financial statements, the Directors are required to:

- 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**



Ciaran Casey  
**Director**

Date:

12 / 03 / 2025

# 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 during 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 during 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 during 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 out on pages 94-95, 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.

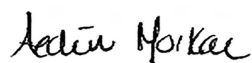
**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements 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.



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

# Statement of financial activities (including an income and expenditure account)

For the year ended 31 December 2024

		Restricted Funds 2024 €	Unrestricted Funds 2024 €	Total Funds 2024 €	Total Funds 2023 €
	Note				
<b>Income from:</b>					
Charitable activities	3	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	4	(2,453,851)	(185,670)	(2,639,521)	(2,616,634)
Net income	6	-	86,339	86,339	72,776
Net movement in funds		-	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		-	-	-	-
Total funds carried forward	12	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 103-123 form part of these financial statements.

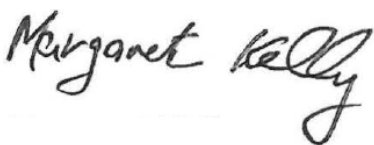
# Balance sheet

As at 31 December 2024

		2024	2023
	Note	€	€
<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 103-123 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

# Statement of cash flows

For the year ended 31 December 2024

		2024	2023
	Note	€	€
<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)
Net increase in cash at bank and in hand		90,200	9,039
Cash at bank and in hand at beginning of year		1,116,170	1,107,131
Cash at bank and in hand at end of year		1,206,370	1,116,170

# Notes to the Financial Statements

For the year ended 31 December 2024

## 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 64 to 93.

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 Policies

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.

## **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

## **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.

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.

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.

### 3. Income

Current Year	Restricted Funds €	Unrestricted Funds €	Total Funds €
<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
	2,453,851	269,790	2,723,641
<b>Income from donations</b>	-	2,191	2,191
<b>Investment income</b>			
Interest income	-	28	28
	2,453,851	272,009	2,725,860

### 3. Income (continued)

Prior Year	Restricted Funds €	Unrestricted Funds €	Total Funds €
<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
	2,371,870	310,508	2,682,378
<b>Income from donations</b>	-	880	880
<b>Investment income</b>			
Interest income	-	6,152	6,152
	2,371,870	317,540	2,689,410

## 4. Analysis of charitable expenditure

Current Year	Restricted Funds €	Unrestricted Funds €	Total Funds €
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>

Prior Year	Restricted Funds €	Unrestricted Funds €	Total Funds €
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
	<u>2,390,687</u>	<u>225,947</u>	<u>2,616,634</u>

Included within the above are support costs as follows:

	General cost €	Governance cost €	Total 2024 €	2023 €
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
	430,847	76,500	507,347	502,720

## 5. Employees

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

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

Breakdown of wages and salaries is as follows:

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

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 maternity cover for Michelle Lynch from 1 August 2024), Elaine Cohalan, Michelle Lynch (on maternity 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	-	-

## 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
	<u>66,143</u>	<u>101,930</u>

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.

## 11. Creditors

	2024	2023
	€	€
<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:

	2024	2023
	€	€
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	4,906	41,331

## 12. Movement in Funds

Current Year	Balance at beginning of year €	Income €	Expenditure €	Balance at end of year €
Restricted funds	73,775	2,453,851	(2,453,851)	73,775
Unrestricted funds	955,231	272,009	(185,670)	1,041,570
Total funds	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 €
Restricted funds	92,592	2,371,870	2,390,687	73,775
Unrestricted funds	863,638	317,540	225,947	955,231
Total funds	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>	<b>73,775</b>	<b>2,453,851</b>	<b>2,453,851</b>	<b>73,775</b>

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

Current Year	Unrestricted	Restricted	Total 2024
	€	€	€
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

Prior Year	Unrestricted	Restricted	Total 2023
	€	€	€
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

	2024 €	2023 €
<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.

## 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	-	-
	299,044	414,803

## 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.

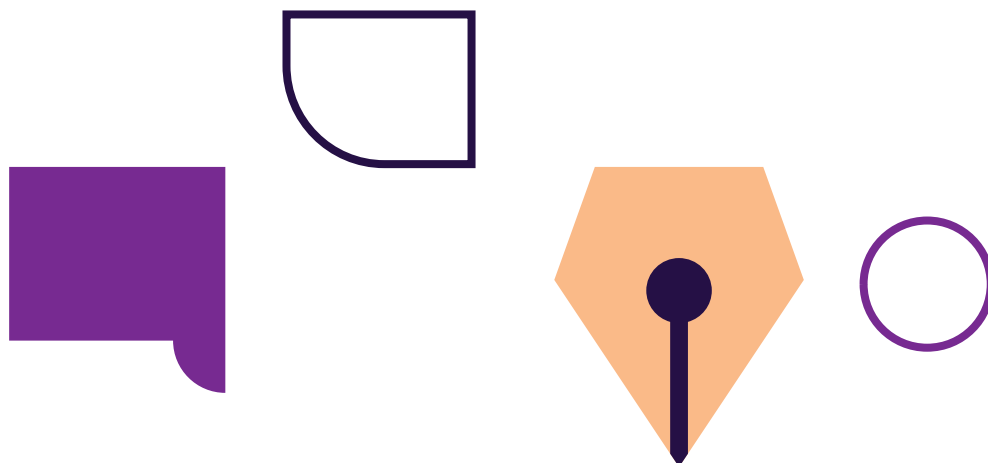
## 20. Approval of Financial Statements

The directors approved the financial statements on 12 March 2025.

# 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; and
- implement a new membership model and funding plan to diversify our income to enable us to sustainably deliver on our vision.



# Some terms, acronyms and abbreviations explained

## **Advocacy**

Actively supporting or arguing for a cause, idea or policy. This may involve raising awareness, recommending particular actions and or speaking up for individuals' rights.

## **AGM**

Annual General Meeting.

## **AI**

Artificial Intelligence.

## **ALL**

Adult Literacy for Life, a ten year adult literacy, numeracy, and digital literacy strategy.

## **Amortisation**

When an asset or a long-term liability's value or cost is gradually spread out or allocated over a specific period. This helps offer a clear picture of a Company's economic performance.

## **AT**

Assistive Technology.

## **Blended learning**

This refers to a mix of different teaching and learning techniques. For example, a blended learning approach can combine face-to-face tuition with computer-based learning.

## **CEO**

Chief Executive Officer.

## **Chairperson**

The Chairperson leads a Board of Directors.

**ChatGPT**

Chat Generative Pre-Trained Transformer. This is an online tool that allows users to enter written prompts and receive new human-like text or images and videos generated by AI (Artificial Intelligence).

**CHY**

Charitable tax exemption number.

**CRO**

Companies Registration Office.

**DigComp**

European Digital Competence Framework

**EBSN**

European Basic Skills Network.

**EGM**

Extraordinary General Meeting.

**ESOL**

English for Speakers of Other Languages. ESOL language focuses on English language development for students who do not have literacy needs in their first language.

ESOL literacy (for students who are new to English) refers to teaching and learning that focuses on both language and literacy development in English for students who have literacy needs in their first language to an extent that creates significant, additional challenges for the learning of English as a second language.

**ETB**

Education and Training Board.

**ETBI**

Education and Training Boards Ireland – the national representative association for Ireland’s 16 Education and Training Boards.

**EU**

European Union.

**European Commission**

The European Commission is part of the executive of the European Union.

**FET**

Further Education and Training.

**FETAC**

Further Education and Training Awards Council

**Furthest behind first**

The furthest behind first (principle in the United Nations (UN) 2030 Agenda for Sustainable Development) recognises that the needs of those with less than a QQI (Quality and Qualifications Ireland) Level 4 qualification would be met first. For the furthest behind first, there must be enhanced and targeted opportunities and supports.

**GDPR**

General Data Protection Regulation.

**HSE**

Health Service Executive.

**Learning opportunities**

The range of literacy learning options, such as individual and group tutoring, workplace literacy programmes and distance education.

**Level (1 – 10) qualification**

One of the 10 levels of qualifications a person can get in Ireland.

**LGBT+**

This is a commonly used acronym for Lesbian, Gay, Bisexual, Transgender, Queer/ Questioning. Sometimes the acronym is expanded to LGBTQIA+ or other versions that include Intersex and Asexual. The + sign is to signify other categories of gender and sexual identity that aren't accurately described by these terms.

**Mission**

An aim of a group, an organisation or a person.

**NALA**

National Adult Literacy Agency.

**NFQ**

National Framework of Qualifications.

## **NGO**

Non-governmental organisation.

## **Objectives**

Planned results to be achieved within a stated period.

## **OECD**

Organisation for Economic Co-operation and Development.

## **Outcome**

Outcome means what happened or the result of something.

## **Partnership**

Two or more people or groups working together on an activity or to reach a particular goal.

## **PIAAC**

The Programme for the International Assessment of Adult Competencies is a programme of assessment and analysis of adult skills, conducted by the OECD. It measures literacy, numeracy, and problem-solving skills in technology-rich environments.

## **PISA**

The Programme for International Student Assessment, is an OECD initiative that assesses the knowledge and skills of 15-year-old students in reading, mathematics, and science.

## **Plain language**

A communication is in plain language "if its wording, structure, and design are so clear that the intended readers can easily find what they need, understand what they find, and use that information" (Source: **The International Plain Language Federation**).

## **Policy**

A course of action adopted or proposed by an organisation or person.

## **Procedural rules**

This document provides additional information on how certain things in an organisation like NALA are designed and managed.

**Professional development**

This is the way people can maintain, improve and broaden their knowledge and skills and develop the personal qualities required in their professional lives.

**PSD**

Public Sector Equality and Human Rights Duty.

**QQI**

Quality and Qualifications Ireland.

**RCN**

Registered Charity Number.

**Recognition of prior learning**

A process used to evaluate skills and knowledge acquired outside the classroom to recognise competence against a given set of standards.

**RTE**

Raidió Teilifís Éireann.

**SOLAS**

The authority for further education and training.

**Stakeholder**

A person or group with an interest (a stake) in the actions or policies of an organisation, which means that they may affect the actions or policies and or be affected by them.

**Strategic**

Something that forms part of or relates to a long-term plan to achieve an aim.

**URL**

Uniform Resource Locator.

**VEC**

Vocational Educational Committee.

**VLE**

Virtual Learning Environment.

# Company information

## Secretary

Aoife Foley

## Company Number

342807

## Charity Number

8506

## CRA Number

20020965

## Registered office and business address

Sandford Lodge

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



The National Adult Literacy Agency (NALA) is a charity and membership based organisation. We work to support adults with unmet literacy, numeracy and digital literacy needs to take part fully in society and to have access to learning opportunities that meet their needs. NALA does this by raising awareness of the importance of literacy, doing research and sharing good practice, providing online learning courses, providing a tutoring service and by lobbying for further investment to improve adult literacy, numeracy and digital literacy skills.

**National Adult Literacy Agency (NALA)**

Sandford Lodge  
Sandford Close  
Ranelagh, Dublin 6  
D06 YF65

**Websites:**

[nala.ie](http://nala.ie)  
[learnwithnala.ie](http://learnwithnala.ie)

**Phone:** 01 412 7900

**Email:** [info@nala.ie](mailto:info@nala.ie)

**Freephone:** 1 800 20 20 65

**Registered Charity Number:** 20020965

**Charity Number:** 8506

**Company Number:** 342807



Rialtas na hÉireann  
Government of Ireland



**SOLAS**  
learning works



**Adult  
Literacy  
for Life**

Adult Literacy is co-funded by the Government of Ireland and the European Union.