

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

NATIONAL ADULT LITERACY AGENCY
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

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

	Page
Directors and other information	2
Directors' report	3-23
Directors' responsibilities statement	24
Independent auditor's report	25-27
Statement of financial activities (including an income and expenditure account)	28
Balance sheet	29
Statement of cash flows	30
Notes to the financial statements	31-43

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

Directors/Trustees

- | | |
|--|---|
| 1. Aoife Foley | 8. Margaret Kelly |
| 2. Catherine Devlin | 9. Maria O'Gorman |
| 3. Ciaran Casey | 10. Michelle O'Driscoll |
| 4. Eleanor Neff | 11. Patricia Nolan |
| 5. Elma Teahan | 12. Paula Tiller |
| 6. Geraldine Mernagh (Appointed 21 May 2025) | 13. Sarah Shaughnessy (Appointed 21 May 2025) |
| 7. Margaret Hanrahan | 14. Tom O'Mara |

Secretary Aoife Foley

Company Number 342807

Charity Number 8506

CRA Number 20020965

Registered office Sandford Lodge

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

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

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

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

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

The Directors present the audited financial statements of National Adult Literacy Agency for the year ended 31 December 2025.

OBJECTIVES AND ACTIVITIES

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

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

NALA's vision is that:

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

NALA's mission is to:

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

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

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

The vision, mission and values inform the following four themes and six goals of NALA's Strategic Plan and supporting work plan for 2025:

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

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

As summarised in the next section, NALA delivered on an ambitious work plan of supporting actions and operational administration to advance our Strategic Plan themes and goals in 2025.

ACHIEVEMENTS AND PERFORMANCE IN 2025

The following is a summary of the key achievements and performance that advanced NALA's Strategic Plan themes and goals in 2025.

Theme 1: Advocate

Supporting Goal	Key actions, achievements and performance
<p>Be the independent voice of adult literacy to inform the development of adult literacy policy and provision.</p>	<p>Membership and stakeholder engagement</p> <ul style="list-style-type: none"> • Implemented a new membership model including circulating 3 newsletters to subscribed members and a 55% increase in members to 339 • Implemented a multi-channel communications plan that included 4,584 posts on NALA's social media channels, 3 digital media campaigns to promote NALA job vacancies, website updates and 56 media mentions. <p>Advocacy, Research and Policy</p> <ul style="list-style-type: none"> • Introductory letters to education spokespeople in government and opposition parties and Members of the European Parliament (MEPs) resulting in 3 meetings with Teachtaí Dála (TDs), 2 meetings with MEPs and an invitation to submit to the Joint Committee on Further and Higher Education, Research, Innovation and Science on the topic of Apprenticeships • 27 policy submissions (11 stand-alone submissions to government consultations including a pre-budget submission and 16 responses to surveys), presentation to and ongoing consultation with the National Skills Council • 5 factsheets published and 2 international conference presentations given on the results of the Organisation for Economic Co-operation and Development (OECD)'s Programme for the International Assessment of Adult Competencies (PIAAC) • 1 National Skills Conversation conference organised in collaboration with AONTAS to present relevant educational research with 80 attendees • 6 presentations and study visits were hosted and given to national and international stakeholders on NALA's work and research • Regular communication with and attendance at meetings of the governance structures for relevant government strategies such as the Adult Literacy for Life (ALL) A 10-Year Adult Literacy, Numeracy And Digital Literacy Strategy and Future FET: Transforming Learning Strategy and Further Education and Training strategies • NALA is a member of and collaborates with the Community Platform on related advocacy work and NALA's Chief Executive Officer was appointed to the Central Bank of Ireland's Consumer Advisory Group.

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Theme 2: Empower

Supporting Goals	Key actions, achievements and performance
<p>Support learners' empowerment, participation and their access to the most suitable learning opportunities.</p>	<p>Literacy student and development</p> <ul style="list-style-type: none"> • 4 in-person adult literacy learner events including 2 Learn with NALA awards ceremonies were organised and attended by 341 students • 1 online event in September for the presidential election in collaboration with the Dublin Adult Learning Centre (DALC) and the Electoral Commission was attended by 59 students • 7 meetings of NALA's student subcommittee were held • 26 literacy ambassadors were supported to attend NALA events, outreach activities, promotional and media activity including the National Ploughing Championships. <p>Information Services and Resources for Learners</p> <ul style="list-style-type: none"> • 828 Freephone referrals were made, 74 of which were direct referrals • 858 information packs were compiled and issued to Freephone callers • Data sharing agreements for the national Freephone number were agreed and implemented with 4 Education and Training Boards • 140 unique users accessed NALA's online SkillsChecker • Development of a financial literacy guide was started for distribution in early 2026.
<p>Provide learning and development opportunities through Learn with NALA's tutoring service and eLearning website.</p>	<p>NALA's Learn with NALA Service was awarded the UNESCO Confucius Prize for Literacy in Paris on International Literacy Day, 8 September 2025 for its innovation and impact in distance and eLearning.</p> <p>Learn with NALA Tutoring service</p> <ul style="list-style-type: none"> • 161 Tutoring Service learners engaged in 1,019 1:1 learning sessions over the phone • 36 learners were referred to Education and Training Boards • 42 learners were referred to Education Guidance Services in Education and Training Boards. <p>Learn with NALA eLearning service</p> <ul style="list-style-type: none"> • 3,881 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 2,510 independent NALA learners and 1,371 learners in 162 registered centres. 98 of the 162 centres were Education and Training Board affiliated centres and 64 were community and voluntary organisations • 400+ tutors in registered centres were supported with e-zines, over the phone and by email. They also benefitted from an updated tutor manual, and a new tutor help section. 80 tutors participated in training • 2,188 adult literacy learners were issued with 7,616 Certificates of Achievement for courses on Learn with NALA. 1,298 of these learners were independent learners while 890

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Supporting Goals	Key actions, achievements and performance
	<p>were working in a blended learning context across 135 centres registered to use Learn with NALA</p> <ul style="list-style-type: none"> • 1,191 learners earned 3,216 Quality and Qualifications Ireland (QQI) awards through Learn with NALA. 1,685 at level 2 and 1,531 at level 3. 1,353 awards were achieved by learners in registered centres while 1,863 awards were earned by independent learners • Three registered Learn with NALA centres working with identified ALL strategy priority groups (Travellers of North Cork, TOSÚ Probation Service and National Learning Network) took part in pilot projects to receive customised support • 15 literacy worksheets were published and sent to 500+ individuals. This included the level 2-3 'That's Interesting!' worksheet and our new level 1 'Step into Learning' worksheet • A new Level 3 Health and Safety Awareness eLearning course was launched • A new learner guide and journal was designed • A review and update of learner digital courses was completed • All documentation (including updated Quality Assurance manual, application form, online learning strategy, terms of reference, action plan) to apply for extension of scope from blended to fully online prepared were approved by the Board and submitted to QQI • Level 1 validation application was submitted to Quality and Qualifications Ireland (QQI), assessed by an independent panel, recommended for approval by the panel and approved by QQI's Programme and Awards Executive Committee (PAEC) • Usability and accessibility updates on the website were agreed and implemented • Learn with NALA Accessibility Statement was created and published • Testing and piloting of new course authoring and accessibility tools to enhance sustainability and learner experience was completed. A new content authoring strategy was agreed for implementation in 2026 • Migration to and training on Analytics Builder for reporting and dashboards and developed initial dashboards was completed • A data sharing and synchronisation project between the Learn with NALA's Learning Management system (LMS) and Customer Relationship Management (CRM) system was completed • Centre data management and data retention solutions were scoped and implemented on Salesforce • A Salesforce development project was scoped, agreed and started to enhance learner and organisation service, data collection, data management and reporting • A data retention solution for the LMS and CRM was created for implementation in 2026 • 437 professionals enrolled on at least one of NALA's 6 eLearning professional development programmes with 317 certificates of achievement issued

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Supporting Goals	Key actions, achievements and performance
	<ul style="list-style-type: none"> • A new Numeracy Resources eLearning course was launched for adult literacy professionals.
Support adult literacy practitioners' professional development.	<ul style="list-style-type: none"> • 12 professional development events (3 in-person conferences, 1 online conference and 8 webinars) were held with 519 participants from Education and Training Boards and other local educational providers • 29,838 NALA publications were distributed.

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>Literacy awareness and outreach work</p> <ul style="list-style-type: none"> • 356 participants attended 7 customised events (4 literacy awareness sessions and 3 health literacy workshops) • 21 participants attended 2 Traveller focused literacy awareness sessions at local and national level • 4 Literacy Opens Doors series webinars with 12 speakers including 3 with lived experience were delivered to 229 participants • New Supports for Organisations packs were completed and 115 disseminated. • 8,000 copies of 4 previously published English for Speakers of Other Languages (ESOL) workbooks were redesigned and reprinted for use in non-ETB education centres working with people who use drugs and / or in recovery from addiction and people in prison or engaged in the probation service • 4 newsletters were sent to 793 recipients • Literacy Ambassador Programme was delivered in 6 prisons (Castlerea, Cork, Loughan House, Mountjoy West, Midlands, Portlaoise) which resulted in <ul style="list-style-type: none"> • 97 attendees: 86 learners (74 attended ambassador training and 12 additional learners at check in visits) and 11 teaching staff across 21 visits including pre-programme visits, 2-day workshops, review visits and check in visits • 64 of the 74 learners participated in the review visit • 74 certificates were presented to the learners • 3 newsletters sent to prison literacy teachers • 1,955 NALA workbooks were sent to 6 prisons and one probation organisation • 1 NALA ambassador completed Level 6 QQI in Group Work and Facilitation Skills in South East Technological University <p>Plain English editing and training</p> <p>NALA's Plain English service was awarded the PLAIN Language Association International's Cheryl Stephens Innovation Award in Brussels on 6 November 2025</p> <ul style="list-style-type: none"> • 150 documents were edited for 63 clients • 2,223 people attended Plain English training which included training sessions for 120 organisations, 5 online training sessions, 4 open webinars and 65 customised training events

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

	<ul style="list-style-type: none"> 8 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. A joint session for both communities of practice was held on 21 October 2025.
--	--

Theme 4: Evolve

Supporting Goals	Key actions, achievements and performance
<p>Make sure NALA's structures, staff, systems and funding continue to meet the needs of adults with literacy needs.</p>	<p>NALA was shortlisted for a Good Governance Award in Category 5 for organisations with an annual turnover of between €2.5 million and €10 million in November 2025.</p> <p>Human resources</p> <ul style="list-style-type: none"> NALA's leave policy was revised to reflect changes regarding leave days at Easter and the requirements of the Maternity Protection, Employment Equality and Preservation of Certain Records Act 2024 Mandatory training and relevant professional development opportunities identified during the annual performance management and development system process were delivered along with training and development to support NALA's values framework 1 maternity leave, 1 extended leave, 1 departure and 3 recruitment campaigns were managed Strategic review of Learn with NALA's organisational structure and staffing was completed and submitted to SOLAS for consideration. <p>Information and Communication Technology (ICT) and operations</p> <ul style="list-style-type: none"> NALA's accounting system was migrated to the cloud and NALA's server was decommissioned 12 of NALA's aged computers were replaced and arranged for their secure disposal A new payroll software system was implemented <p>Funding and governance actions are further discussed on pages 9-23.</p>

The achievements and performance were realised in the context of the following internal and external challenges:

- Increased operating costs, requests for our services and regulatory requirements
- Limited additional staff or financial resources to implement NALA's new membership model, strategic plan and funding plan in addition to an already demanding work programme
- Uncertainty regarding NALA's role and remit due to the lack of clarity on the implementation plans of the ALL strategy and other developments in literacy policy and provision.

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Future Plans

In 2026, NALA will

- continue to implement our 2024 – 2030 Strategic Plan
- 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 implementation of the Adult Literacy for Life (ALL) A 10–Year Adult Literacy, Numeracy And Digital Literacy Strategy and Future FET: Transforming Learning 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
- evolve our membership offering and diversify our funding plan to enable us to sustainably deliver on our vision.

FINANCIAL REVIEW

Income

Total income for 2025 was €2,718,559 (2024: €2,725,860).

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 2025 to SOLAS in January 2025. SOLAS requested NALA to submit a revised funding application in March 2025 and NALA received formal approval of its funding allocation in April 2025. NALA received approval of additional funding in October 2025.

Out of the total funding of €2,615,886 received from SOLAS, NALA has identified a sum of €74,896 that does not meet the Charity Statement of Recommended Practice (SORP) income recognition criteria and therefore has not been recognised as income in NALA’s Statement of Financial Activities for 2025.

In accordance with Charity SORP Income recognition rules, income recognised in the Statement of Financial Activities from our primary funder SOLAS was €2,540,990 (2024: €2,419,939).

The table below details the SOLAS funding approved, received and expended during 2025. All SOLAS funding is restricted and is only expended in accordance with the categories of funding detailed in the table below:

Item Number	Funding Category	Funding Approved	Funding Received	Funding Expended	2025 End of Year Balance
1	Core Funding	€1,645,540	€1,645,540	€1,609,032	€36,508
2	Learn with NALA	€745,012	€745,012	€735,940	€9,072
3	Furthest Behind First Outreach Project	€84,738	€84,738	€80,063	€4,675

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

4	ALL Plain Language Project	€7,500	€7,500	€7,500	€0
5	ALL Building Bridges / Prison Programme	€73,996	€73,996	€70,455	€3,541
6	Financial Literacy Resources	€59,100	€59,100	€38,000	€21,100
Total		€2,615,886	€2,615,886	€2,540,990	€74,896

Total funding received from SOLAS in 2025 was €2,615,886.

In its 2025 End of Year report to SOLAS, NALA reported that there is an unspent balance of €74,896. NALA's core funding costs were €36,508 less than forecasted due to lower administration costs in 2025 associated with a falling depreciation charge on ageing equipment, lower postage and courier costs since more documents were sent out electronically than by post and a hybrid Annual General Meeting which reduced travel and subsistence costs. Learn with NALA spent €9,072 less than projected as less external service providers were engaged than had been anticipated. The delivery of the Furthest Behind First Outreach Project was primarily by online webinars which reduced the need for travel and subsistence costs and printed materials. ALL Building Bridges / Prison Programme had a modest under-expenditure of learner input costs and travel and subsistence that was lower than had been anticipated. Consistent with DPER (Department of Public Expenditure NDP Delivery and Reform) funding parameters, unused funds form part of NALA's year end creditors balances (Note 10) and are refundable to SOLAS in 2026. NALA has requested to retain the non-staff related cash balances in item numbers 1, 2, 3 and 5 to support student and professional development programming and costs associated with the printing, storing and distributing of resources in 2026. NALA has also requested the retention of the €21,100 underspend in item number 6 above to cover the shortfall in staff costs arising from the actual salary costs of the time spent on the project and launch and promotion of the resources.

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 28. Note 3 on pages 35-36 sets out the detailed restricted and unrestricted income for 2025, while Note 4 on pages 36-37 details the restricted and unrestricted expenditure for the year.

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

- a. Plain English services income
- b. Membership subscriptions
- c. Donations
- d. Other sundry income

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

Item No.	Income Source	2025	2024	Comment
a.	EU Funded Grants European Union (EU) European Basic Skills Network (EBSN) Project – professional development for literacy practitioners	€0	€26,930	NALA had no new EU grants during 2025.
b.	Plain English Services - training and editing	€191,844	€245,171	There was a decrease in the overall Plain English services income due to a decrease in editing income. This was offset by an increase in training services income.

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Item No.	Income Source	2025	2024	Comment
c.	Membership Subscriptions	€10,039	€9,097	A new membership model was implemented in 2024-2025 which clarified the role of members and contributed to the slight increase in membership income. The model also includes a free supporter option and a membership fee waiver on request.
d.	Other Sundry Income	€4,149	€3,327	Sundry income includes small donations and other income as set out in Note 3 on pages 35-36 of the financial statements.
e.	Irish Copyright Licensing Agency Royalties	€9,068	€8,818	Some authors assigned their royalties to NALA. Royalties paid vary from year to year.
f.	New Ireland Assurance	€0	€5,567	Refund of employer pension contributions for staff who left before the minimum qualifying period.
g.	UNESCO prize	€25,469	€0	€ Value of \$30,000 in prize funds received
Total		€240,569	€298,910	

Expenditure

Total expenditure for the year was €2,840,350 (2024: 2,639,521). All expenditure in 2025 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 €516,303 (2024: €507,347) show an increase of €8,956 as set out in note 4 to the financial statements on page 37.

Total expenditure funded by SOLAS in 2025 was €2,540,990 (2024: €2,426,921).

Plain English external editors' expenditure for 2025 was €34,043 (2024: €47,096) reflecting a decrease of €13,053 in editing costs. Other unrestricted expenditure funded from NALA's unrestricted income amounted to €265,317 (2024: €138,574).

Financial position

Having considered all income and expenditure, the overall outcome for 2025 was a deficit of €58,791 (2024: surplus €86,339). This operating deficit was wholly unrestricted. There was no movement in restricted reserves in 2025. These restricted reserves balance of €73,775 at year end will be retained until all obligations relating to the funding have been fulfilled. Apart from specific initiatives funded under the ALL Strategy and a 5.5% increase in SOLAS funded staff costs in 2025, SOLAS funding to NALA has been static since 2022. In these circumstances the Board approved that certain actions be funded from accumulated unrestricted reserves in 2025. The deficit for 2025 is funded from these reserves.

Balance Sheet

NALA's year-end financial position shows a total net assets value of €1,056,554 (2024: €1,115,345).

The net assets position includes fixed assets with a carrying amount of €30,717 (2024: €25,983) and net current assets of €1,025,837 (2024: €1,089,362). Net current assets are primarily made up of bank and cash balances of €1,206,657 (2024: €1,206,370) with the balance comprising our debtors balances less creditors balances. The movement in bank balances during 2025 is set out in the statement of cash flows on page 30.

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

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 €74,896. 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 valued at €30,717 (2024: €25,983) and NALA's contingency reserve fund of €952,062 (2024: €1,015,587).

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 2025 and the calculations to meet the policy requirements indicated a required target of €952,000 at that time. This calculation comprises €296,000, representing the estimated cost of staff redundancies, and €656,000, 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 2026 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 2026 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.

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

The overall level of reserves as of 31 December 2025 are as follows:

Unrestricted Reserves:	€982,779 (2024: €1,041,570)
Restricted Reserves:	€73,775 (2024: €73,775).

The unrestricted reserves total of €982,779 are comprised of a fixed assets valued at €30,717 (2024: €25,983) and an unrestricted contingency fund of €952,062 (2024: €1,015,587). The assets less liabilities underpinning the unrestricted reserves are detailed in note 12 on page 42. 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 €952,062 (2024: €1,015,587) are almost at par with the contingency fund target set at the 2025 review. Pending the 2026 reserves policy review, the Directors are satisfied that the current level of unrestricted reserves fulfil the requirements of the contingency fund target of €952,000.

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, 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's Constitution provides for a Board of up to 16 Directors who meet a minimum of five times a year. The Directors as appointed under the Companies Act 2014 are also Trustees of the charity in the context of the Charities Act 2009, as amended by the Charities (Amendment) Act 2024. 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 14 Directors/Trustees 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 Board are committed to maintaining the highest standards of Corporate Governance.

The Board retains 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 retaining control over all major decisions. The Board 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 to approve all new staff appointments and their remuneration. The Board 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

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

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 and lived experience of literacy learners is 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 Board match 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 37-38.

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 and wait a further three years before seeking re-election as a member.

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

Directors/Trustees

The following Directors/Trustees held office during 2025:

- | | |
|--|---|
| 1. Aoife Foley | 8. Margaret Kelly |
| 2. Catherine Devlin | 9. Maria O'Gorman |
| 3. Ciaran Casey | 10. Michelle O'Driscoll |
| 4. Eleanor Neff | 11. Patricia Nolan |
| 5. Elma Teahan | 12. Paula Tiller |
| 6. Geraldine Mernagh (Appointed 21 May 2025) | 13. Sarah Shaughnessy (Appointed 21 May 2025) |
| 7. Margaret Hanrahan | 14. Tom O'Mara |

Board Induction and Training

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.

In the first quarter of 2025, NALA developed and implemented a skills survey for its Board and Officers to assess their understanding of approximately twenty key skills, relevant documents and areas of knowledge. All Board members were circulated with training slides on Governance, Roles and Responsibilities and Financial Oversight training. After all Board members had completed the survey, the results were analysed and presented to NALA's Literacy and Staff Policies and Governance Subcommittee in April 2025. No critical skills gaps were identified. To ensure that all Board members had consistent information, they were circulated with relevant documentation on NALA's governance and regulatory requirements, and a range of training opportunities were offered.

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. An induction session was held for the new Board members in June 2025 to familiarise them with the charity and the context within which it operates. It covered:

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

- the obligations of Board members
- the main documents setting 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.

Board and Subcommittee Attendance and Achievements

In addition to the ongoing activities of the Board, in 2025 the Board of NALA continued to oversee the implementation of the Strategic Plan Strategic Plan 2024-2030

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	12 Mar	14 May	25 Jun	29 Oct	10 Dec	Summary of Attendance
Margaret Kelly (Chairperson)	✓	✓	✓	✓	✓	5 of 5
Maria O'Gorman (Vice-Chairperson)	✓	✓	✓	✓	✗	4 of 5
Aoife Foley (Secretary)	✓	✓	✓	✓	✗	4 of 5
Ciaran Casey (Honorary Treasurer)	✓	✓	✓	✓	✓	5 of 5
Catherine Devlin	✓	✓	✓	✓	✓	5 of 5
Eleanor Neff	✗	✓	✓	✓	✓	4 of 5
Elma Teahan (maternity leave October and December)	✓	✓	✓	✗	✗	3 of 3
Geraldine Mernagh (appointed 21 May 2025)	○	○	✓	✓	✗	2 of 3
Margaret Hanrahan	✗	✗	✓	✓	✓	3 of 5
Michelle O'Driscoll	✓	✗	✗	✓	✓	3 of 5
Patricia Nolan	✗	✓	✓	✓	✓	4 of 5
Paula Tiller	✓	✓	✓	✓	✗	4 of 5
Sarah Shaughnessy (appointed 21 May 2025)	○	○	✓	✗	✓	2 of 3
Tom O'Mara	✗	✗	✗	✓	✓	2 of 5

Subcommittees of the Board

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

The Terms of Reference of the subcommittees were reviewed in 2025 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 2025.
- ○ indicates that they were not part of the subcommittee at the time of the meeting

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Audit, Risk and Finance Subcommittee (ARF)

The key areas of responsibilities of the ARF are:

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

ARF attendance

Member	25 Feb	22 Apr	27 May	30 Sept	25 Nov	Summary of Attendance
Elma Teahan (Chairperson February - May) (maternity leave September and November)	✓	✓	✓	✗	✗	3 of 5
Ciaran Casey (Honorary Treasurer) (Chairperson September and November)	✓	✗	✗	✓	✓	3 of 5
Aoife Foley	✓	✗	✗	✗	✗	1 of 5
Miriam Waldron*	✓	✓	✓	✓	✓	5 of 5
Nessa McEniff*	✓	✓	✓	✓	✗	4 of 5
Tadgh Quill-Manley*	✓	✗	✓	✓	✓	4 of 5

Achievements of the ARF in 2025:

- Ongoing monitoring of financial affairs, audit, risk management, legal and regulatory compliance and advice to the Board on these matters
- Review and update of following existing policies for recommendation to the Board:
 - NALA's Business Continuity Plan
 - Complaints Policy
 - Data Protection and Record Retention Policies
 - Gifts and Hospitality Policy
 - Health and Safety Statement
 - Protected Disclosure Policy
 - Risk Register
 - Reserves Policy
 - Statement of Internal Financial Controls
 - Trustee Code of Conduct
- Review of following new policies for recommendation to the Board:
 - Artificial Intelligence Policy
 - Bad Debt Policy
 - Ethical Procurement Policy
 - Ethical Fundraising Policy
 - Internal Review Policy
- Agreed the following for recommendation to the Board:
 - revised pay scales and 2026 Budget arising from additional funding being made available by SOLAS
 - revised pension policy and company pension provider arrangements in preparation for the implementation of My Future Fund, the Irish Government's Automatic Enrolment Retirement Savings System.

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.

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

ETA attendance

Member	20 Feb	22 May	25 Sept	27 Nov Incorporeal	Summary of Attendance
Eleanor Neff (Chair)	✓	✓	✓	✓	4 of 4
Frances Ward*	✓	✓	✓	✓	4 of 4
Lee Mitchell*	✓	✓	✘	✓	3 of 4
Marian O'Reilly*^	✓	✓	○	○	2 of 2
Michael Power*	✓	✓	✓	✓	4 of 4
Paula Tiller	✓	✓	✓	✘	3 of 4
Tom O'Mara	✓	✓	✓	✓	4 of 4

Achievements of the ETA in 2025:

- Ongoing planning and review of services for learners and professional development and advice to the Board on these matters
- Review and update of NALA's Quality Assurance Manual for recommendation to the Board
- Agreed a new Online Learning Strategy for recommendation to the Board
- Oversight of NALA's
 - Education and training plan
 - QQI Level 1 validation and extension of scope applications including feedback from the Level 1 panel and providing updates to Technical Working Group
 - Certification and Assessments results and actions arising from QQI Rounds 40 and 41
 - Learn with NALA Strategic Review submitted to SOLAS in August 2025.

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.

LSPG attendance

Member	19 Feb	30 Apr	1 Oct	19 Nov	Summary of Attendance
Margaret Kelly (Chairperson)	✓	✓	✓	✓	4 of 4
Dr Catherine Breathnach*	○	○	✓	✘	1 of 2
Denise Collins*	○	○	✓	✘	1 of 2
Patricia Nolan	✓	✓	✓	✘	4 of 5
Sandra Coughlan*	✘	✓	✓	✓	3 of 4

Achievements of the LSPG in 2025:

- Ongoing review of literacy policy, staffing policies, board governance, membership, Strategic Plan implementation and Values Framework to guide NALA's work
- Oversight of Learn with NALA Strategic review submitted to SOLAS in August 2025
- Ongoing oversight of staffing, pay and conditions including consideration of Audit, Risk and Finance Subcommittee's recommendations to the Board on
 - revised pay scales arising from additional funding being made available by SOLAS and

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

- pension policy and company pension provider arrangements in preparation for My Future Fund, the Irish Government's Automatic Enrolment Retirement Savings System
- Oversight of Board Skills Survey and Training Plan
- Review and update of following existing policies for recommendation to the Board:
 - Child Safeguarding Statement
 - Equality and Diversity Policy to Equity, Diversity and Inclusion Policy
 - Governance and Management of Quality Policy
 - Leave Policies
- Review of following new policies for recommendation to the Board
 - Ethical Procurement Policy
 - Ethical Fundraising 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.

Student Subcommittee attendance

Member	21 Jan	20 Feb	27 Mar	22 May	26 Aug	14 Oct	27 Nov	Summary of Attendance
Catherine Devlin (Chairperson)	*	✓	✓	✓	*	✓	*	4 of 7
Thomas Campbell (Vice-Chairperson)*	✓	✓	✓	✓	✓	*	✓	6 of 7
David Hall*	○	○	○	○	✓	*	✓	2 of 3
Deirdre Ryan*	✓	✓	✓	✓	✓	✓	✓	7 of 7
Denise Shannon (Adult Literacy Organisers Association Representative)*	*	*	*	○	○	○	○	0 of 3
Ester Mackey (Adult Literacy Organisers Association Representative)*	○	○	○	✓	*	*	✓	2 of 4
Joan Collins*	○	○	○	✓	✓	✓	✓	4 of 4
Joseph Kenny*	✓	✓	*	✓	✓	✓	✓	6 of 7
Eamon McAuliffe*	✓	✓	*	*	*	✓	✓	4 of 7
Mairead Molloy*	*	✓	*	*	*	*	*	1 of 7
Margaret Hanrahan	*	✓	✓	*	✓	✓	✓	5 of 7
Sarah Gilmartin*	○	○	○	✓	✓	✓	✓	4 of 4
Sarah Shaughnessy*	✓	✓	✓	✓	*	*	✓	5 of 7

Achievements of the Student Subcommittee in 2025:

- Two members of the subcommittee were elected to NALA's Board
- Gave feedback to NALA's Board on literacy learner and student issues
- Members of the subcommittee chaired NALA's National Tutors' Forum, supported NALA's organisation and attendance at the National Ploughing Championships and participated in a webinar about the presidential election that NALA and the Dublin Adult Learning Centre organised
- Organised and attended NALA's Adult Literacy Learner Days, in Athlone and Dublin

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

- Gave inputs to a Central Bank of Ireland survey on retail payments along with observations on the role of election posters and polling cards to the Electoral Commission and the Department of Housing, Local Government and Heritage
- Gave observations on an assistive technology voting machine created by Pakflatt in Derry and on the Learn with NALA website.

Charity Governance Code

During 2025, 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 2025 filing. There were no material amendments to NALA's Internal Financial Controls document during 2025 and our financial systems, processes and controls remain compliant with the CRA Internal Financial Controls Guidelines for Charities document.

Policy and Procedures

NALA has an extensive range of policies and procedures to support our governance and compliance responsibilities and requirements. 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 2025, NALA

- Reviewed and revised its:
 - Business Continuity Plan
 - Complaints Policy
 - Data Protection and Record Retention Policies
 - Gifts and Hospitality Policy
 - Health and Safety Statement
 - Quality Assurance Manual
 - Protected Disclosure Policy
 - Risk Register
 - Reserves Policy
 - Staff Handbook
 - Statement of Internal Financial Controls
 - Trustee Code of Conduct
- Created a new:
 - Artificial Intelligence Policy
 - Ethical Procurement Policy
 - Ethical Fundraising Policy
 - Internal Review Policy
 - Online Learning Strategy

Key Management Personnel

Colleen Dube is the current Chief Executive Officer (CEO) of NALA. In addition to the CEO, the senior management team in 2025 included:

- Caitriona Whelan (Acting Communications, Advocacy and Outreach Manager until 31 March 2025)
- Elaine Cohalan (Innovation Manager)
- Jonah Mudehwe (Finance and Corporate Services Manager)
- Michelle Lynch (Communications, Advocacy and Outreach Manager – returned from maternity leave on 1 May 2025)

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.

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

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 commencement. 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.

In preparation for My Future Fund, the Irish Government's Automatic Enrolment Retirement Savings System, NALA:

- revised its pension policy to allow for
 - one employee to be enrolled in the PRSA in November and to receive the NALA 10% employer contribution
 - all future employees to be enrolled in the company pension upon commencement of their employment with NALA
- reviewed its pension provider arrangements and following a competitive tendering process and external review of the submissions, agreed to
 - appoint Zurich Master Trust as NALA's new pension provider for all employees enrolled in NALA's pension arrangements after July 2014
 - retain New Ireland for all employees who were enrolled in the company pension before July 2014.

NALA confirms that it has no outstanding retirement benefits liability at the year-end date 31 December 2025.

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. As detailed in the table below, NALA currently has 41 risks across 6 risk categories:

Risk Category	2025
1. Strategic and External	9
2. Governance	5
3. Compliance	4
4. Operational	13
5. Financial	9
6. Reputational	1
Total	41

The residual risk level is either high, medium or low. Currently NALA has no risks with a risk level of "High, 37 with "Low" and the following table sets out the 3 "Medium" risks.

Risk	Type	Residual Risk Score and Level	Controls and Actions
Risk of ineffective or inappropriate	Strategic and External	18 Medium	<ul style="list-style-type: none"> • Latest PIAAC being assessed and analysed for impact, study awaited for up to date understanding of demographics.

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Risk	Type	Residual Risk Score and Level	Controls and Actions
targeting of potential service users due to changing demographics			
Risk of data loss, data breach or inadequate data quality due to inefficient, outdated, fragmented, unsecured and or disrupted IT systems and lack of adequate ICT security framework	Operational	24 Medium	<ul style="list-style-type: none"> • Inventory of IT assets to be updated to include NALA owned devices and personal devices used for NALA business • ICT review to be addressed. Individual ICT Risks to be identified and documented • Project underway to review Membership website, database and other connected parts of website • Project underway to purge data on Salesforce and Learn with NALA (LWN) in line with data retention policy • Project underway to scope system integration of LWN systems • Annual review of user roles and permissions included in LWN system administration plan • Access and usage protocols for Zoom accounts updated - to be documented and communicated to relevant staff • Update list of third-party IT platforms currently being used by NALA.
Risk of business disruption and operational inefficiencies due to fragmented, outdated or unsecured ICT systems and lack of adequate ICT framework	Operational	24 Medium	<ul style="list-style-type: none"> • Inventory of IT assets to be updated to include NALA owned devices and personal devices used for NALA business • ICT review to be addressed. Individual ICT Risks to be identified and documented • Project underway to review Membership website, database and other connected parts of website • Project underway to scope system integration of LWN systems • System administration plan in place for LWN • Technical Administration Support contract with D2L for LWN LMS • Replacement of aged IT assets being undertaken.
Risk of inadequate funding due to dependency on one primary funder	Financial	18 Medium	<ul style="list-style-type: none"> • Strategic plan and work programmes aligned with funder's strategic objectives • Ongoing communication and solution seeking with funder regarding priorities and necessary actions • Regular reporting of targets being met / exceeded and identification of expanded services • Twice yearly review of compliance with funder's financial reporting requirements • Opportunities to expand range of funders/partners sought and partnerships agreed

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

Risk	Type	Residual Risk Score and Level	Controls and Actions
			<ul style="list-style-type: none"> Funding Diversification added to Strategic Plan 2024-2030 and a Membership and Funding Development Officer being recruited.

Investment Policy

NALA's Board has agreed to keep investment risk to a minimum. NALA documented this in an 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.

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 which was reviewed, updated and approved by the Board in 2025.

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:

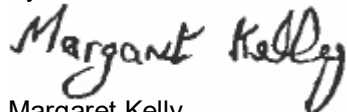
- a) so far as each director is aware, there is no relevant audit information of which the company's statutory auditors are unaware, and
- b) each director has taken all the steps that he or she ought to have taken as a director to make himself or herself aware of any relevant audit information and to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

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

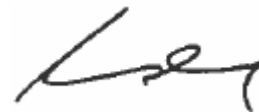
The financial statements were approved by the board of directors, authorised for issue on 25 March 2026 and are signed on its behalf by:

By order of the Board



Margaret Kelly
Director

Date: 25 March 2026



Ciaran Casey
Director

25 March 2026

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

TO THE MEMBERS OF NATIONAL ADULT LITERACY AGENCY

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

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

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

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

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

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

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

By order of the Board



Margaret Kelly
Director

Date: 25 March 2026



Ciaran Casey
Director

25 March 2026

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 2025, 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 2025, and of its result for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

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

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

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

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

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

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

Matters on which we are required to report by exception

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

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

Respective responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 24, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

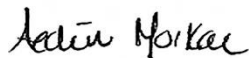
Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's website at: http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf. 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.

A handwritten signature in black ink that reads "Aedín Morkan".

Aedín Morkan
for and on behalf of Forvis Mazars
Chartered Accountants & Statutory Audit Firm
Harcourt Centre, Block 3
Harcourt Road
Dublin 2
Date: 17 April 2026

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

FOR THE YEAR ENDED 31 December 2025

	Note	Restricted Funds 2025 €	Unrestricted Funds 2025 €	Total Funds 2025 €	Total Funds 2024 €
Income from:					
Charitable activities	3	2,540,990	212,405	2,753,395	2,723,641
Donations		-	2,695	2,695	2,191
Investments		-	-	-	28
Other income		-	25,469	25,469	-
		2,540,990	240,569	2,781,559	2,725,860
Expenditure on:					
Charitable activities	4	(2,540,990)	(299,360)	(2,840,350)	(2,639,521)
Net (expenditure) / income	6	-	(58,791)	(58,791)	86,339
Net movement in funds		-	(58,791)	(58,791)	86,339
Reconciliation of funds:					
Total funds brought forward		73,775	1,041,570	1,115,345	1,029,006
Transfer between funds		-	-	-	-
Total funds carried forward	11	73,775	982,779	1,056,554	1,115,345

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 31-43 form part of these financial statements.

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

AS AT 31 December 2025

	Note	2025 €	2024 €
Fixed assets			
Intangible assets	7	-	-
Tangible assets	8	30,717	25,983
		<u>30,717</u>	<u>25,983</u>
Current assets			
Debtors	9	35,384	66,143
Cash at bank and in hand		1,206,657	1,206,370
		<u>1,242,041</u>	<u>1,272,513</u>
Creditors			
Amounts falling due within one year	10	(216,204)	(183,151)
Net current assets		<u>1,025,837</u>	<u>1,089,362</u>
Total assets less current liabilities		<u>1,056,554</u>	<u>1,115,345</u>
Funds	11		
Restricted funds		73,775	73,775
Unrestricted funds		982,779	1,041,570
		<u>1,056,554</u>	<u>1,115,345</u>
Total Funds		<u>1,056,554</u>	<u>1,115,345</u>

The notes on pages 31-43 form part of these financial statements.

The financial statements were approved by the board of directors, authorised for issue on 25 March 2026 and are signed on its behalf by:


Margaret Kelly
Director


Ciaran Casey
Director

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

FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 €	2024 €
Cash flows from operating activities			
Net (expenditure) / income		(58,791)	86,339
Adjustments for:			
Depreciation and amortisation	8	14,899	18,129
Interest income	3	-	(28)
Operating income before working capital changes		(43,892)	104,440
Decrease in debtors		30,759	35,787
Increase / (decrease) in creditors		33,053	(50,785)
Cash generated from operations		19,920	89,442
Interest received		-	28
Net cash provided by operating activities		19,920	89,470
Cash flows from investing activities			
(Acquisition) / disposal of tangible assets	8	(19,633)	730
Cash (used in) / generated from investing activities		(19,633)	730
Net increase in cash at bank and in hand		287	90,200
Cash at bank and in hand at beginning of year		1,206,370	1,116,170
Cash at bank and in hand at end of year		1,206,657	1,206,370

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

FOR THE YEAR ENDED 31 December 2025

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 2025.

Company information

National Adult Literacy Agency (the "Company") is a company limited by guarantee, domiciled and incorporated in the Republic of Ireland with company registration of 342807 and is a registered charity. The Company is a public benefit entity. The nature of the Company's operations and its principal activities are set out in the Directors' Report on pages 3 to 23.

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

Statement of compliance

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

2. ACCOUNTING POLICES

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

Basis of preparation

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

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

Income

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

Income from charitable activities

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

Income from donations

Public donations are accounted for when received.

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

FOR THE YEAR ENDED 31 December 2025

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.

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

FOR THE YEAR ENDED 31 December 2025

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.

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.

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

FOR THE YEAR ENDED 31 December 2025

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 2026. There is no indication from SOLAS that the core funding requested for 2026 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 2025.

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

FOR THE YEAR ENDED 31 December 2025

3. INCOME

Current Year

	Restricted Funds €	Unrestricted Funds €	Total Funds €
Income from charitable activities			
SOLAS Core Funding	1,609,032	-	1,609,032
SOLAS Learn with NALA	735,940	-	735,940
SOLAS Furthest Behind First Outreach Project	80,063	-	80,063
SOLAS ALL Plain Language Project	7,500	-	7,500
SOLAS ALL Bridges / Prison Programme	70,455	-	70,455
SOLAS Financial Literature Resources	38,000	-	38,000
Plain English service	-	191,844	191,844
Membership fees	-	10,039	10,039
ICLA Royalties	-	9,068	9,068
Other Income from Charitable activities	-	1,454	1,454
	2,540,990	212,405	2,753,395
Income from donations	-	2,695	2,695
Other income			
UNESCO prize	-	25,469	25,469
	2,540,990	240,569	2,781,559

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

FOR THE YEAR ENDED 31 December 2025

3. INCOME (continued)

Prior Year

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

4. ANALYSIS OF CHARITABLE EXPENDITURE

Current Year

	Restricted Funds €	Unrestricted Funds €	Total Funds €
SOLAS Core Funding	1,609,032	25,468	1,634,500
SOLAS Learn with NALA	735,940	-	735,940
SOLAS Furthest Behind First Outreach Project	80,063	-	80,063
SOLAS ALL Plain Language Project	7,500	-	7,500
SOLAS ALL Bridges / Prison Programme	70,455	-	70,455
SOLAS Financial Literature Resources	38,000	-	38,000
Plain English service	-	213,944	213,944
Membership and fundraising	-	59,948	59,948
	<u>2,540,990</u>	<u>299,360</u>	<u>2,840,350</u>

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

FOR THE YEAR ENDED 31 December 2025

4. ANALYSIS OF CHARITABLE EXPENDITURE (Continued)

Prior 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 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>

Included within the above are support costs as follows:

	General cost €	Governance cost €	Total 2025 €	2024 €
Wages and salaries	99,890	62,168	162,058	157,657
Audit	-	11,378	11,378	11,070
Rent and utilities	164,298	-	164,298	160,883
Other office cost	178,569	-	178,569	177,737
	<u>442,757</u>	<u>73,546</u>	<u>516,303</u>	<u>507,347</u>

5. Employees

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

	2025	2024
Adult Literacy Educators (ALEs)	6	6
Other NALA staff	25	25
Average number of staff	<u>31</u>	<u>31</u>

Breakdown of wages and salaries is as follows:

	2025 €	2024 €
Wages and salaries	1,745,304	1,591,461
Social security cost	192,319	169,659
Pension costs	148,651	126,878
	<u>2,086,274</u>	<u>1,887,998</u>

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

FOR THE YEAR ENDED 31 December 2025

The number of employees whose employee benefits (excluding employer's pension cost and PRSI) are greater than €60,000 is 10 (2024: 8), broken down as follows:

	2025	2024
€60,000 to €70,000	7	5
€70,001 to €80,000	1	1
€80,001 to €90,000	1	1
€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 2025 amounted to €388,644 (2024: €440,076). The key management personnel include the CEO, Colleen Dube, and the following members of the senior management team during 2025: Caitriona Whelan (providing maternity cover for Michelle Lynch up to March 2025), Elaine Cohalan, Michelle Lynch (on maternity leave until May 2025), and Jonah Mudehwe.

The Directors were not paid and did not receive any other benefits for their work as Directors of the Company in the year 2025 (2024: €nil). Directors' expenses during the year amounted to €448 (2024: €455).

In 2025, the CEO received employee benefits (including employer's pension cost and PRSI) of €143,447 (2024: €135,585).

6. Net (Expenditure) / Income for the Year

	2025	2024
	€	€
Net (expenditure) / income for the year is stated after charging:		
Depreciation	14,899	18,129
Rent	115,759	115,759
Auditor's remuneration for external audit services	11,378	11,070

7. Intangible Assets

	2025	2024
	€	€
Cost		
Balance at beginning of year	141,461	141,461
Addition	-	-
Balance at end of year	141,461	141,461
Accumulated Amortisation		
Balance at beginning of year	141,461	141,461
Amortisation	-	-
Balance at end of year	141,461	141,461
Carrying Amount		
On 31 December	-	-

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

FOR THE YEAR ENDED 31 December 2025

8. Tangible Assets

	Office Equipment €	Fixtures, fittings & equipment €	Total €
Cost			
On 1 January 2025	166,225	59,765	225,990
Additions	19,633	-	19,633
Disposals	-	-	-
On 31 December 2025	185,858	59,765	245,623
Accumulated Depreciation			
On 1 January 2025	155,617	44,390	200,007
Depreciation	8,105	6,794	14,899
Disposals	-	-	-
On 31 December 2025	163,722	51,184	214,906
Carrying Amount			
On 31 December 2025	22,136	8,581	30,717
On 31 December 2024	10,608	15,375	25,983

9. Debtors

	2025 €	2024 €
Amounts falling due within one year:		
Trade debtors	22,312	35,500
Prepayments	13,072	7,406
Other debtors	-	23,237
	35,384	66,143

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

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

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

FOR THE YEAR ENDED 31 December 2025

10. Creditors

	2025	2024
	€	€
Amounts falling due within one year:		
Trade creditors	36,831	40,241
Accruals	56,429	48,242
Deferred income	-	4,906
SOLAS creditor	74,896	89,762
Taxes and social insurance	48,048	-
	216,204	183,151

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 2025 grant that was unspent at the end of the year. It is expected to be returned to SOLAS in 2026.

The company confirms that it has no outstanding liabilities relating to its staff retirement benefits on 31 December 2025.

Movements in deferred income are as follow:

	2025	2024
	€	€
On 1 January	4,906	41,331
Deferred during the year	1,292,948	1,202,870
Credited to Statement of Financial Activities	(1,297,854)	(1,239,295)
On 31 December	-	4,906

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

FOR THE YEAR ENDED 31 December 2025

11. Movements in Funds

Current Year

	Balance at beginning of year €	Income €	Expenditure €	Balance at end of year €
Restricted funds	73,775	2,540,990	(2,540,990)	73,775
Unrestricted funds	1,041,570	240,569	(299,360)	982,779
Total funds	1,115,345	2,781,559	(2,840,350)	1,056,554

Prior 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

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 €
Projects/ activities				
EU Cito Project	43,784	-	-	43,784
EU Abedili Project	13,374	-	-	13,374
EBSN Project	16,617	-	-	16,617
SOLAS Core Funding	-	1,609,032	(1,609,032)	-
SOLAS Learn with NALA	-	735,940	(735,940)	-
SOLAS Furthest Behind First Outreach Project	-	80,063	(80,063)	-
SOLAS ALL Plain Language Project	-	7,500	(7,500)	-
SOLAS ALL Bridges / Prison Programme	-	70,455	(70,455)	-
SOLAS Financial Literature resources	-	38,000	(38,000)	-
Total funds	73,775	2,540,990	(2,540,990)	73,775

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

FOR THE YEAR ENDED 31 December 2025

12. The Funds of the Company comprise the following:

	Unrestricted	Restricted	Total 2025
Current Year	€	€	€
Fund balances on 31 December 2025 are represented by:			
Tangible assets	30,717	-	30,717
Debtors	35,384	-	35,384
Cash at bank and in hand	1,132,882	73,775	1,206,657
Creditors	(216,204)	-	(216,204)
Total net assets	<u>982,779</u>	<u>73,775</u>	<u>1,056,554</u>
	Unrestricted	Restricted	Total 2024
Prior Year	€	€	€
Fund balances at 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	<u>1,041,570</u>	<u>73,775</u>	<u>1,115,345</u>

13. 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.

14. Financial Instruments

	2025 €	2024 €
Carrying amount of financial assets		
Financial assets measured at amortised cost	<u>1,228,969</u>	1,265,107
Carrying amount of financial liabilities		
Financial liabilities measured at amortised cost	<u>93,259</u>	88,483

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.

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

FOR THE YEAR ENDED 31 December 2025

15. Operating Lease Commitments

Lessee

The Company's ten year 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 2025 is 19 months. Rent expense recognised in 2025 amounted to €115,759 (2024: €115,759). 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:

	2025	2024
	€	€
Within one year	115,759	115,759
After one year but no more than five years	67,526	183,285
More than five years	-	-
	183,285	299,044

16. 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.

17. Control

The Company is controlled by the board of directors.

18. Subsequent Events

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

19. Approval of Financial Statements

The directors approved the financial statements on 25 March 2026.