ROTHA T/A THE WHEEL (A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

the wheel

Stronger Charities.
Stronger Communities.

CONTENTS

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2025

Trustees	Inez Bailey Jonathan Buttner Kathleen Dowd Mary Doyle Caitriona Freir Vincent Keenan (resigned 24 June 2025) Kerry McLaverty Tracey Monson (appointed 24 June 2025) Janis Morrissey Philip O'Callaghan (appointed 24 June 2025) Maureen O'Donnell (appointed 24 June 2025) Felix O'Regan Michael Smyth
Company registered Number	302282
CRA Number	20040963
CHY Number	CHY13288
Registered office	The Wheel 23/25 Grantham Street Dublin 8 Ireland D08H524
Company secretary	Jonathan Buttner
Independent auditors	RBK Business Advisers Chartered Accountants and Statutory Audit Firm Irishtown Athlone Westmeath N37XP52

Bankers	AIB 7/12 Dame Street Dublin 2
	Bank of Ireland Montrose Stillorgan Road Donnybrook Dublin 4
Solicitors	Mayson Hayes & Curran South Bank House Barrow Street Dublin 4

STRENGTHEN

CHAIRPERSON'S REPORT

It is my pleasure to present my first Annual Report as Chairperson of The Wheel. Taking on this role in 2025 has been a privilege and given me an even deeper appreciation for the scale, diversity and impact of Ireland's community and voluntary sector, and for the role that The Wheel plays in supporting, strengthening and representing it. In the first year of a new Irish programme for government, I'm proud that we have been able to support and represent our members, and the wider nonprofit sector, through a period of transition.

The Sector and Our Work in 2025

Our work during the year continued to be guided by our strategy, *One Community, Stronger Together*, which focuses on strengthening the capacity, voice and impact of Ireland's nonprofit sector.

Throughout 2025, The Wheel continued to be a strong and consistent voice for charities, community & voluntary organisations and social enterprises across the island. Around Ireland, community and voluntary organisations continue to respond to complex and evolving social challenges while facing increasing demand for services, rising costs and ongoing workforce pressures. At the heart of this work are the thousands of staff and volunteers across Ireland's community and voluntary organisations whose commitment and dedication make a real difference in communities every day.

In a challenging environment for many organisations, our policy and advocacy work focused on ensuring that the sector's experience and expertise are heard in national decision-making, and that the organisations delivering essential services to communities receive the recognition and support they deserve.

Following our Budget 2026 campaign, *Thriving Communities in a Changing Ireland*, we welcomed increased investment in several areas relevant to the sector, but particularly a €3.8bn increase in funding for disability services. Supporting this is the creation of a dedicated unit within the government to oversee disability service delivery, a strong recognition at state level for the need for leadership in this area.

While continued progress is needed, these welcome developments reflect a growing recognition of the central role played by nonprofits in delivering services on behalf of the state and how we strengthen our communities.

During the year, The Wheel also continued to ensure that the voice of the sector is represented in national policy discussions. Through participation in consultations and national dialogue processes, and through representation on key bodies such as the National Skills Council, the organisation worked to ensure that the perspectives, expertise and skills needs of civil society are part of shaping policy in areas that affect communities across Ireland.

Alongside our advocacy work, The Wheel continued to provide practical supports to organisations across the sector. Through training, advice, and member networks, we supported members to strengthen their governance, develop their workforce skills and build resilience in a complex operating environment.

A major focus for The Wheel in 2025 was expanding our Sector Skills programme, thanks to an increase in our funding allocation from the National Training Fund **(NTF)**. This funding allowed us to reach 7839 participants across 136 events throughout the year through our training and events calendar. We also saw our NTF supported Training Links programme grow last year, expanding to 125 organisations joining together in training networks to enable 3,614 people to upskill.

Strong evidence remains central to all our work. Through surveys, research and engagement with

members, The Wheel continues to build a clear picture of the opportunities and challenges facing the sector, ensuring that our advocacy is grounded in the lived experience of organisations working at the coalface every day. I was particularly pleased that The Wheel began expanding our internal research capacity during the latter part of the year. Strengthening the evidence base that underpins our programmes and advocacy will allow us to better represent the realities facing our members and their communities.

Of course, none of this work would be possible without the engagement and support of our members. Your insights, collaboration and willingness to share your experiences continue to strengthen our ability to advocate effectively on your behalf.

Acknowledgements

My first thanks are to you, our members. We've grown to a membership of 2,615 by year-end, an indicator to me that The Wheel is both a trusted voice and reliable support resource for the sector. The faith that our members continue to show in us is the driver for all our activities.

I would like to thank The Wheel's funders, including the Department of Further and Higher Education, Research, Innovation and Science **(DFHERIS)**, the Department of Foreign Affairs **(DFA)**, and the Department of Rural & Community Development and the Gaeltacht **(DRCDG)** for their ongoing support of many of our key programmes as well as supporting the work of many of our members.

As this is my first year in the role of Chairperson, I would also like to acknowledge the commitment and expertise of my fellow Board members as well as our Subcommittee members. Both are entirely voluntary, donating their valuable time and expertise to The Wheel's mission.

I would like to thank Vincent Keenan who completed his term as Chairperson in 2025 and stood down from the board. I'm glad that he has agreed to remain with us as a member of our Governance & Nominations Subcommittee. Vincent was a strong steward for the organisation during a significant period of strategic growth and change, and I am grateful for the support he has provided both to me and the organisation.

I'd also like to thank the entire staff team of The Wheel for their dedication and professionalism throughout the year. As you'll note throughout the report, the work they deliver ensures that The Wheel remains a strong and trusted voice for the nonprofit sector.

The Wheel has gone through a year of change in its leadership. I'd like to begin by thanking Tony Ward who served as interim CEO for much of the year. In

2025 we also welcomed Barry Dempsey as our new CEO. Since joining us, Barry oversaw the expansion of The Wheel and a move to new premises. Barry stood down from the role in April 2026 for personal reasons. The Board and his colleagues greatly enjoyed working with him and, whilst we will miss him, we fully understand and support his difficult decision to resign.

Looking Ahead

Looking to the year ahead, we began with a period of recruitment in our senior leadership for both the role of CEO, and the role of Director of Public Policy & Advocacy, with appointments made for both. I look forward to supporting the leadership team throughout the year with onboarding and induction for these key roles.

We will also shortly begin a new round of strategic development, with our current strategy due to end in 2026. The board is fully committed to strategic development that is focused on maximising the support we can offer our members, leading to an ever more sustainable and diverse community & voluntary sector.

I look forward to the year, and years, ahead and to continuing to work with our members, partners and policymakers to support a thriving, sustainable sector that can continue our vital contribution to communities across the country.

Inez Bailey

Inez Bailey
Chairperson

REPORT FROM CHAIR OF FINANCE, AUDIT & RISK SUBCOMMITTEE

While The Wheel does not have a designated Treasurer, the Finance, Audit & Risk Subcommittee supports the Board in our oversight of the organisation's financial governance. As Chair of that Subcommittee, I am pleased to present this report as a brief overview of The Wheel's financial performance for the year ended 31 December 2025.

The financial statements included later in this report provide a comprehensive overview of The Wheel's financial performance and position during the year. As a Board we remain committed to maintaining strong financial governance and ensuring that the organisation manages its resources effectively, in support of our mission to champion the role and impact of charities and community organisations in Ireland.

Financial Performance

During 2025, The Wheel continued to deliver a wide range of programmes and supports for the sector while maintaining careful oversight of the organisation's financial position and framework of controls.

The Wheel aims for sustainable diversified income, with income earned through a combination of government and EU funding, membership subscriptions, and income from training and events, alongside some other sources of earned income.

Total income for 2025 amounted to **€3,772,532** an increase of 25% against 2024 (€3,024,785). This increase was due largely to an uplift of €800,000 in our National Training Fund allocation for our Sector Skills programme. The board recognises that reliance on a few large sources of funding presents a potential risk to the organisation and in 2025 commissioned a review of our sources of funding. In 2026 we will work with the staff team to deliver recommendations from that report.

Total expenditure for the year amounted to **€3,655,320** (2024: €3,028,952). Expenditure reflects the delivery of our core activities and the salary related expenditure in support of this.

The organisation recorded a **surplus of €117,21**2 for the year (2024: -€4,168), with the surplus largely reflecting staffing vacancies during the year which resulted in lower than anticipated salary expenditure.

Financial Reserves

At the end of the financial year, The Wheel reported total **reserves of €1,185,377** (2024: €1,068,162), which is in line with our Reserves Policy

The Board reviews The Wheel's reserves position on a regular basis to ensure that they remain appropriate given the scale and nature of the organisation's activities.

Governance and Financial Oversight

The Board retains overall responsibility for the financial governance of the organisation and review the most recent management accounts at every meeting.

Oversight of financial matters is supported by the FAR Subcommittee, which reviews financial performance and key financial risks on behalf of the Board. Regular financial reports are presented to the Board throughout the year, ensuring that income, expenditure and financial performance are monitored closely. This allows the Board to ensure that resources are being used effectively to support the organisation's mission and strategic objectives.

I would like to thank the members of the FAR subcommittee for the ongoing insight and oversight they bring to our work; they have been a truly valuable resource for The Wheel as we continue to strengthen our financial controls and positioning

I would also like to acknowledge the work of the Finance team in managing the organisation's finances throughout the year, and for preparing clear and comprehensive board materials that allow us to devote more time to strategic focus in our meetings. I'd also like to thank our external auditors, RBK, for their professional support in completing the annual audit, and Crowleys DFK for their support in our internal audit process.

Looking Ahead

The Wheel continues to operate in a dynamic environment as demand for support and representation across the community and voluntary sector grows. Several new funding streams are expected to come online in 2026, notably the below

- The Social Innovation Hub - our partnership with organisations across Ireland to deliver the New Solutions programme, supported by funding from Pobal.
- Two multi-year projects in collaboration with partners across all of Ireland and Great Britain, supported by PeacePlus funding.

The Board will continue to ensure The Wheel has strong controls in place that safeguard future funding, programme delivery and financial sustainability.

The Board is satisfied that appropriate financial controls and reporting systems remain in place to support effective oversight of the organisation's finances.

On behalf of the Board, I would like to thank our funders, members and partners for their continued support of The Wheel and our work.

Jonathan Buttner
Chair of the Finance, Audit & Risk Subcommittee

OUR BOARD

Inez Bailey currently serves as CEO of the Centre For Effective Services. With over two decades of experience, she was the CEO of the National Adult Literacy Agency for over 20 years. Inez has held multiple leadership roles, including previously as Chairs of the Southside Partnership, and the Mounttown Neighbourhood Youth and Family Project.

Jonathan Buttner, a senior business executive, provides strategic business advice with a focus on commercial growth, organisational change, and risk management. His experience includes leadership roles in Ulster Bank, and he co-founded a start-up venture addressing the SME funding gap in Ireland.

Kathleen Dowd has over 20 years' experience in community, nonprofit and education sectors. As Director of Programmes at Longford Women's Link, she oversees governance, finance and education. A strong advocate for adult learning, she helped expand a childcare project county-wide and represents LWL on community safety and Ukrainian refugee committees.

Mary Doyle, retired Deputy Secretary of the Department of Education and Skills, led the Higher Education and Quality Division. With a background in public service management, she has served on various boards, including the National Economic and Social Council and the National Statistics Board.

Caitriona Freir, Education and Training Manager with Dublin Rape Crisis Centre, has a wealth of experience in the nonprofit sector. She holds a Masters in Child, Family & Community and is actively involved in various committees, projects, and collaborations addressing Gender-Based Violence.

Kerry McLaverty, CEO of LauraLynn Children's Hospice, has over 15 years of experience in the healthcare, nonprofit, and voluntary sectors. She has been a part of the LauraLynn team for several years, holding various roles before assuming the position of CEO.

Dr. Tracey Monson is CEO of the Daughters of Charity Child and Family Service, with extensive leadership and practice experience supporting children, young people and families. A trained psychoanalytic psychotherapist, she holds a Doctorate in Childhood Studies and an Executive MBA and has worked nationally with government bodies on children's issues.

Janis Morrissey, Deputy CEO & Director of Services at the Irish Heart Foundation, is actively involved in innovative projects addressing heart health. She holds various qualifications, including an Honours BSc in Human Nutrition and Dietetics, and serves on the boards of prominent health organisations.

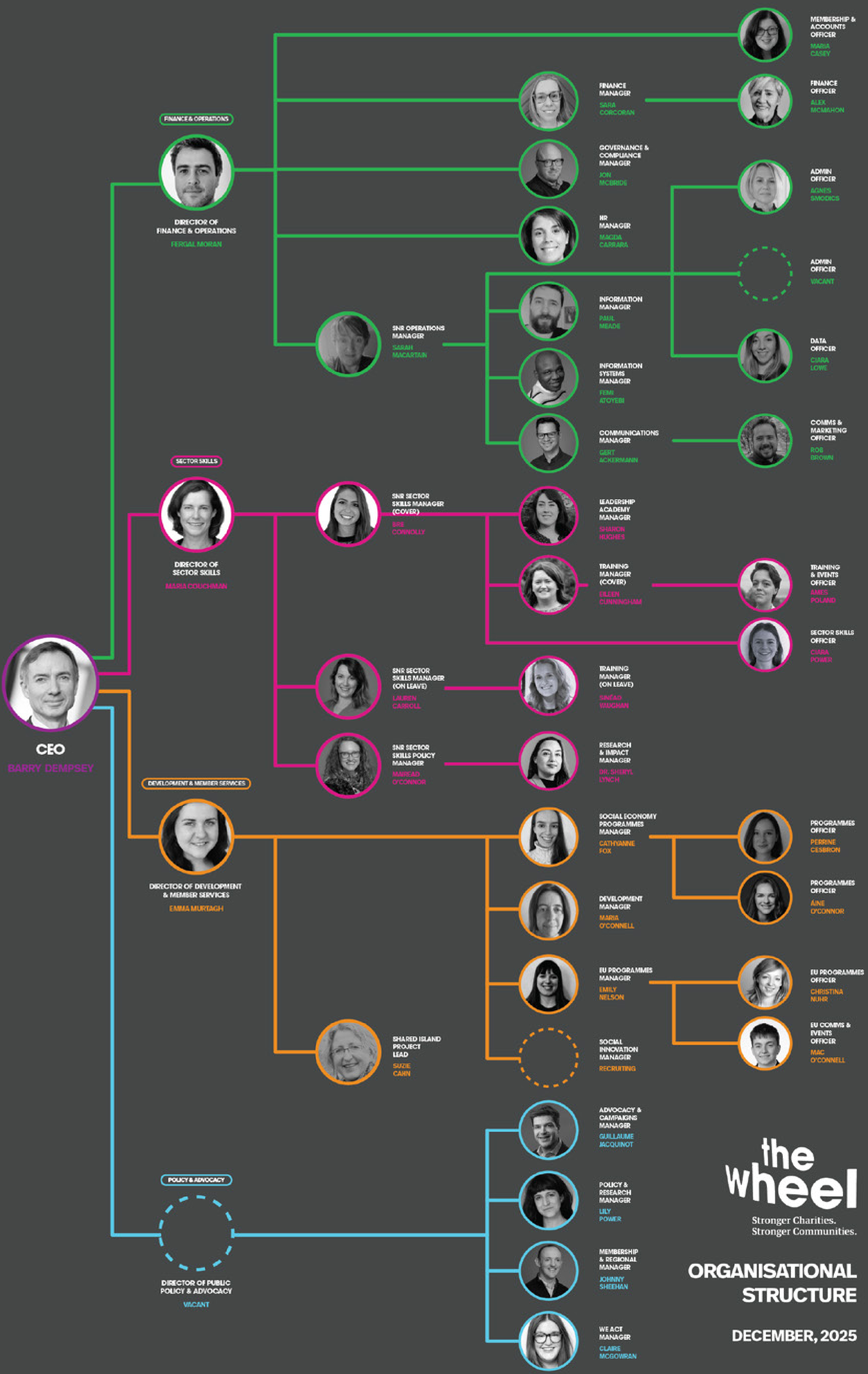
Philip O'Callaghan is Managing Director of The Examcraft Group with over 20 years' executive experience across education, commercial and community sectors. A Chartered Director with an MBA from Warwick, he has served on several boards and brings strong governance experience and a collaborative, impact-focused leadership approach.

Maureen O'Donnell is CEO of the Irish Lung Fibrosis Association. Previously she led the Responsible Business Audit Programme at Business in the Community Ireland and has worked across start-ups, social enterprises and charities, with earlier finance and IT experience in the US. She holds a Masters Degree in Sustainability and has extensive board experience.

Felix O'Regan, retired Director of Public Affairs with the Banking and Payments Federation Ireland, served the organisation for 30 years. With a background in public affairs and stakeholder relations, he has also been involved in voluntary roles, serving on the boards of Social Finance Foundation, Microfinance Ireland and the Irish Red Cross.

Michael Smyth, CEO of COPE Galway, brings a wealth of experience in social enterprise and rural community development. With a background in various CEO and leadership positions including business administration and marketing, he has served on various voluntary boards and committees, contributing to the development of organisations like SCCUL Enterprises, BIA Innovator Campus and the University of Galway External Advisory Board.

OUR PEOPLE



Stronger Charities.
Stronger Communities.

ORGANISATIONAL STRUCTURE

DECEMBER, 2025

OUR YEAR IN NUMBERS

MEMBERSHIP

2,615
MEMBERS

NEW MEMBERS WELCOMED
263

COUNTIES REPRESENTED
31

1,049
SMALL ORGANISATIONS WITH FREE MEMBERSHIP

90%
AGREE
VALUE FOR MONEY

89%
MEMBERSHIP RETENTION-RATE

PROGRAMMES

14
TOTAL PROGRAMMES

+60
PARTNER ORGANISATIONS

€20,114,692.21
FOR 150 ORGANISATIONS
TOTAL ACCESS EUROPE FUNDING SECURED

42%
INCREASE ON FUNDING FROM LAST YEAR

WE ACT

VIDEO VIEWS
996,116

73%
PUBLIC TRUST IN CHARITIES

97
MEDIA APPEARANCES

12
CULTURE NIGHT EVENTS

EVENTS AND TRAINING

7,839
ATTENDEES AT
136
EVENTS

71%
EVENTS FREE FOR MEMBERS

89%
EVENT SATISFACTION RATE

92%
TRAINING ATTENDEES WITH INCREASED CONFIDENCE

OUR COMMUNICATIONS

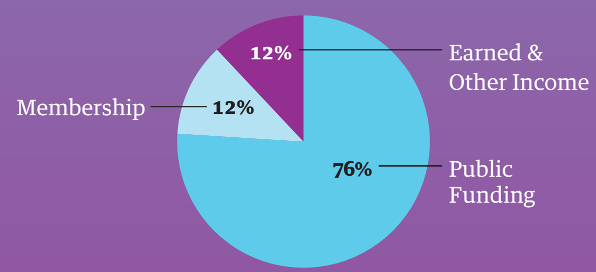
1,429
QUERIES ANSWERED

80,774
VISITED WHEEL.IE

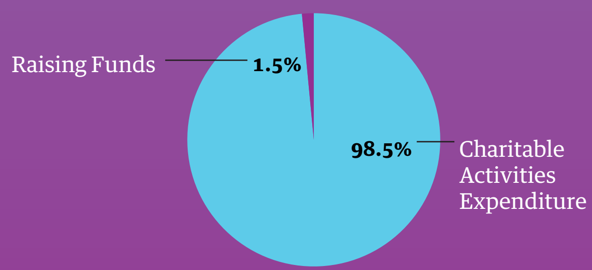
43,222
FOLLOWERS ON SOCIAL MEDIA

FINANCE

TOTAL INCOME IN 2025: €3,772,532



EXPENDITURE 2025: €3,655,320



ABOUT THE WHEEL

History

The Wheel was established in 1999 with the idea of a network to represent and connect people working and volunteering in Ireland's community, voluntary and charity sector. The initial spark came from an article in a national newspaper by a respected lawyer and the founder of the Irish Hospice Foundation, Dr Mary Redmond. In the article, Dr Redmond highlighted the need for social entrepreneurship in Ireland and the conditions needed to foster it.

After securing initial funding from The Atlantic Philanthropies, and a series of consultations, we opened our office with one employee in 2000. We've since grown to over thirty employees, but our vision, mission and values then are still relevant to our work today.

Over the past 25 years, we have successfully advocated for additional funding for the sector, supportive charity regulation and for a more structured relationship between the sector and the state.

Our financial sustainability now has three mutually inter-dependent strands:

1. Core funding from statutory grant programmes for specific training and capacity building services provided to the sector.
2. Earned income from charitable services provided to membership, including membership fees and the wider sector.
3. Donations, grants, sponsorships, and contracts from companies, philanthropic trusts and public bodies to fund specific programmes.

What We Do

Our charitable purpose is to be a representative and support body that strengthens the capacity and capability of community, voluntary organisations, charities and social enterprises across Ireland to effect positive social change. We work to champion the sector by being a strong representative voice, providing support, advice and training to help these organisations optimise their impact.

Our vision, mission, and strategic plan describe what we want to achieve, and our values describe how we want to go about our work.

Our strategic plan, One Community, Stronger Together (2022-2026) defines our mission in support of our vision and adopts four strategic aims with underlying objectives to achieve it. The plan and how we meet it is outlined in greater detail throughout this report.

Activities

To deliver on our aims, we focus on the following areas of work:

Public Policy and Advocacy: we promote the interests of both our members and the wider sector by building public support and securing the optimal legislative, policy and regulatory environment for community and voluntary action. Our work in this area includes advocacy, campaigning, influencing, media engagement and research.

Skills and Leadership Development: we provide a wide range of affordable unaccredited and accredited training to people working and volunteering in the sector. Our key offerings in this area are our training and development programme and the Leadership Academy.

Networking Programme: we facilitate and support networks of interest, and we open doors for collaboration and networking across traditional boundaries. Our current networks focus on topics such as social enterprise, small organisations, insurance, charity finance managers, HSE-funded groups and more.

Information Services Programme: we provide a vast range of practical information and advice tailored to the needs of people working and volunteering in charities, community and voluntary organisations and social enterprises. Key activities include our helpdesk, websites, newsletters and Fundingpoint database of funding opportunities.

Delivering Special Programmes: we partner with public agencies and philanthropic bodies to deliver projects that promote our mission and strategic aims and support the work of the sector. We are currently delivering several EU programmes, and the We Act campaign with several sector partners.

How We Collaborate

From time to time, The Wheel agrees to cooperate formally with other organisations on specific projects or in specific work areas. These agreements are often determined by a 'Memorandum of Understanding' or form of written agreement, which may be approved by the board of trustees. Some examples of these collaborations are below, each outlined in more detail elsewhere in this report

- **We Act**
- **Future Board Leaders**
- **Charity Law, Trusteeship & Governance**
- **Shared Services**
- **New Solutions Innovation Hub**
- **iCommunity**

OUR VISION, MISSION, VALUES AND STRATEGY

OUR VISION

A thriving charity and community sector at the heart of a fair, just and inclusive Ireland.

OUR MISSION

We champion the role of Irish charities and community organisations in building a flourishing society and support them to do work that has a positive impact

OUR VALUES

Courageous:
We are confident in standing up for what is right, we are not afraid to challenge the status quo and we dream big.

Accountable:
We recognise that we are accountable to those we serve, the public and anybody else with an interest in our work.

Inclusive:
We work hard to be truly inclusive in all aspects of our work, with a particular emphasis on listening to and acting on those voices that have previously not been heard.

Collaborative:
We work in a collegial manner with our members and everyone else who wants our sector to succeed.

One Community, Stronger Together - 2022 - 2026

OUR STRATEGIC AIMS

1 **Being an authoritative voice for the sector**

2 **Supporting a diverse sector**

3 **Building a vibrant community of members**

4 **Performing well to delivery success**

Throughout this report, we will look at our work in 2025 under the lens of meeting our strategic aims, highlighting some key successes under each objective.

AIM 1 - BEING AN AUTHORITATIVE VOICE FOR THE SECTOR

There are many challenges to creating the kind of society we want. Charities and community groups deal with these every day. Working together makes us stronger, and The Wheel has become a strong voice for the sector.

We have a duty to shape the national conversation, build public trust, and stand up for our sector.

We'll keep raising awareness, championing community and charity work, and speaking up on key issues—like long-term funding, fair regulation, and affordable insurance.

In this section, we will focus on our advocacy and campaigns in 2025 and give a general context to the operating environment for the sector.

Strategic Objectives	Achievements in 2025
1.1 Engage with public representatives and policy makers to ensure policy is developed and implemented in a way that better supports our sector	• Expanded the Pay Parity campaign to include additional state-funded organisations. • Represented sector priorities in a strengthened Budget 2026 campaign.
1.2 Engage with other stakeholders, including the private sector, to ensure our sector is regarded as a respected peer and its role in national life is better supported	• Secured new member deals and Summit partnerships showcasing sector value. • Engaged with public and private skills stakeholders through our seat on the National Skills Council.
1.3 Engage proactively and frequently with key media contacts to increase their understanding of the complexities of charities: why they exist and how they achieve impact	• Partnered with a national newspaper to publish a sector report. • Implemented Media HQ and a proactive media calendar.
1.4 Roll out high visibility campaigns to positively shape public opinion on our sector and encourage active citizenship	• Delivered the #OurEUStory 2025 campaign and awards. • Promoted We Act campaign with a six-storey banner posted on Liberty Hall in Dublin.
1.5 Secure high quality research evidence to inform, stimulate thinking and underpin public policy goals	• Published sector research reports through our Policy Survey and We Act research on trust. • Expanded our research programme, starting with recruitment of our Research & Impact Manager

OUR VOICE IN 2025

In 2025, The Wheel's advocacy remained firmly grounded in the lived realities of thousands of community and voluntary organisations across Ireland. From tackling isolation and poverty to delivering healthcare, housing, and environmental action, our members continue to act as both first responders and enduring supports within their communities.

Our work was guided by a clear principle: strong charities are essential to strong communities. We focused on the conditions that enable organisations to deliver effectively fair and sustainable funding, proportionate regulation, and meaningful partnership with the State.

Throughout the year, we amplified the collective voice of the sector, ensuring that the experiences and expertise of our members informed national policy discussions and decision-making.

A year of uncertainty

January 2025 saw a new Government elected and we welcomed commitments in the Programme for Government to support thriving communities supported by a number of concrete commitments. What remains clear is that further discussion is needed to deliver comprehensive measures to achieve that goal.

The overall operating environment for charities and community groups through 2025, and indeed for society as a whole, was one of growing uncertainty. Changes in government overseas and a shifting political climate at home reflect a new era of policy variability and geopolitical turbulence. The nonprofit sector can only continue to serve and stand with those most vulnerable to economic and social challenges. We continue to urge the Government to invest in building a resilient society through supporting a resilient sector.

Fair pay for our workers

One of the most significant achievements of the year came in March, when agreement was reached at the Workplace Relations Commission to deliver pay parity for charity workers who deliver services on behalf of the state compared to those who work directly for the state. This long overdue step—achieved after years of determination from our members—was a powerful recognition of the people who provide care, dignity and essential support every single day.

But the story doesn't end there. Many other essential workers in charities remain outside these arrangements and rising costs and administrative burdens continue to strain organisations. Also, much policy continues to facilitate a creeping privatization of services that the public has long valued as being driven by compassion and solidarity, not business and profit.

We used this moment not as an end point but as evidence that real progress is possible, and continue to advocate for a comprehensive, fair and streamlined funding system for all nonprofits serving their communities.

Dialogue and engagement with the state

Our 2025 Summit marked a turning point in our relationship with the State. Addresses from national leaders signalled a renewed willingness to engage meaningfully with the sector. Attendees were addressed by both Taoiseach Michea l Martin and the new Minister of State with special responsibility for Community Development and Charities, Jerry Buttimer TD.

Also speaking at the Summit for the first time was Madeleine Delaney, the CEO of the Charities

Regulator. In a positive address Madeleine spoke about how one role of the Regulator is to help build trust in a "charity and voluntary sector that is critical to all our lives". During the year we continued our constructive dialogue with the Regulator as part of a standing group of 6 networks, and on a special advisory panel on the implementation of the amendment to the Charities Act.

Throughout the year, The Wheel strengthened its role in key national dialogue spaces—from regular engagement with Government Departments to sitting on advisory groups and contributing to the DRCDG's development of the next five-year national strategy for civil society, *Sustainable, Inclusive and Empowered Communities*.

Our message was consistent: civil society works best when government works with it, and every Department has a role to play.

Budget 2026

Annually, one of our strongest advocacy focuses is on the Budget. We began early in the year with a Townhall event in March to hear from our members about their needs, concerns and priorities for the Budget. This, alongside our survey research, informs the shape of our pre-budget submission.

In June, we launched our submission *Thriving Communities in a Changing Ireland*. The submission articulates the core financial sustainability issues facing our sector and amplifies the Budget asks our members are making on key social, economic and environmental issues. From the engagement and energy amongst our members at the launch, it was clear how much it means to people to have the issues they care about highlighted and advocated for, a role The Wheel is committed to playing.

After launch, we took every opportunity to promote our asks, including at the National Economic Dialogue Forum in Dublin Castle, all the way to meeting with Ministers for Finance and Public Expenditure in September.

We welcomed Minister Jack Chambers' Budget statement that the Government is committed to building 'vibrant, inclusive and sustainable communities' across Ireland but concluded that the concrete measures in the Budget were more of a mixed bag. In the area of disability for example, a hot button issue during the 2024 General Election, Budget 2026 on the one hand saw a 20% increase in the funding for disability services but on the other hand saw no progress on the promised "cost of disability" payment.

Our Budget advocacy is never complete. It's a cycle where we take both the pledges and the missed opportunities of one year to hone our advocacy for the next. Together with our members across the country, we will continue to make progress towards and stronger charities and the stronger communities we serve.

Presidencies - National and European

During the Irish Presidential election, we wrote to both candidates to ask about their vision for the nonprofit sector's role in Irish society. With positive responses from both candidates, our new President, Catherine Connolly, replied that she would

"Open doors at A ras an Uachtara in to community and voluntary organisations, amplify evidence-based advocacy, and celebrate the volunteer spirit that holds our towns and cities together. I want a Republic where organisations are trusted with multi-annual, core funding; where advocacy is protected and where co-production with communities is normal practice. The measure is simple - do people see their rights respected, their services improved, and their voice heard."

Meanwhile, we began preparing for Ireland's 2026 Presidency of the Council of the European Union. Through discussions with our EU partners, the European Civic Forum and Civil Society Europe, it is evident that civil society rights and freedoms are increasingly under threat across Europe.

Ireland's Michael McGrath, now EU Commissioner for Democracy, Justice and the Rule of Law, recently published the EU's first Civil Society Strategy, committing the Commission to strengthen its engagement with, support for, and protection of civil society organisations.

As Ireland takes on the EU Presidency in 2026, The Wheel will work with partners to ensure Ireland advances this commitment at the European level and fulfils it at home.

WE ACT

We Act is a national collaborative campaign celebrating and elevating the work of Ireland's charity and community sector. Led by a Steering Group comprising Boardmatch Ireland, Do chas, Disability Federation of Ireland, The Wheel and Volunteer Ireland, the campaign aims to increase public understanding, trust and engagement by telling the stories of staff and volunteers across the sector. It positions We Act as a united brand representing the diversity, professionalism and societal impact of charities and community groups nationwide.

We Act remains a campaign created "for the sector, by the sector," supported by over 120 Pledge Organisations. It is funded through a multi-annual model led by large charities, Steering Group members and support from the DRCDG.

2025 Highlights

2025 was a year of strong visibility and engagement for We Act:

- 167 stories shared across digital platforms and newsletters.Just under 1 million video views, including major storytelling projects.
- 1.12 million people reached through digital campaigns.
- 97 media pieces with an estimated reach of 3.3 million
- Over 400 individuals trained through webinars and workshops.
- 12 Culture Night events held nationwide.
- Participation in major national moments including St. Patrick's Festival and Dublin Pride.
- Storytelling sessions at The Wheel's summit, reaching an audience of over 500 delegates. For many attendees, this was a standout moment - Six people from diverse parts of the sector society sharing powerful personal stories of service, challenge and community. These stories grounded the day, reminding us that the sector is built by people, not structures.
- Published We Act's first research report, Trust and Understanding: Public Confidence in Irish Charities and Community Groups.
- A six-storey banner at Liberty Hall alone reached approximately 750,000 people through footfall and 300,000 more online.
- The Ukrainian Stories collaboration with the Irish Red Cross concluded in 2025, reaching over four million people across 2024 and 2025.

Campaign Focus & Impact

In 2025, the campaign emphasised a core message: community benefits everyone in Ireland. It encouraged public ownership of charities and community groups and highlighted the essential role they play in social cohesion, advocacy, service delivery and active citizenship.

Public polling shows:

- **73% trust** charities and community groups
- **79% value** the sector's work
- **69% believe** the sector delivers high-quality services

However, only 15% say they have recently benefited directly, indicating a continued gap in public awareness of the sector's everyday impact.

Research suggests increased trust is linked to improved visibility, stronger communication and more positive storytelling – all core pillars of We Act's work.

We Act continues to strengthen public trust, increase sector visibility and foster collective pride in Ireland's charity and community sector. By celebrating real stories and promoting governance, impact and advocacy, the campaign contributes to greater understanding, engagement and social cohesion. When the sector thrives, communities thrive.

Member Stories - BUMBLEance

BUMBLEance is Ireland's only dedicated Children's Ambulance Service. Our charity makes a difference by empowering the thousands of families unable to access their child's healthcare by providing journeys in a safe, caring and fun environment, completely free of charge.

At BUMBLEance, our heroes wear seatbelts - not capes. Our dedicated drivers operate a fleet stationed across the country, offering personal, local support to each child that travels with us. Each vehicle offers children a break from the harsh realities of medical treatment with sensory lighting, child-friendly decor, entertainment and space for parents and siblings.

By offering these door-to-door journeys, we reduce the worry and anxiety parents carry. Because of BUMBLEance, parents have the flexibility to mind their other children and reduce missed work. Without the stress of managing comfort, parking, tolls and logistics, BUMBLEance lets parents take a back seat to focus on what they do best: care for their child.

BUMBLEance has been a member of the Wheel for years and has received wide-ranging benefits from this membership. Our team has been lucky enough to speak at Wheel-hosted events such as their annual Summit, we've attended many training courses both online and in-person, and take advantage of their grant database, Fundingpoint, on a weekly basis. Additionally, BUMBLEance also benefitted greatly from our engagement with the We Act campaign over the last few years, participating in Culture Night and various digital campaigns. We're delighted with the awareness that's been generated and the opportunities we've had through our partnership with the Wheel.

AIM 2 – SUPPORTING A DIVERSE SECTOR

Our sector—and society as a whole—faces big and urgent challenges. To meet them, organisations need the right knowledge, skills, and confidence. Through our support programmes, we help our members to meet those needs.

Strong leadership is key. We support leaders to grow and help their organisations thrive so they can deliver the highest standards for their communities.

We've seen what the sector can achieve when given the chance. We'll keep creating opportunities for organisations to work together, share ideas, and strengthen their impact.

In this section we'll describe some of the programmes we offered to members and the wider sector in 2025, delivered always with a focus on upskilling and building sustainable nonprofit organisations.

Strategic Objectives	Achievements in 2025
2.1 Offer quality information, advice and other support services tailored to the needs of the different types of organisations in our sector.	• Delivered full programme of training, advice, consultations and resources. • Began development of new website for deployment in 2026.
2.2 Provide a comprehensive and affordable training service to our sector, which covers all the relevant organisational development topics.	• Launched new training topics while maintaining 92% satisfaction rating with attendees. • 71% of our 136 events were free to members.
2.3 Grow our executive leadership programmes, ensuring sector leaders are upskilled, networked, nourished and recognised.	• Co-delivered accredited leadership programmes and expanded Breakfast Club events. • Launched CEO Masterclass series, aimed at upskilling senior leaders in the sector.
2.4 Create and join spaces to explore the complex challenges we face, and collectively discuss and start to make the changes we would like to see in the world.	• Secured significant new projects to promote social innovation and digital inclusion. • Continued with our facilitated Member Networks and launched a new network for communications professionals.
2.5 Seek opportunities on an ongoing basis for our sector to play a proactive role in the further development of our society, economy and environment.	• Platformed diverse voices from the sector at our Summit in Croke Park. • Showcased The Wheel's projects/programmes at our Summit Hub.

SECTOR SKILLS

Co-funded by the National Training Fund (NTF) through DFHERIS, Sector Skills supports the development of Ireland's community and voluntary sector workforce through subsidised training, continuous professional development, and organisational supports.

In 2025, the programme expanded significantly, supported by €1.94 million in NTF investment. This enabled us to increase our reach across the sector's 281,000 employees, and develop deeper engagement with national skills policy, strengthening both workforce development and impact.

Demand for training remained strong, with attendances exceeding targets by 35%. High participation in areas such as revenue compliance, pensions auto-enrolment and charity regulation reflected the evolving needs of organisations and their focus on maintaining strong governance and compliance.

We also continued to build longer-term capability across the sector. Our Research and Impact Programme expanded, with a major programme of work on skills needs underway, and a new impact management framework in development to better capture outcomes.

Progress advanced on Ireland's first Nonprofit Sector Apprenticeship, with strong engagement from member organisations leading to the establishment of a Consortium Steering Group and the appointment of Technological University Dublin as education partner.

In 2025, we delivered the inaugural Shaping Skills, Shaping Society conference, bringing together policymakers, sector leaders and stakeholders to explore future workforce needs and strengthen the sector's role in national skills discussions.

This growing recognition was reflected in the election of Mairead O'Connor, Senior Sector Skills Policy Manager, to the National Skills Council, ensuring the sector's voice continues to inform Ireland's skills policy.

Together, these achievements demonstrate the ongoing transformational impact of NTF investment in strengthening the skills, leadership and resilience of Ireland's nonprofit workforce.

The Sector Skills Programme is largely delivered through several key programmes.

Training Calendar

Through partnerships with organisations such as education providers, universities, and sector specialists, The Wheel provides a range of accredited and short training programmes covering areas like leadership development, governance, digital skills, impact measurement, ethical decision-making, and team and stakeholder management.

The training calendar considers the skills priorities identified by the National Skills Council and is shaped by feedback from organisations and employees on their skills development needs. New additions to the calendar in 2025 included training in the areas of AI, Trauma Informed Practice and Neurodiversity.

Training is a key benefit for members – 65% of members have attended training with The Wheel, and the free, member-only webinars are a strong draw for new membership. Over 70% of our training sessions in 2025 were free for members, and we reached an audience of 4415 attendees through these sessions alone.

Top 5 Training Sessions in 2025

	Topic	Attendees
1	Revenue Compliance for Charities	386
2	Pensions Auto-Enrolment Scheme	288
3	Charities Regulator - A Regulatory Update	211
4	Top Tips for Data Protection Compliance	206
5	How to Develop an AI Policy	163

Training Links

Training Links is the only dedicated funding initiative for employer-led training networks in the community and voluntary sector. The programme funds nonprofit organisations to form networks with other organisations and develop tailor made training programmes for their people.

2025 saw an increased investment of €575,000 in the programme, our largest to date. Sixteen training networks launched their tailor-made training programmes. These networks are made up of a total of 262 charities, community and voluntary organisations and social enterprises from all over the country.

An additional 10 training networks were also operational in 2025. These networks kicked off in 2024 and are due to complete in 2026.

To connect new and existing participants, we held our first in person Shared Learning Event in August. The focus of this event was to facilitate an exchange of knowledge and expertise across a diverse group of programme beneficiaries.

16 NEW NETWORKS IN 2025

262 NONPROFIT ORGANISATIONS

988 TRAINEES

The Leadership Academy

The Leadership Academy is a dedicated training and development hub for leaders in Irish nonprofit organisations. Launched in 2022, it provides tailored, sector-specific support through key leadership schools, peer networking, and self-assessment tools to help nonprofit leaders thrive. Some key initiatives of the Academy in 2025 included

- **The Breakfast Clubs** create spaces for anyone in the community, voluntary, nonprofit or social enterprise space at any level, from volunteer to CEO. For each event we interview two speakers on a different overarching theme aiming to be applicable to anyone on their leadership journey. In 2025, we held 5 Breakfast Clubs both online and in-person. We had 10 speakers join us throughout the year and a total of 252 attendees across all events.

- **The CEO Masterclass Series** is the newest upskilling offering from the academy for the most senior leaders in Irish nonprofits. A curated programme of high-level masterclasses delivered by expert facilitators on topics directly relevant to CEOs and General Managers. There are thirty CEOs from across Ireland participating in this ten-part work workshop series.

- **Transformative Leadership** - Our Level 8 programme, accredited through Maynooth University, equips leaders in the community and voluntary sector with the skills and ambition to drive impact. In 2025, 19 participants joined the programme. To support a more diverse leadership pipeline, we also provided two fully funded bursaries for individuals from traditionally marginalised backgrounds.

- **Certificate in Nonprofit Leadership and Management** - Delivered in partnership with Quality Matters and the National College of Ireland, this Level 9 programme continues to meet strong demand, building practical leadership and management skills for nonprofit managers and executives. In 2025, 34 participants enrolled across three intakes, with places capped to maintain a high-quality learning experience.

Skills Partnerships

To deliver a variety of successful upskilling programmes throughout the year, The Wheel works in close partnership with other providers.

We have partnered with our peers in Carmichael to deliver an NTF supported suite of programmes since 2021. In 2025 this included leadership programmes, intensive programmes on annual reporting and impact management alongside workshops in various high demand areas such as communications, governance and strategic planning.

- The Wheel has collaborated with the Law Society of Ireland for ten years on the Certificate in Charity Law, Trusteeship, and Governance. This has consistently been one of the most popular and well received courses of the year. 30 participants completed this accredited programme in spring 2025.

- We worked with our friends in Grow Remote and LOETB to support the roll-out of fully funded courses for managers and teams working in hybrid and remote workplaces.

- As part of our participation in Charity Trustees Week 2025, we partnered with colleagues from across the sector to celebrate and support those who volunteer their time to sit on charity boards.

Member Stories - LGBT Ireland

LGBT Ireland is the national organisation for LGBTQI+ people and their families and friends. We are working to make Ireland the best place in Europe to be an LGBTQI+ person.

LGBT Ireland's direct services support LGBTQI+ people across Ireland. This includes the National LGBT Helpline, delivered with partner organisations, which provides free, confidential, non-judgmental listening support seven days a week. In 2025, the Helpline responded to 1,800 calls and online chats.

Alongside direct support services, LGBT Ireland advocates for changes in policy, legislation and practice that affect the lives of LGBTQI+ people. We also provide information and training and raise awareness to support a more inclusive Ireland; in particular, working to strengthen inclusive practice across health, social care and community organisations.

Partnership and collaboration are core values, and we work with National LGBT Helpline partners and LGBTQI+ organisations around the country to achieve our mission.

Through the LGBTQI+ Training Links Network, supported by The Wheel's Training Links programme, LGBT Ireland brings organisations together to share learning, build skills and improve services for LGBTQI+ communities.

Being part of The Wheel connects LGBT Ireland with a wider network of community and voluntary organisations, strengthening collaboration and helping us to continue to deliver meaningful impact across Ireland.

EUROPEAN PROGRAMMES

Access Europe

Funded by the Department of Foreign Affairs, Access Europe provides free support and advice for Irish civil society organisations to navigate, apply for, and manage EU funding. Through training, one-to-one guidance, and networking supports, we help Irish organisations identify EU funding opportunities that can have a transformational impact on their communities and the sector.

Since the start of Access Europe in 2020, we have supported over 100 projects drawing down €12.8 million of EU funding into Irish organisations. In 2024, the DFA renewed our contract until 2027 with the goal of securing an additional €15 million in funding for Irish civil society. To achieve this goal, a key area of focus is boosting the programme's visibility through targeted outreach campaigns in Ireland and across the EU.

A highlight of 2025 was the launch of our redesigned Access Europe website featuring our eLearning hub with seven self-guided modules, a resource library with downloadable tools and templates, and an interactive calendar displaying upcoming EU funding deadlines and EU-funding related events. We presented the website at the Access Europe Showcase which took place in the Dublin Royal Convention Centre and, with 149 attendees, was our most well-attended Showcase yet. Our annual flagship conference, the Showcase features an expo of the Irish National Contact Points for various EU funding programmes and the Award Ceremony for the #OurEUStory Awards. The Awards are an opportunity for organisations to demonstrate how EU-funded projects have benefitted their community - this year's winners were the Irish Red Cross, Midlands Ireland, and Munster Technological University.

Other 2025 initiatives include the launch of our "Funding Friday" LinkedIn series, an in-person Introduction to EU funding For Communities event featuring MEP Billy Kelleher, and the development of a new training "Tips & Tools for Successful EU Partnerships" providing attendees with practical strategies and resources to effectively manage EU partnerships and projects.

BASE

The Wheel is working with social economy partners across 10 countries on this European Commission backed project focused on the social economy skills agenda. Aimed at establishing an alliance for Sectorial Cooperation on Skills, baSE focuses on identifying the upskilling and reskilling needs of social economy workers across Europe. To address some of the most pressing training needs identified, the partnership developed and piloted 10 MOOCs (Massive Open Online Courses), covering digital, green, inclusion, and day-to-day skills.

The Wheel created an introductory course on Universal Design Principles, and in 2025, tested the course with over 50 participants in two piloting phases. Based on participants' feedback, the course is now finalised and will be launched on the project's MOOC platform in the summer of 2026, along with the 9 other courses.

Birlikte

"Birlikte-Together for Rights-Based CSOs in Tu rkiye" is a project by STGM (Association of Civil Society Development Center) and supported by the EU's Civil Society Facility and Media 2020 programme. It aims to strengthen Turkish civil society through learning and exchange with Irish counterparts. In 2025, The Wheel hosted two webinars as part of a knowledge sharing activity with Birlikte project beneficiaries. Governance in the Irish charity sector and The Leadership Academy were presented to the group and this exchange provided insight to our project partner, STGM, on The Wheel's work and the sector in Ireland as a whole. The project concluded in April 2025, after three years.

EPAS

The European Parliament Ambassador Schools Programme (EPAS) is an EU-wide initiative promoting parliamentary democracy and citizenship among young people. In partnership with the European Parliament Liaison Office (EPLO), The Wheel delivered the 2024-2025 EPAS programme to over 4,000 transition year students across 60 schools in Ireland. Key activities included:

- Online and in person teacher training for 48 EPAS Senior Ambassadors.
- Engaged with over 60 EPAS schools online for their monitoring visit to support programme completion.
- Hosted a webinar series with MEP Maria Walsh, and newly elected MEPs Cynthia Ní Mhurchu and Aodha n O Rí orda in. with approximately 620 students present.
- Held two regional Awards ceremony events in Dublin and Cashel, celebrating student participation, with 176 attendees.

The programme successfully fostered political awareness and engagement among students nationwide.

INSPIRE

The INSPIRE project, funded by Horizon Europe, began in 2024 and aims to support the sustainable and inclusive development of rural areas across Europe by strengthening the social economy and improving access to quality social services, particularly for vulnerable groups. The project brings together a consortium of 17 partners from across Europe to implement pilot activities in seven rural areas across six countries.

In 2025, The Wheel contributed to research examining the social economy ecosystem in rural Ireland and began the process of establishing the Irish Smart Village Lab in Moate, County Westmeath. These labs will bring together public authorities, community organisations, private sector actors, and service users to co-create innovative solutions to local challenges through social entrepreneurship and community-driven innovation.

In 2026, work will focus on further developing the Irish Smart Village Lab and piloting social economy solutions aimed at improving social inclusion, access to services, and economic opportunities in rural communities. The learning generated through these pilots will contribute to the project's broader goal of informing policy and strengthening governance for social inclusion and the social economy in rural Europe.

RISE

This Erasmus+ funded project began in October 2024. It aims to build the skills of social economy organisations to collaborate in projects with research institutes. This will enable more engaged research, a practice that creates more socially impactful projects through collaboration between researchers and communities.

In 2025, the project worked towards its goal of creating a host of "research ready" organisations throughout the European social economy by developing a tailored training programme. Based on consultations with organisations in the community and voluntary sector, a five-module training course was developed to address the gaps and barriers identified. The course was tested for the first time at the end of 2025 with a cohort of 20 participants in Ireland and was subsequently improved based on their feedback. It will be piloted for a second time in early 2026 before being finalised and officially launched in the summer of 2026.

SPACE

The SPACE project (Supporting Professionals and Academics for Community Engagement in Higher Education) aims to build the capacities of academics, professional staff and community partners to strengthen community engagement in higher education in Europe. The Wheel is participating in this project, with University College Cork (UCC), and other community and university representatives across Europe.

In 2025, the partnership focused on embedding community engagement practices within the partner universities, based on the feedback of local civil society partners. The Wheel co-authored a report on community partnerships, 'Partnerships that Work' in which we provided insights into Irish community engagement and recommendations to strengthen this practice in the future.

ENCOURAGE

SUSTAINABILITY PROGRAMMES & ACTIVITIES

IREPO

Launched in September 2024 by the Tyndall National Institute, the Irish Energy Poverty Observatory (IREPO) completed its first full year of work in 2025. The project aims to provide clear, reliable information about energy poverty across Ireland.

As the community engagement partner, The Wheel played an active role throughout 2025 in making sure community organisations and policymakers could engage with and use the findings of the project.

During 2025, IREPO examined energy poverty as a complex issue. This included looking at how it affects different groups in different ways, including gender impacts, and reviewing how well current public policies are working such as energy efficiency schemes, income supports, and other incentives. The project brought together data on energy prices, renewable energy potential, survey results, and census information. Machine learning tools were used to analyse these combined datasets and improve understanding of the drivers of energy poverty.

In 2025, The Wheel developed and delivered a communications strategy to share the project's findings in a clear and accessible way. It also organised and supported a series of webinars to raise awareness and encourage discussion among civil society organisations and other stakeholders.

Overall, 2025 was an important year for building evidence, sharing knowledge, and strengthening engagement around energy poverty in Ireland.

Shifting Tides

Shifting Tides was a three-year, all-island partnership between The Wheel and the Northern Ireland Council for Voluntary Action (NICVA), bringing coastal communities around Carlingford Lough and the border region together through hands-on ecology and collaborative arts.

Launched in 2022, the project delivered citizen science programmes, creative arts and heritage events, and online learning resources. It opened with Where Seaweed Dances at Carlingford Heritage Centre and grew into a vibrant programme of community engagement.

Shifting Tides successfully concluded in 2025, leaving a strong legacy of cross-border collaboration and coastal connection.

Board Sustainability Review

As The Wheel moves into a year of development for our next strategy, the Trustees recognised that sustainability, in all forms, is likely to form a core part of our next strategic goals.

At our annual in-depth strategic sessions, we were delighted to be joined by Ní all Fitzgerald and Susan Rossney from Chartered Accountants Ireland who gave an informative presentation on how a board can steward an organisation as it begins putting structure on its environment sustainability journey. The presentation was followed by an in-depth discussion by all in attendance with some tangible next steps identified to feed into our planning for 2026 and beyond.

Summit Session - Towards a Sustainable and Nature-Restored Future

At our Summit in May, a member-led breakout session hosted by Brigit's Garden explored how community action can help address the twin challenges of climate change and biodiversity loss. Through three case studies, participants reflected on the practical ways organisations and communities are supporting both environmental sustainability and community wellbeing. The discussion reinforced the strong connection between the wellbeing of people and the health of the natural environment.

Participants emphasised that nature should not be seen as an add-on but as a core part of building resilient communities. While the scale of environmental challenges can feel daunting, the session highlighted the real impact of grassroots initiatives, demonstrating how community-led action can restore nature while strengthening the communities we serve

BRIGIT'S GARDEN
GAIRDÍN BHRÍDE

OTHER PROGRAMMES

iCommunity

Launched in 2021, iCommunity is a joint initiative from NICVA and The Wheel that strengthens cross-border collaboration among nonprofits and social enterprises across Ireland and Northern Ireland. What began as a response to Brexit and funding challenges has grown into a dynamic platform for dialogue, shared learning and practical partnership.

Through events, the Across Divides podcast and a growing quarterly newsletter, iCommunity has connected organisations around social enterprise, culture, housing, rural sustainability, climate justice and the Sustainable Development Goals (SDGs).

In 2025, with renewed investment from the DFA Shared Island Civic Society Programme, there was a clear focus on advancing the SDGs. This culminated in a successful conference in December 2025 highlighting shared island innovation and collaborative action around the Goals.

Social Enterprise

We continued to represent and advocate for our social enterprise members throughout 2025, while deepening collaboration across the sector. Working closely with fellow support organisations, we partnered in a DRCDG-funded consortium alongside Social Enterprise Republic of Ireland, the Irish Social Enterprise Network and the Local Development Companies Network to deliver coordinated social enterprise support services under Trading for Impact. This joined-up approach is strengthening pathways, supports and visibility for social enterprises nationwide.

In 2025, we also led the development of a new social enterprise awareness programme for Transition Year students, in collaboration with Foro ige and Connections Arts Centre. Piloted in five schools, the programme received very positive feedback from students and teachers. It lays the groundwork for stronger links between schools and the social enterprise sector, helping to build awareness, engagement and future career pathways.

At European level, The Wheel continues to represent our members and the wider sector as an active board member of Social Economy Europe and through participation in the European Commission expert group on social enterprise and the social economy, GECES (EU Commission Expert Group on the Social Economy and Social Enterprises).

New Solutions

The Wheel is proud to be a partner in the New Solutions Social Innovation Hub, a national initiative designed to strengthen Ireland's social innovation ecosystem and support practical responses to social exclusion.

Launched in November 2025, the Hub is now driving forward a new phase of investment and capacity-building for social innovators. Backed by the DRCDG and the European Social Fund Plus, the initiative combines funding with tailored supports to help organisations develop, test and scale socially impactful solutions.

As a partner, The Wheel is contributing our expertise in network-building, sector development and member engagement to ensure community and voluntary organisations are central to this growing social innovation movement. We look forward to continuing to support organisations across the country to access opportunities, collaborate and turn bold ideas into lasting change

Member Storie s – Comharchumann Fuinnimh Oileáin Árann Teo.

Comharchumann Fuinnimh Oilea in A rann Teo, the community-owned energy cooperative for the three Aran Islands, works to support a sustainable population, protect the islands' language and heritage, and safeguard their distinctive natural environment. The co-op's long-term vision is to enhance the energy efficiency and comfort of island homes and transport while positioning the Aran Islands as lighthouse communities for Ireland and beyond.

In 2025, the co-op advanced this mission through a number of initiatives. These included biodiversity programmes such as tree planting and workshops on breeding waders and corncrake conservation, and participation as pilot sites in nationally and EU-funded energy projects. Regular bilingual communications - both a quarterly newsletter and social media - helped keep the community informed and engaged. The cooperative also secured Climate Action Fund support to deliver affordable, detailed Home Energy Assessments, and organised community-led "meithleacha" to make solar PV installation more accessible. Their role as leaders in community energy continued to grow, with presentations at events in Ireland and abroad and the hosting of EU university groups. Additional technical support was obtained from the Clean Energy for EU Islands Secretariat to progress further clean energy initiatives.

Support from The Wheel plays a really important role in the co-op's success, offering training, funding information, and shining a light on the work of the co-operative.

AIM 3 - BUILDING A VIBRANT COMMUNITY OF MEMBERS

Our members are at the heart of everything we do—they give us our purpose and our voice. The more members we have, the stronger we are in speaking up for the whole sector.

Having a diverse and representative membership helps shape our work so we can better serve everyone. We'll keep creating ways for members to get involved, feel part of a shared community, and connect with each other to learn, support, and work towards common goals.

In this section, we will outline how our membership grew in 2025 and the steps we took to support and represent their missions.

Strategic Objectives	Achievements in 2025
3.1 Implement a comprehensive engagement strategy that deepens our connections with members throughout the country and mobilises them around our public policy work	• Delivered Social Cohesion Dialogue workshops to members nationwide. • Provided monthly CEO networking spaces online.
3.2 Provide ongoing opportunities for our members to connect, enabling peer support, facilitating learning, solving common problems, developing new ideas and fostering collaboration	• Welcomed over 500 members to our summit in Croke Park. • Launched refreshed member-only webinars.
3.3 Provide a range of specific member services that are informed by ongoing feedback from our members.	• Relaunched our Workplace Resolution & Mediation programme for members. • Refreshed our Member Offers service with 5 new supplier discounts.
3.4 Showcase and amplify the stories and impact of our members' work in a variety of innovative ways.	• Invited members to host breakout sessions at our Summit. • Increased promotion of our members through our website, social media and reports.
3.5 Double our membership and ensure that this growth continues to reflect the broad profile of the sector.	• Completed full membership database review. • Welcomed 263 new members throughout the year.

OUR MEMBERSHIP IN 2025

Our total membership number increased to 2,615 by 31 December 2025. This is a 5.6% increase from 2,476 at 31 December 2024, which was a slightly lower growth rate than the 6.6% in 2024.

The Board are pleased that satisfaction and retention rates for membership both remain high. While our growth falls short of the strategic plan's target of doubling membership by the end of 2026, the board and the executive will ensure this remains a key priority for the coming period.

Membership income, which allows us to provide as wide a range of supports as possible, grew by 3.4%- from €423,851 to €438,138 in 2025.

We were pleased to have an average membership retention rate of 89% in 2025, slightly down on our retention rate in 2024 (90%).

Since 2018, we have offered free membership to organisations with an annual income of less than €25,000 as we continue our drive to support the work of smaller, volunteer-only organisations. As of 31 December 2025, we have 1,049 members availing of free membership (40%).

We continue to extend supports to numerous cohorts of our membership and some highlights include:

- We engaged 36 CEOs and senior leaders from our membership in Galway, Mayo, Roscommon, Clare and Cork in two regional facilitated dialogues on social cohesion. The two-day process aimed to address current challenges and explore innovative strategies for building stronger and more connected communities.

- We put out a call to our members to propose sessions for our annual Summit in May 2025. We received 19 expressions of interest and 8 were selected to be delivered at the Summit.

- We continued to focus on members' services and supports, building resources internally to help our teams be more responsive to member needs and to ensure our members' interactions with our staff will continue to be a positive one.

- We engaged our members in consultations, in briefings, at member network meetings and at in person events to ensure their views inform our work. We held two member townhalls in 2025 which focused on The Wheel's pre-budget submission and on members' priorities for the Irish Presidency of the EU Council.

- We held 13 member network meetings in 2025 across HSE and Tusla-funded members, social enterprises, small organisations, charity finance managers and EU-funded organisations. A new communications member network was established in 2025 and met twice. An IT member network will launch in 2026.

- Our annual member survey achieved a 12.6% response rate, down slightly on the 15% response rate in 2024.

- We provided significant online training in 2025 to ensure geographic location was not a barrier to access to our training content. Additionally, we organised in-person member meet ups and networking opportunities. Of the 136 events we delivered in 2025, 71% were free to members. Our training and events were rated good or excellent by 89% of attendees.

- We continued to provide a range of special member offers including free access to HR supports for small organisations, discounts on office supplies and low-cost health plans.

- We held two Roadshows, in Nano Nagle Place in Cork in April and in the Model in Sligo in November, as a space for networking among members and the wider sector and an opportunity to engage directly with The Wheel staff.

- We continued to update our member-only offering, including our webinar archive where our members can have access to recorded training content 24/7 and our range of sample organisational policies that members can avail of in the development of new policies or updating existing ones.

7,839 ATTENDEES

at

136

EVENTS FOR MEMBERS

SUMMIT 2025 – THRIVING THROUGH CHANGE

Our 2025 Summit brought together the community and voluntary sector at a critical time of change, equipping organisations with the insights, tools and connections needed to respond effectively to an evolving operating environment.

Held in May at Croke Park under the theme "Thriving Through Change," the Summit convened over 560 attendees, including nonprofit sector leaders, policymakers and partners to address shared challenges and identify practical solutions to strengthen resilience and impact.

The event featured contributions from An Taoiseach, Michea l Martin, the Minister of State with responsibility for charities, Jerry Buttimer, and the CEO of the Charities Regulator, Madeleine Delaney—reinforcing the importance of strong engagement between the sector, Government and regulators.

The Summit delivered tangible value to attendees and the wider sector by:

- **Strengthening organisational resilience**
  Sessions focused on equipping leaders with practical strategies to navigate uncertainty, manage risk and lead through change.

- **Supporting better governance and compliance**
  Contributions from the Charities Regulator provided clarity on regulatory expectations and emerging priorities, supporting organisations to strengthen transparency and accountability.

- **Enabling more effective collaboration**
  Participants explored partnership and merger pathways, gaining a clearer understanding of how strategic collaboration can enhance sustainability and increase impact.

- **Expanding access to sustainable funding approaches**
  Discussions on social finance and diversified income streams provided organisations with actionable options to strengthen financial resilience.

- **Building capacity for innovation**
  The Summit supported organisations to engage with digital transformation, including the responsible use of AI, to improve efficiency and service delivery.

By bringing together diverse voices, the Summit fostered meaningful dialogue, collaboration and shared problem-solving. Attendees left with strengthened networks and practical knowledge that can be applied within their organisations and communities.

The Summit reinforced The Wheel's role as a key convenor and advocate for the sector—ensuring that the voices of community and voluntary organisations are heard, and that they are supported not only to respond to change, but to adapt, innovate and thrive.

Member Stories – Irish Hospice Foundation

Irish Hospice Foundation (IHF) is Ireland's leading national charity in the space of dying, death and bereavement. Founded in 1986 by Dr Mary Redmond, this year, IHF is celebrating 40 years of impact.

Today, our vision at Irish Hospice Foundation is an Ireland where people facing dying, death and bereavement are provided with the information, care and support that they need. Through advocacy and education, and a range of national programmes such as Nurses for Night Care, Caru – our nursing home programme, our Information and Support Line – providing information on palliative care, end-of-life care and advance care planning and our Bereavement Support Line, Irish Hospice Foundation works to ensure that every person in Ireland can die and grieve well, wherever the place.

The links between The Wheel and IHF run deep since its inception. Founder, Dr Mary Redmond, saw the need for social entrepreneurship in Ireland and the conditions needed to foster it, culminating in the creation of The Wheel. IHF has been actively engaged with The Wheel ever since and in recent years, received considerable support from The Wheel's Training Link Grants, as well as for micro credentials courses at UCD Professional Academy. IHF looks forward to continuing and building on the partnership and positive engagement with The Wheel into the future.

Irish Hospice Foundation
40 YEARS OF IMPACT
To die and grieve well wherever the place

AIM 4 – PERFORMING WELL TO DELIVER SUCCESS

As a key support organisation for the sector, we aim to lead by example. That means going beyond the basics—governing well, managing our finances responsibly, being a great employer, and showing real impact.

We'll stay creative and open to new ideas, take smart risks, and keep improving how we work.

We'll learn from what works—and what doesn't—and share our approach so others can learn from it too. When The Wheel improves, the whole sector benefits.

In this section, we will look inward and consider our performance through our governance structures, our progress in the equity, diversity and inclusion space, and our financial results from 2025.

Strategic Objectives	Achievements in 2025
4.1 Nurture an internal culture that is rooted in our values and that prioritises wellbeing, curiosity, experimentation and learning.	• Successfully completed move to new office premises. • Held four all-staff days.
4.2 Develop, deliver and monitor critical implementation plans to underpin the strategy in the areas of people, funding and tracking progress.	• Commissioned review of our funding sustainability. • Embedded ongoing reviews of organisational metrics and our operations plan across all departments.
4.3 Review and enhance key processes, with a particular emphasis on delivering effective communications, building relationships of trust and optimising the use of digital technology.	• Introduced new system to streamline our email and social media communications. • Delivered staff training on AI usage, internal communications and social media usage.
4.4 Ensure our internal policies and procedures are models of good practice and share these openly with members to stimulate good practice and resource-sharing.	• Kept policy review schedule fully up to date with policy reviews and updates throughout the year. • Promoted our published policies webpage to members for sector-wide good practice.
4.5 Create meaningful linkages and build fruitful partnerships within our sector and to other sectors, working together on things that matter.	• Expanded We Act partnerships for wider reach at events like Dublin. Pride and St Patricks Day in Cork. • Strengthened our skills ecosystem partnerships.

FINANCIAL REVIEW

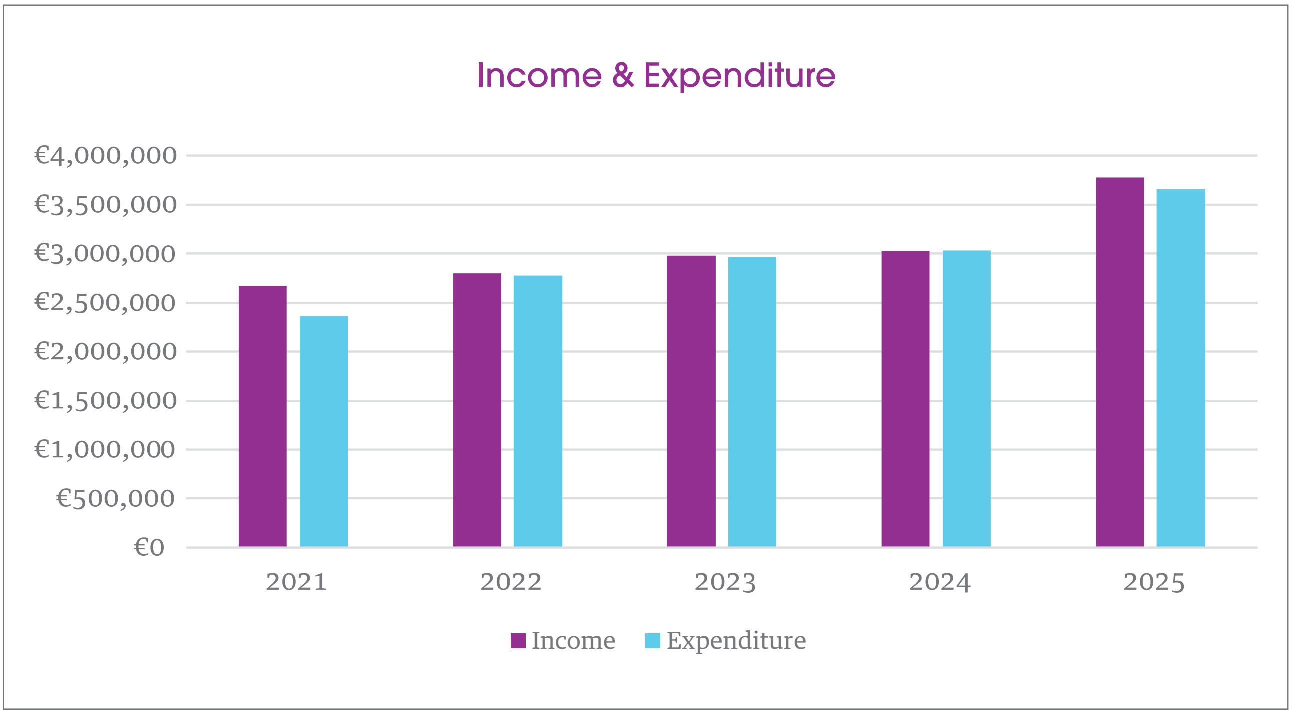
Our full financial results for 2025 are outlined in more detail later in this report. In this section we will outline some summary information and insights related to our performance in the financial year.

Income & Expenditure in 2025

	2025	2024	Change
Income	€3,772,532	€3,024,784	+25%
Expenditure	€3,655,320	€3,028,952	+21%
Surplus (Deficit)	€117,212	(€4,168)	

This table is summarised from our Statement of Financial Activity on pX, Income & Expenditure is outlined in detail in Note 4 (Incoming Resources on Px) and Note 5 (Expenditure Px)

As with previous years the major elements of our income are public funding (76%) and membership (12%). The movement of 25% is largely accounted for by the €800,000 increase in our funding from the National Training Fund (NTF) as detailed in the Chair of the FAR Subcommittee's report above.



The major elements of our expenditure are salary costs related to

- Member services, training, information provision, research and advocacy, and,
- The implementation of the Sector Skills programme of training and supports, including the Training Links funding programme, which is fully supported by the NTF .

Diversified & Sustainable Income

The Wheel's diversified income streams are crucial for our sustainability. By having diversified income sources, we reduce our dependency on a single funding stream, mitigating the risks associated with fluctuations in donations or changes in external funding conditions. This approach enhances our financial stability and allows us to adapt to evolving challenges and opportunities.

Diversifying our income through new projects and programmes has led to increased staffing and salary-related expenditure. This investment has strengthened our delivery capacity, creating a positive cycle where successful programme delivery enhances our ability to secure further funding opportunities.

Our Mix of Income

Income Type	2025		2024	
Public Funding (Ire)	€2,374,163	63%	€1,527,811	51%
Public Funding (EU)	€506,584	13%	€461,048	15%
Earned Income	€393,012	10%	€372,862	12%
Membership	€438,138	12%	€423,851	14%
Other Income	€60,635	2%	€239,213	8%
Total	€3,772,532		€3,024,784	

Statement of Financial Position

We outline our assets and liabilities with the Statement of Financial Position (Balance Sheet) on page 60. There have been relatively small upward movements in our fixed asset, debtors and cash positions year on year, as well as similar movement in our creditors. The Wheel continues to hold a healthy cash balance which is tied to our Reserves Policy.

Reserves Policy and Level

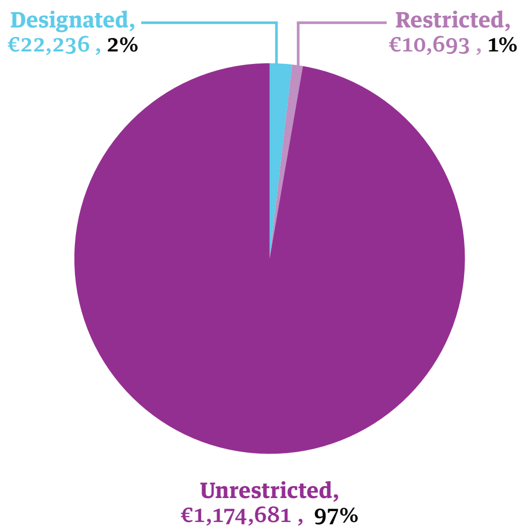
The Board has set a reserves policy which requires:

- Reserves be maintained at a level which ensures that The Wheel's organisation's core activity could continue during a period of unforeseen difficulty.
- Reserves also be maintained to ensure the organisation can adapt and innovate during a period of growth or change.
- A proportion of reserves be maintained in a readily realisable form.
- When reserves are lower than, or exceed, the desired range, the board will put plans in place to amend the reserves held.

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

- The reserves policy is reviewed annually, and the most recent review recommended a target range in unrestricted reserves of between €655,300 and €1,296,548. This range was calculated following a risk assessment which considered matters such as a percentage of our ongoing organisational costs, lease obligations and provision of staff redundancies in case of a business continuity interruption.
- The Unrestricted reserves on 31 December 2025 now stand at €1,174,681 inclusive of designated reserves of €22,236 which is within the range determined by our policy. The Trustees welcome this position as ensuring adequate financial buffers in place to face into any unseen economic challenges that lie ahead. It will also allow us to continue to provide much needed support and services to our members and the sector and to continue to grow and innovate in delivering quality programmes.

Level of Financial Reserves



- The Designated Reserves of €22,236 and the Restricted Reserves of €10,693 are both expected to be spent in 2026.

The notes following the financial statements give more information on our reserves, the majority of which are held in readily available cash form.

Pension

In 2024, The Wheel moved to Zurich Life as its pension provider on the recommendation of our pension advisors, LHK Financial

All employees of The Wheel are entitled and encouraged to join the Company's defined contribution pension scheme.

The trustees are satisfied that the trusteeship arrangements for the scheme meet all legal requirements and recommendations.

With the implementation of auto-enrolment in January 2026, we expect that participation in the Company scheme will become mandatory for all new employees. We plan to offer a second lower tier of employee contributions to reduce any barriers to entry while still fulfilling our employment obligations under auto-enrolment.

Principal Funding Sources

A detailed breakdown of all sources of funding for 2025, with comparative figures for 2024, is provided on page 36 as a source of supplementary information to this report and our annual accounts.

Income Recognition

Income is recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability. Further information is in the company's accounting policies in the Notes to the Financial Statements.

Going Concern

The financial statements have been prepared on a going concern basis.

We made a surplus of €117,212 in 2025 and ended the year with net current assets of €1,146,288 and total net assets of €1,185,377. Of this figure, €1,152,445 is reported as unrestricted reserves.

The Trustees monitor all activities and have approved a budget for 2026. Considering our strong reserves over the past number of years, and having made reasonable assumptions, we are satisfied that The Wheel can continue to carry out our activities and discharge any liabilities.

EQUITY, DIVERSITY & INCLUSION

The Wheel's EDI policy and approach is guided by our vision of a thriving nonprofit sector that supports inclusive Irish communities. We focus on ensuring our events, programmes and processes conform to our values of being courageous, inclusive, accountable and collaborative.

Employee Committee

An employee EDI committee is in place, meeting regularly throughout the year. The committee's work focuses on delivering tangible initiatives that positively impact the workplace and the supports we offer our members. It also actively promotes EDI awareness throughout the organisation, to ensure that all our member communities can be informed and included.

Our staff EDI committee began the year by developing terms of reference for their work and an action plan to deliver diversity focused quality-of-life refinements and improvements to staff wellbeing and the services we offer members and to our staff wellbeing. As a result of their work, we can see inclusive behaviours deployed across the organisation, some examples of which are below.

- Development of an Accessibility Checklist for use in all event planning.
- Improving accessibility and inclusion at our annual summit by providing quiet spaces for attendees, ear plugs at registration and mindfulness breakout sessions throughout the day.
- Promotion and use of our team's chosen pronouns in their website bios and email signatures.
- Development of a formal and fair bursary process for access to our paid services.
- Across Divides Youth Voices podcast series targeting marginalised voices.
- Piloting our Introduction to Universal Design course.

Dublin Pride

In June we were thrilled to once again march in Dublin Pride. Under the banner of the We Act campaign. The team led a group of other nonprofit organisations to celebrate our LGBTQIA+ colleagues, friends and families. Marching alongside over 12,500 members and allies of the community, the event was an energising way to celebrate the role of the sector in providing advocacy, services and safe spaces for LGBTQIA+ people.

Member & Staff Training

We hosted a number of EDI-themed training and information sessions for both members and our team throughout the year, including

- Pride 101 with Shoutout
- Dignity at Work Through Good Governance with Safe-to-Create
- The EU Accessibility Act with Arthur Cox
- Neurodiversity in the Workplace with Trustworki
- Inclusive Recruitment with Generation Ireland

We reached an audience of over 750 people through these sessions alone but also held many more webinars throughout the year with a focus on employee culture and wellbeing. The demand among our members for EDI events, information and upskilling is reflective of the sector's role as a driver of community development in Ireland.

Future Board Leaders

Future Board Leaders is a programme co-designed by Boardmatch and The Leadership Academy. For a fourth consecutive year, FBL has provided training to participants from under-represented communities to brings new voices onto Irish charity boards.

In 2025, we welcomed 22 participants to the programme. They completed two days of CPD-certified training in "Understanding Governance and the Board's Role". By completing the programme, they also gained access to networking and experience-sharing opportunities with alumni from previous years

We were delighted to receive positive feedback from our participants and look forward to hosting again in 2026.

"I truly cannot recommend the 'Future Board Leaders' programme enough. As a young queer woman from rural Ireland, I struggled to have the confidence to believe in myself & recognize the value my voice could bring to the world of governance. However, through taking part in this programme, I have not only received top class governance training, I finally have the confidence to take my seat at the table & have recently joined my first board as a trustee at the YMCA Dublin."

Amy McRory, 2024 FBL Graduate

Investors in Diversity Bronze

In 2025, we were proud to be awarded the Bronze Investors in Diversity award from the Irish Centre for Diversity. This recognition reflects the work The Wheel has undertaken to strengthen inclusion practices across our organisation and in our culture. The independent assessment also recognised a strong level of organisational maturity in our approach to EDI and people-related policies.

Achieving the Bronze standard represents an important milestone in our EDI journey and supports our ongoing commitment to fostering an inclusive, respectful and equitable organisation.

With a focus on desk-research, the process provided a valuable opportunity to also identify areas for development. The review recommended enhancements to several policies within our staff handbook which are summarised below

- **Strengthen inclusivity** - Ensure policies are clearer that they cover a wide range of individuals (including part-time, fixed-term workers and volunteers).
- **Clarify scope of protections** - Reference relevant legislation so everyone understands their rights and protections in the workplace.
- **Improve clarity & transparency** - Provide clearer definitions, procedures for key processes (e.g. reporting concerns or grievances), and practical examples so policies, and how they apply, are easy to understand.

We began implementing these updates during 2025, with the remaining changes scheduled for introduction in 2026.

Published Accounts Awards

We were delighted to see our 2024 Annual Report recognised with several nominations at the Published Accounts Awards hosted by Chartered Accountants Ireland's Leinster Society in November 2025. We were even more pleased to see the report win the Diversity & Inclusion Award on the night, a very welcome reflection of the dedication our team has put into The Wheel's organisational development in the EDI space.

Investors in Diversity BRONZE

Member Stories – Hygiene Hub

Hygiene Hub is a community driven charity working to address hygiene poverty by providing essential hygiene items through a network of over 160 community partners nationwide. Since 2020, we have distributed over €725,000 worth of products, supporting approximately 30,000 people each quarter. Our model is built on collaboration, embedding our services within existing local organisations to ensure an efficient, responsive, and community led approach.

Engaging with The Wheel has strengthened our organisational development and connected us with a wider network of charities and social enterprises across Ireland. Through access to resources, training, and peer learning, we have been able to build capacity and navigate growth more effectively.

Being a member of The Wheel provides valuable opportunities for collaboration, shared learning, and sector wide advocacy, helping organisations like ours to amplify our impact and contribute to systemic change.

GOVERNANCE

Board Structure

Our board of trustees is made up of a maximum of twelve members. Eight are elected directly from our membership, with four additional co-options available to the board to fill any skills or knowledge gaps which may arise.

Each term of membership is four years, up to a maximum of three terms.

Biographies of our trustees are published on page 8 and in further detail on our website.

Our board plays a crucial role in providing strategic leadership, governance, and oversight for The Wheel. Comprised of experienced individuals from across the nonprofit, private and public sectors, the board ensures that we remain accountable, financially sustainable, and aligned with our mission to support and advocate for Ireland's charities, community groups, and social enterprises.

Trustees set the organisation's strategic direction, oversee risk management, and uphold best practices in transparency and governance. They work closely with the CEO and executive team to advance The Wheel's goals while ensuring it operates effectively and in the best interests of our members.

Reporting to the board are five standing subcommittees whose work is outlined on page 41.

Team Structure

We have a staff team based in Dublin, headed by a Chief Executive Officer who reports directly to the board through the Chairperson. Ordinarily, a leadership team of four executive directors report to the Chief Executive Officer.

In January 2026, the trustees were saddened to note that our CEO, Barry Dempsey would be standing down for personal reasons. The board fully supported Barry in his decision and we wish him well for the future. At time of writing, the Board has completed an extensive recruitment process and appointed a new CEO to commence in Summer 2026.

Chief Executive Officer - Pat Watt*

Director of Finance and Operations - Fergal Moran

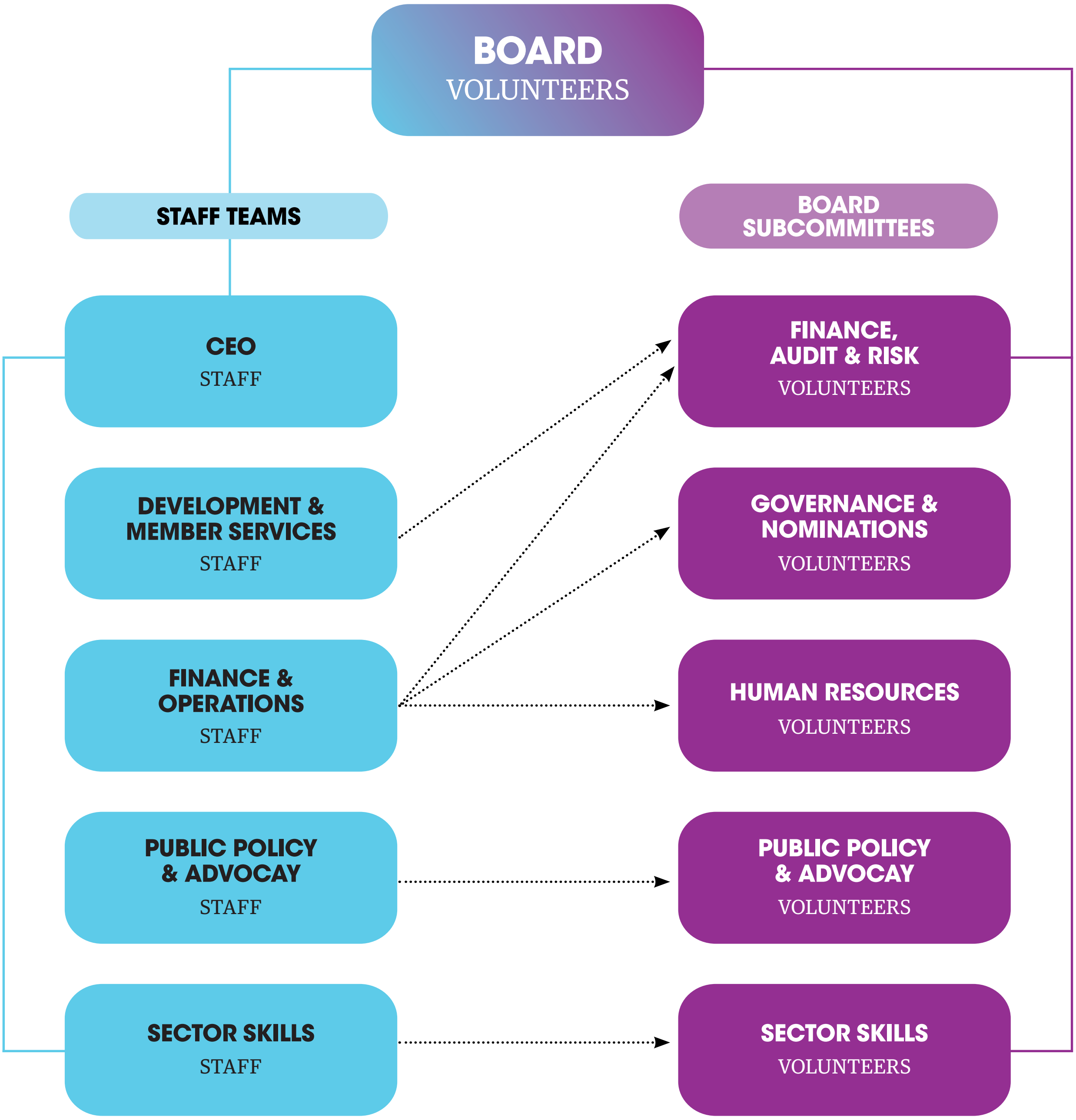
Director of Development and Member Services - Emma Murtagh

Director of Sector Skills - Maria Couchman

Director of Public Policy and Advocacy - Do nall Geoghagan*

All other staff report to the leadership team, or other managers within the organisation.

*Commencing Summer 2026



How Decisions Are Made

The following decisions are reserved for the board to make and approve:

Category	Matters
Strategic	• Development of strategic plans for the organisation • Approval of projects outside the scope of the strategic plan. • Approval of changes to membership categories or rates
Governance	• Appointment/removal of the board's chair • Appointment/Removal of Co-Opted Board Members. • Appointment/removal of the Company Secretary. • Establishment of subcommittees of the board and approval of their terms of reference • Appointment/Removal of subcommittee Chairs and Members, including non-board subcommittee members. • Approval of new and updated organisational policies. • Declaring compliance with Governance Code for Charities and making annual return to Charities Regulator.
Employment	• Appointment/Removal of Chief Executive Officer. • Process for the annual and periodic appraisal and assessment of the performance of the Chief Executive. • Oversight of appointment of Director Level Staff Roles. • Recruitment of new permanent staff outside of approved budget and agreed headcount. • Agreement with the Chief Executive and Executive holding offices or positions outside of the Company. • Approval of the remuneration framework for the CEO and Directors, including any increases to salary, benefits, or other pay-related arrangements
Finance & Risk	• Approval of the annual financial statements and the annual report and disclosures consistent with company law, accounting and auditing standards, and legal, regulatory and governance obligations. • Approval of annual operating budgets • Approval of the risk management framework of the organisation and monitoring its overall effectiveness. • Approval of disposals above €5000, where competitive tendering for disposal of assets has taken place and where the highest bid has not been accepted. • Approval for disposal or sale of assets above €5000 to staff or connected parties. • Appointment/ Removal of External and Internal Auditors. • Approval of Borrowing/Finance Facilities including signing authority on bank mandates, • Approval of Contracts (other than programme funding or employment contracts) with terms exceeding one year or financial liability on The Wheel exceeding €60,000 • Approval of new or increased funding streams, to be received within a single year, representing more than 10% of annual turnover, to ensure the organisation has the resources and capacity to meet programme delivery. • Acquisition of land, property, and other capital expenditure above €60,000. • Taking or defending legal action or litigation • Financial investment decisions • Business acquisitions and disposals.

Delegation of Duties

Although the Trustees are ultimately responsible for oversight and safeguarding The Wheel, certain duties and responsibilities are delegated from the Board to the Chief Executive Officer and through the CEO to the staff team. This includes

- Implementation of the strategic plan
- Leading and managing The Wheel's staff
- Recruiting new staff below executive director level (once within budget)
- Programmes & projects
- Finances
- Implementation of the annual Operations Plan

In addition to this, the board have delegated to our subcommittees approval for non-material updates for several of our organisational policies. This has proven a welcome process for both empowering subcommittees and freeing up valuable time on board agendas for strategic focus.

Board Subcommittees

The Wheel currently has five standing board subcommittees:

- Finance Audit & Risk
- Governance & Nominations
- Public Policy & Advocacy
- Human Resources
- Sector Skills

All board subcommittees are advisory in nature, and each has terms of reference which are reviewed annually.

External non-board members also sit on each subcommittee to add their skills and experience to our work. The subcommittees have proven to offer very valuable insights and knowledge to the deliberations of the board and executive.

An additional subcommittee, the Remuneration Subcommittee, meets once a year prior to approval of the annual financial budget to consider and make recommendations on employee remuneration.

Subcommittee roles and achievements

Role	Achievements in 2025
Finance, Audit & Risk Subcommittee	
Chair: Jonathan Buttner	
The Finance, Audit & Risk (FAR) Subcommittee provides oversight of the organisation's financial management, audit processes, risk management, and governance. It reviews financial statements, internal controls, budgets, and risk registers while ensuring best practices in financial accountability, transparency, and compliance. The subcommittee reports to the board, offering recommendations to strengthen financial oversight and organisational resilience.	• **Financial Oversight & Reporting:** Reviewed and recommended the 2024 Trustees Report and financial statements, which won an award at the Published Accounts Awards. Provided continuous scrutiny of management accounts to ensure budget alignment. • **Financial Sustainability:** Undertook an external review of our funding sustainability to ensure The Wheel can continue to grow, and to identify areas of priority for income generation. • **Internal & External Audits:** Oversaw internal audits on our suite of organisational policies and compliance with requirements for our funders, both confirming strong systems with enhancement recommendations. Managed external audit completion, receiving a clean, unqualified report from RBK. • **Budget & Funding Management**: Reviewed and recommended the final 2025 budget, conducted a • mid-year reforecast, and assessed 2026 draft budgets with a focus on diversified income streams. Regularly monitored the funding pipeline and progress toward the five-year strategic funding plan. • **Risk Management:** Conducted ongoing risk reviews, focusing on cybersecurity, office relocation, and increased funding risks. Conducted an annual deep-dive into the Risk Register with a new process for staff engagement. • **Cybersecurity:** Led on a 12-month cybersecurity review for the board, identifying in plain English our controls, strengths and gaps, and working with Executive to ensure those gaps are filled. • **Board Appointment**: Led on recruitment of a new board member, Philip O'Callaghan, to ensure financial, audit & risk skills are filled in succession planning.
Governance & Nominations Subcommittee	
Chair: Inez Bailey & Kerry McLaverty (from November 2025)	
The Governance & Nominations Subcommittee ensures The Wheel's compliance with governance standards, oversees board nomination and election processes, and reviews governance structures and key policies. It also advises the board on general meetings and maintains oversight of governance-related regulatory requirements.	• **Board Nominations & Elections:** Developed criteria and scoring for 2025 board nominations, leading to the appointment of Dr Tracey Monsen and Maureen O'Donnell. • **Governance & Compliance:** Reviewed and recommended The Wheel's full compliance with the Charity Regulator's Governance Code and Annual Report. • **Annual General Meeting**: Successfully planned and delivered an expanded AGM in June, including a panel discussion following the meeting - leading to one of the highest attendance rates in some years. • **Board & Subcommittee Development:** Oversaw a skills

	assessment for the board and subcommittees to guide future recruitment and identify skills gaps. • **External Governance Review:** Oversaw full process for our triennial external review, from selection through to final report and recommendations to the board. • **Governance Framework Review:** Reviewed and updated key governance documents, including the Schedule of Matters Reserved for the Board, to ensure they remain relevant and effective.
Human Resources Subcommittee	
Chair: Felix O'Regan	
The Human Resources Subcommittee advises the Board on the development of HR strategies, including policies for managing and developing staff and volunteers. It provides oversight to the board on amendments to policies related to the working environment, training, and Health & Safety. The subcommittee supports staff and volunteer engagement and wellbeing, and acts as an appeals resource for the CEO in certain grievance and disciplinary matters.	• **Subcommittee Re-establishment & Governance:** Reconvened following a period of hiatus due to restructuring in leadership structures. Undertook a comprehensive review of Terms of Reference to ensure a clear strategic focus on HR priorities. Strengthened membership with the addition of new Board and external expertise, enhancing capability across wellbeing, employment law, EDI and organisational culture. • **HR Strategy & Action Planning:** Reviewed the existing HR strategy and action plan, identifying actions no longer aligned with organisational structures and prioritising high-impact initiatives for delivery through to 2026, with ongoing review planned. • **Policy Development & Employee Handbook**: Agreed a structured schedule for updating the Employee Handbook, commencing with Employee Leave policies. Approved updates to key leave policies (including parental, force majeure, carers and jury service leave) and recommended further enhancements to the Board. • **Employee Wellbeing & Health & Safety**: Reviewed the annual Health & Safety report, highlighting the impact of premises-related issues on staff wellbeing and resources, and escalated key concerns to the Board.
Public Policy, Advocacy & Risk Subcommittee	
Chair: Kerry McLaverty & Michael Smyth (from December 2025)	
The Public Policy, Advocacy & Research Subcommittee supports The Wheel's Executive in shaping public policy positions, advocacy strategies, and the organisation's research agenda. It advises on emerging social and public policy issues, stakeholder engagement, and collaborative partnerships while reviewing research proposals and outputs.	• **Policy Development & Advocacy:** Contributed to policy positions and advocacy priorities, including staff canvassing guidelines, priority frameworks, Ministerial engagement, and the 2026 pre-Budget submission. • **Sector Issues & Insight:** Advised on key challenges including pay and WRC delays, rising demand, regulatory pressures, capacity constraints, and limited media representation. • **Member Engagement:** Advised on strengthening member and stakeholder involvement in policy development, including Budget 2026 engagement and sector consultations. • **Partnerships & External Engagement:** Supported engagement with government, regulators, and sector partners, and contributed to strengthening national and European policy relationships.

Sector Skills Subcommittee	
Chair: Mary Doyle	
The Sector Skills Subcommittee provides strategic guidance to the Board on workforce and skills development across the community, voluntary, charity and social enterprise sector. The subcommittee supports the advancement of the Nonprofit Sector Workforce Development Strategy, advises on governance and oversight of National Training Fund (NTF) resourcing, and contributes to the development of key programmes, partnerships and policy engagement to strengthen skills, capacity and sustainability across the sector.	• **Subcommittee Establishment:** Convened under new Terms of Reference, reaffirming its strategic advisory role in workforce development and the expansion of the Sector Skills programme. • **Sector Skills Programme Oversight**: Reviewed programme growth, including increased NTF funding, expanded training provision, and strengthened national positioning, including representation on the National Skills Council. • **Stakeholder Engagement & Policy Influence:** Advised on strengthening engagement with key stakeholders and positioning the sector within national skills and enterprise policy discussions, including planning and hosting a stakeholder event. • **Research & Evidence Development:** Emphasised the importance of research to inform programme design, demonstrate impact, and to support the case for further funding. • **Workforce Development & Accessibility:** Considered diverse organisational needs and barriers to training, highlighting the need for flexible and targeted approaches.

Risk Management

The Wheel's Board is responsible for our risk management systems, which are designed to identify, manage and mitigate potential material risks to the attainment of our strategic and day-to-day operations.

Our Risk Management policy is reviewed annually. Within the policy 8 categories of risk are identified. Each category has a stated risk appetite of high, medium or low. The Wheel has no appetite for high-risk activity.

Category	Appetite
Finance	Low
Human Resources	Low
Technology	Low
Governance	Low
Compliance – Legal/Regulatory	Low
Reputational	Low
Strategic	Medium
Operational	Medium

Within each category specific risks are identified and assessed based on their likelihood and impact. This assessment leads to a Risk Rating which is compared against our Risk Appetite for their category. The rating can then have one of the three below statuses.

Red	Inherently high risk or outside our risk appetite and needing urgent mitigating actions
Amber	Outside our risk appetite and needing mitigating actions
Green	Low risk or within our risk appetite

All Risks and Ratings are captured in an overall Risk Register for The Wheel, which also includes mitigating controls that are in place, plus any additional actions required to strengthen them.

The Risk Register is reviewed at each meeting of the Board and the Finance, Audit & Risk Subcommittee where it is appraised to focus on the highest or most urgent risks.

The Executive team work with the Board and subcommittee to deliberate on risks and put mitigating actions in place. An in-depth review of the Risk Register by the Executive Team also takes place annually with consideration given to every risk and each of its mitigations.

In 2025, we conducted a new risk-related exercise with the full team. Staff & Board were asked to identify the Top 3 risks they saw The Wheel facing. The exercise was very useful for both gaining insights from the wider team, and as a means of embedding risk awareness across the organisation. Insights and actions were captured in the register and communicated to the team later in the year. Feedback from both the exercise and the reporting was very positive and will be repeated in 2026.

Cybersecurity Risk

As cyber threats continue to develop and evolve, a major area of focus for the board in 2025 was the Cybersecurity Risk.

In late 2024, board and subcommittee members took part in an in-depth cybersecurity training delivered by Cyberskills.ie. The workshop identified a board reporting framework which we deployed throughout 2025. At every meeting of the FAR subcommittee and board, the executive reported on The Wheel's cybersecurity measures, highlighting strengths and identifying gaps. Where gaps were identified, plans were put in place to bridge them.

This reporting format was well received by both board and executive as it allowed both to gain a better understanding of the cybersecurity measures, we have in place, and what we need to do to strengthen them.

Our cybersecurity measures and risk mitigations are outlined more fully below, alongside the other main risks and controls we see The Wheel facing.

Main Risks & Mitigations

Risk	Mitigation
Finance Statutory/EU Funding grants removed or lost through competitive tendering or non-compliance/contract delivery	• Whole of organisation approach through all teams to ensure contracts are retained and renewed and that relationships with funders are also maintained. • Development team continue to diversify our funding pipeline and expand our income. • Many project tenders undertaken in partnership with other orgs to increase sustainability and reduce risk. • Many costs are subject to funding and as such would not be incurred in the case of a material hit to our income. • Regular review of resourcing at monthly SMT meetings. • Funding application success rate tracked annually. • FAR subcommittee review pipeline at each meeting • Board Skills Subcommittee in place
Finance Failure to maintain or grow earned income through membership, training and other earned income sources	• Dedicated staff assigned to look after membership and key sources of earned income. • Business Development function seeks out new opportunities in existing and new, lines of earned income. • Finance function prepares monthly management accounts where figures are tracked against budget and prior years. • Membership Strategy in place to drive recruitment, retention & engagement. • Cross-functional membership team in place to drive membership strategy. • Quarterly metrics in place tracking membership growth and retention, event attendance and satisfaction levels. • FAR subcommittee review membership KPIs at each meeting.
Finance Organisation cost-base is too high for available income streams due to inflation or other material and unplanned causes	• Main cost is comprised of staff. Board must approve any addition to head count outside approved budget, on recommendation of CEO. New staff only taken on where it is clear what programme will fund those roles. • Comprehensive framework of budget planning and monitoring with annual mid-year reforecast. • Regular updates and reviews of all costs and associated activities to continue. • Reserves in place to cope with business interruption. • Annual remuneration review. • Procurement process in place to manage costs. • Pay bands in place to manage staff costs
Human Resources Keyperson - Over reliance on key roles and personnel, and the resultant impact on the organisation should key staff leave or become incapacitated.	• Remuneration and other staff benefits are regularly reviewed to enhance recruitment and retention. • Performance appraisal and staff training and development systems and processes in place. • Focus on distributed leadership throughout organisation to ensure sharing of key priorities and operational knowledge. • Regular strategic and operational interaction between Senior Management, CEO, Board & Board subcommittees.

	• Exit interviews in place to assess organisational learning opportunities for future recruitment. • Focus on talent management and internal progression opportunities. • Monthly SMT meeting of Directors and Senior Managers to support distributed leadership • HR manager in place. • Board HR Subcommittee in place. • Induction processes focus on employee engagement and team cohesion.
Human Resources HR issues arise as a result of poor policies, poor processes or poor management engagement	• Policies in place and part of policy schedule. • Regular engagement with staff through one-to-one and team and all-staff meetings. • Regular staff development and training opportunities. • External HR expertise in place to provide guidance on policies and practices, strategy. • Board HR Subcommittee in place. • EDI staff committee in place reviewing EDI related policies and initiatives • Irish Centre for Diversity Bronze Award received in 2025 following review of our policies.
Technology Cybersecurity - Loss or misuse of database, files or key programmes due to viruses or other internal & external factors	• All systems now best-in-class & cloud-based (Microsoft, Salesforce etc.) protected with passwords. • Financial data held in cloud. • Monthly external test of our outward facing IT infrastructure conducted by 4Securitas/Dectar. • Laptops encrypted for use with passwords. • Multi-factor authentication implemented on all applicable systems were applicable. • Cybersecurity insurance cover in place. • Cybersecurity policy in place including business continuity solutions. • Regular monitoring by retained IT support and firewall and protections in place. • Procedures in place to reduce risk of online meeting intrusions. • Regular phishing tests undertaken by external company, and training with staff by Information Systems Manager. • Datto RMM on all laptops by Viatel (cloud based remote monitoring). • Ekco Cloud backups in operation. • The Wheel has no servers, so ransomware attacks are mitigated.

External Governance Review

In line with best practice guidance, The Wheel undergoes an external review of its board and governance practices every three years. In 2025, the Governance & Nominations Subcommittee led on a request-for-tender, shortlisting and interview process, selecting the consultant Gerry Egan to lead our review this year.

The review took the form of a combination of desk review, surveys of board and subcommittee members, and one-to-one interviews with key members of the board and staff team.

At our annual overnight Board Away Day strategic sessions in November 2025, Gerry presented his findings to the board. We were very pleased with his report of a highly functional governance framework in place, and a highly satisfied team of board and subcommittee members.

Several recommendations for areas of focus were made, including

- Considerations for how Continuous Professional Development can be further developed in an already highly skilled board.
- Opportunities to increase diversity across the board and subcommittees.
- Recommendations for a restructured Board Handbook which will allow for more agile updates and easier induction of new Trustees.

The Board is committed to delivering on these recommendations throughout 2026 and 2027.

Charity Regulator's Governance Code Compliance

The Governance Code sets out the minimum standards of governance for all registered charities in Ireland. The Code is structured around six core principles: advancing charitable purpose, behaving with integrity, leading people, exercising control, working effectively, and being accountable and transparent.

We determine our compliance through an annual review process led by the Governance & Nominations Subcommittee with support from the Executive. This involves a structured self-assessment against each standard within the Code, supported by relevant policies, procedures, or other evidence of implementation.

The subcommittee reviews the compliance log and supporting evidence to confirm whether all are in place and adequate. Any areas requiring improvement are identified and addressed through a documented action plan.

Following completion of the annual review in 2025, the subcommittee recommended full compliance to the Board. Based on this assessment, the Board was satisfied that the organisation was in full compliance with the requirements of the Code, declaring so to the Regulator with our Annual Report.

Internal Audit

In November 2023, we began an internal audit process with Crowleys DFK. Taking place between 2023 and 2025, the process looked at our compliance in four key areas.

a) Governance Code

b) Internal Financial Policies and Procedures

c) Organisational Policies

d) Funder Requirements

Audits for a) & b) were completed and reported on in 2024.

c) Organisational Policies Audit

This audit assessed the completeness of The Wheel's policy framework and the robustness of a sample of key policies. This desktop review covered policies including business continuity, data protection, complaints handling, and cybersecurity.

The review found that the organisation has a comprehensive and well-developed policy framework, aligned with regulatory requirements and best practice, providing a strong foundation for governance, compliance, and operational effectiveness.

A small number of improvements to existing policies were identified, including enhancements to business continuity planning, detailing data protection procedures, and formalising internal processes for complaints handling. These will be a focus for the organisation in 2026.

d) Funder Requirements Audit

The second audit undertaken in 2025 assessed compliance with the requirements of our funders and the adequacy of the organisation's framework for managing funding obligations. This included a review of a sample of funding agreements and associated financial and reporting controls.

The review found strong levels of compliance with contractual and reporting obligations, supported by clear internal responsibilities, effective financial monitoring, and positive ongoing relationships with funders. No material instances of non-compliance were identified across the funding streams reviewed.

A small number of improvement actions were identified to further strengthen controls, including enhancing invoice approval processes, strengthening expenditure monitoring and reporting, and ensuring formal agreements with all partner funders.

Board and Subcommittee Meetings and Attendance

The following table lists all our trustees and non-board subcommittee members, who served in 2025, and the record of their attendance at meetings.

Our board typically meets five times a year with meeting dates confirmed towards the end of the previous year.

Name	Board Meeting	Finance Audit & Risk	Governance & Nominations	Human Resources	Public Policy, Advocacy & Research	Sector Skills	Remuneration
Board Members							
Dr. Inez Bailey	9/9		4/4		4/4	1/1	1/1
Jonathan Buttner	8/9	4/4*					1/1
Kathleen Dowd	8/9				2/2		
Mary Doyle	6/9				3/3	1/1	
Caitriona Freir	8/9			1/2			
Vincent Keenan	5/5		2/2 ^		1/2		1/1*
Kerry McLaverty	6/9		2/2*		3/3		
Dr. Tracey Monson	3/4				1/2		
Janis Morrissey	9/9	4/4					
Philip O'Callaghan	4/4						
Maureen O'Donnell	4/4			2/2	2/2		
Felix O'Regan	7/9	1/1	4/4	2/2*	4/4		1/1
Michael Smyth	8/9				3/4*		
External Subcommittee Members							
Nina Arwitz					3/4		
Sarah Benson					3/4		
James Doorley			3/4				
Bernadette Grey		4/5					
Breda Hawkshaw		1/5					
Vincent Keenan ^			2/2				
Sinead Morgan						1/1	
Jim Miley						1/1	
Sean O'Riain						1/1	
Joe Shannon				2/2			

***Chairperson**
^Joined as external member September 2025

Board Elections

Every year at the AGM up to one third of the trustees elected from the membership retire by rotation but may be eligible for re-election or re-appointment. The process for nominations and voting is laid out in our Election Rules which are posted on The Wheel's website and made available to all members.

During 2025 there were two vacancies from the elected board cohort resulting in a full nominations and elections process per our Election Rules.
We received four eligible nominations from our full-membership organisations. Nominations were assessed against the election criteria by the Governance & Nominations subcommittee. Two were recommended to the board, and subsequently approved, to proceed to election by Full members. As there were an equal number of vacancies and nominees, both nominees were deemed by the board as appointed.

At the completion of the process, Dr Tracey Monson, of Daughters of Charity Child and Family Service, and Maureen O'Donnell of the Irish Lung Fibrosis Association, were deemed elected to the board and announced to attendees at our Annual General Meeting in June 2025, alongside a newly co-opted trustee, Philip O'Callaghan of Examcraft.

Skills Assessment & Board Appointments

A full Skills Assessment for the Board and subcommittees was completed in early 2025. This was a very beneficial exercise as it allowed the board to have a better understanding of core strengths and identify any skills gaps.

There was one vacancy for a co-opted board member in 2025. The results of the Skills Assessment were used to inform the recruitment criteria. This helped ensure any skills gaps would be filled and enable succession planning.

Led by the Finance, Audit & Risk Subcommittee, we began a recruitment process with our colleagues in Boardmatch. As noted above, Philip O'Callaghan was then appointed to the Board in June 2025.

Induction and Training of Trustees

All new trustees receive an induction pack containing all the information and documentation that a board member requires including: a Board Handbook, the Board Code of Conduct, governing documents for The Wheel, the strategic plan, board minutes and CEO reports from the previous 6 months, organisational budget, and other relevant documentation.

The following meetings are scheduled for all new trustees:

- Meeting the Chairperson
- Meeting with chairs of any subcommittees they join
- Meeting the leadership team
- Individual meeting with the CEO.

A similar process of induction is in place with relevant staff and trustees for new non-board subcommittee members.

Board and subcommittee members are contacted twice a year with offers of training that may be relevant or of particular interest to them. They are also encouraged to review our training calendar to identify any topics of interest that would assist in their continuous professional development.

Annual General Meeting

The AGM was held on Tuesday 24 June 2025 in the Carmelite Centre, Aungier St., Dublin 2 and online via Zoom.

Twenty-six members, twenty-four of whom were Full Members, attended the event. This represented a quorum for the meeting. A further 17 members attended online.

Following the meeting, an engaging panel discussion, titled We Need to Talk About Politics, was hosted by our member, Women for Election and the event concluded with networking opportunities between members, staff and the board.

OTHER MATTERS

SORP – The Statement of Recommended Practice

This report, and our audited accounts have been prepared in compliance with SORP.

SORP was developed, in accordance with Accounting Standards Board guidelines, by the UK Charity Commission. It requires a charity to have a high level of transparency in financial reporting and an in-depth annual report on activities. By adopting the standard, we demonstrate our commitment to a very high level of financial accountability.

SORP is also an opportunity to show very clearly the achievements of a charity. The framework serves to support a charity, and the sector, in building the trust and confidence of the public in our work.

The key components of SORP-compliant accounts are

- Trustees' Annual Report
- Statement of Financial Activities (SoFA)
- Statement of Financial Position (Balance Sheet)
- Notes to the Accounts

More details on SORP are outlined on our website.

While SORP is not a requirement for Irish charities at the time of writing, following the enactment of the Charities (Amendment) Act in late 2024, it is expected that SORP will be mandatory for organisations of a certain size once the Act is fully commenced.

In 2025, an updated version of the SORP was published, for reporting from the 2026 Financial Year onwards. Our reporting for 2026 will account for these updates and we expect to remain SORP complaint.

Auditors

In accordance with section 383(2) of the Companies Act 2014, RBK are eligible to continue in office.

Accounting Records

The trustees ensure that The Wheel engage appropriately qualified accounting staff and provide adequate resources to ensure that proper books and records are maintained and retained in accordance with Sections 281 to 285 of the Companies Act 2014. The accounting records are kept at 23/25 Grantham St, Dublin 8, the registered office and principal place of business of the company.

We use Microsoft SharePoint as its cloud-based file management system and are satisfied through written internal policies and procedures, and high standards of security for its cloud-based systems, that our records are securely managed.

The organisation has an external IT support company which carries out regular checks and upgrades and also has cyber-liability insurance in-place.

Beneficial Ownership

Article 30(1) of the EU's Fourth Anti-Money Laundering Directive (4AMLD) requires all EU Member States to put into national law provisions requiring corporate and legal entities to obtain and hold adequate, accurate and current information on their beneficial owner(s) in their own internal beneficial ownership register.

This directive was implemented in 2019. The Wheel filed its initial return on the Register of Beneficial Ownership in November 2019 and continues to be compliant with the regulations. The Wheel's beneficial owners are our senior managing officials, i.e. our trustees and the CEO.

Political Donations

There were no political donations made during the year that would require disclosure under the Electoral Act, 1997.

Legal Status

Rotha, trading as The Wheel, is a Company Limited by Guarantee, not having a share capital, incorporated on 25 February 1999 and governed by the Companies Act 2014.

The constitution of the company is available for inspection on our website , on our entry on the Register of Charities and the Companies Registration Office website at www.cro.ie

Payment of Creditors

The trustees acknowledge their responsibility for ensuring compliance with the provisions of the European Communities (Late Payment in Commercial Transactions) Regulations 2012. It is the company's policy to agree payment terms with all suppliers and to adhere to those payment terms.

Statement on Relevant Audit Information

There is no relevant audit information of which the statutory auditors are unaware. The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and they have established that the statutory auditors are aware of that information.

National Training Fund Affirmation

The trustees of the Board of Rotha t/a The Wheel affirm that expenditure incurred in 2025 is in compliance with the statutory requirements of the Fund as provided for in section 7 of the National Training Fund Act, 2000.

Sources of Funding

We wish to acknowledge all sources of funding essential to our work. A detailed note on all funding is set out in Note 4 to these financial statements.

Events since year-end.

In January 2026, we were saddened to note that our CEO, Barry Dempsey would be standing down in April of this year for personal reasons. The board fully supported Barry in his decision and wish him well for the future.

At time of writing, the board has completed an extensive recruitment process, and we are pleased to have appointed a new CEO who will be announced to Members in due course. In the interim period, we have welcomed Tony Ward, former Director of Finance, to again provide CEO support to the organisation.

Plans for future periods

The board looks forward to welcoming a new CEO to the role in 2026 and will offer our full support during their onboarding and induction.

Several major new programmes will be ramping up or coming on-stream throughout the year.

- **New Solutions Innovation Hub,** outlined earlier in the report.
- Two new collaborative projects secured under PeacePlus funding
- **Digital Communities** – The Wheel is lead on a collaborative project with 9 other partners to increase the digital capacity of 5 pilot communities in border areas.
- **InsightLink** – A partnership with our sister organisations in the North of Ireland (NICVA), Scotland (SCVO), Wales (WCVA) and England (NCVO) to support a more informed, connected and influential nonprofit sector through a research hub and cross-border collaboration events.

The trustees are satisfied that the activities of The Wheel can continue in 2026 and beyond.

Approved by the order of the members of the board of trustees on 29 April 2026 and signed on their behalf by:

Inez Bailey

Jonathan Buttner

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROTHA T/A THE WHEEL

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2025

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

Irish company law requires the Trustees to prepare financial statements for each financial year. Under the law, the Trustees have elected to prepare the financial statements in accordance with Companies Act 2014 and accounting standards issued by the Financial Reporting Council (and promulgated by Chartered Accountants Ireland) including FRS 102 The Financial Reporting Standard applicable in the UK and Ireland (Generally Accepted Accounting Practice in Ireland) as modified by the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in 1 January 2019.

Under company law, the Trustees 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 Charity as to the financial year end and of the surplus or deficit of the Charity for the financial year and otherwise comply with the Companies Act 2014. In preparing these financial statements, the Trustees are required to:

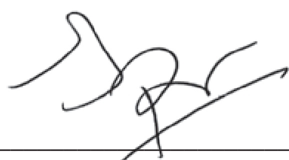
- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting
- standards, identify those standards, and note the effect and the reasons 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 Charity will continue in business.

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

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

Approved by order of the members of the board of Trustees and signed on its behalf by:

Inez Bailey
Trustee
Date:



Jonathan Buttner
Trustee

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ROTHA T/A THE WHEEL

OPINION

We have audited the financial statements of The Wheel (the 'Charity') for the year ended 31 December 2025 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable Irish law and accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', as modified by the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in 1 January 2019.

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2025 and of its surplus for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 The Financial Reporting
- Standard applicable in the UK and Republic of Ireland; and have been 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 Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard as issued by the Irish Auditing and Accounting Service 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 Trustees' 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 Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

OTHER INFORMATION

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. 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.

In connection with our audit of the financial statements, 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 this gives rise to a material misstatement in the financial statements themselves. 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.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2014

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

- we have obtained all the information and explanations which we consider necessary for the purpose of our audit;
- the accounting records of the Charity were sufficient to permit the financial statements to be readily and properly audited;
- the financial statements are in agreement with accounting records;
- the information given in the Trustees' report is consistent with the financial statements;
- and the Trustees' report has been prepared in accordance with the Companies Act 2014.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

Section 305 to 312 of the Companies Act 2014 requires us to report to you, if in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit; or
- certain disclosures of Trustees' remuneration specified by law is not made.

We have nothing to report in this regard.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine 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 Trustees are responsible for assessing the Charity'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 the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

AUDITORS' 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design

audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the Charity's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the Charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

THE PURPOSE OF OUR AUDIT WORK AND TO WHOM WE OWE OUR RESPONSIBILITIES

This 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 Charity's members those matters we are required to state to them in an Auditors' 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 Charity and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Michelle O'Donoghue

Michelle O'Donoghue
for and on behalf of
RBK Business Advisers
Chartered Accountants and Statutory Audit Firm
Irishtown
Athlone
Westmeath
N37XP52

Date:

STATEMENT OF FINANCIAL ACTIVITIES

(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Restricted funds 2025 €	Unrestricted funds 2025 €	Total funds 2025 €	Total funds 2025 €
Income from:					
Donations and legacies	4	-	7,253	7,253	9,107
Charitable activities	4	2,932,715	261,814	3,194,529	2,465,186
Other trading activities	4	-	570,750	570,750	550,491
Total income		**2,932,715**	**839,817**	**3,772,532**	**3,024,784**
Expenditure on:					
Raising funds		-	54,104	54,104	47,032
Charitable activities		3,018,089	583,127	3,601,216	2,981,920
Total expenditure	5	**3,018,089**	**637,231**	**3,655,320**	**3,028,952**
Net movement in funds		**(85,374)**	**202,586**	**117,212**	**(4,168)**
Reconciliation of funds:					
Total funds brought forward	15	96,070	972,095	1,068,165	1,072,333
Net movement in funds	15	(85,374)	202,586	117,212	(4,168)
Total funds carried forward		**10,696**	**1,174,681**	**1,185,377**	**1,068,165**

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 53 to 74 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025

	Note		2025 €		2024 €
Fixed assets					
Intangible assets	10		23,979		-
Tangible assets	11		15,110		16,191
			39,089		16,191
Current assets					
Debtors	12	182,311		42,848	
Cash at bank and in hand	19	1,744,388		1,697,821	
		1,926,699		1,740,669	
Creditors: amounts falling due within one year	14	(780,411)		(688,695)	
Net current assets			1,146,288		1,051,974
Total assets less current liabilities			1,185,377		1,068,165
Total net assets			1,185,377		1,068,165
Charity funds					
Restricted funds	15		10,696		96,070
Unrestricted funds	15		1,174,681		972,095
Total funds			1,185,377		1,068,165

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Inez Bailey

Inez Bailey
Trustee

Jonathan Buttner
Trustee

The notes on pages 53 to 74 form part of these financial statements.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 €	2024 €
Cash flows from operating activities			
Net cash used in operating activities	**18**	80,318	359,693
Cash flows from investing activities			
Purchase of intangible assets	**10**	(23,979)	-
Purchase of tangible fixed assets	**11**	(9,772)	(3,622)
Net cash used in investing activities		(33,751)	(3,622)
Change in cash and cash equivalents in the year		46,567	356,071
Cash and cash equivalents at the beginning of the year	**19**	1,697,821	1,341,750
Cash and cash equivalents at the end of the year	**19**	1,744,388	1,697,821

The notes on pages 53 to 74 form part of these financial statements

1. GENERAL INFORMATION

The Wheel is a Company limited by guarantee incorporated in the Republic of Ireland. The Charity operates under the name The Wheel and is a public entity incorporated in Ireland with a registered office at The Wheel, 23/25 Grantham Street, Dublin 8 and its company registration number is 302282.

The Charity applied SORP on a voluntary basis as it is not a requirement of the current regulations for Charities registered in the Republic of Ireland, however, it is considered best practice. As noted below, the Trustees consider the adoption of the SORP requirements as the most appropriate accounting practice and presentation to properly reflect and disclose the activities of the organisation.

2. ACCOUNTING POLICIES

The following accounting policies has been applied consistently in dealing with items which are considered material in relation to the financial statements.

2.1 Basis of preparation of financial statements

The financial statements have been prepared on a going concern basis in accordance with the Companies Act 2014 and FRS 102 “The Financial Reporting Standard applicable in the UK and Republic of Ireland” issued by the Financial Reporting Council. The Charity has applied the recommendations contained in Charities SORP (FRS 102) effective 1 January 2019.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Charity’s accounting policies (see note 3).

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Charity’s financial statements.

Going Concern

The financial statements are prepared on a going concern basis which assumes the Wheel will continue in operational existence for the foreseeable future. Based on budgeted statements of income and expenditure, in the opinion of the Board of Trustees, the Charity has sufficient resources to fund its activities for at least 12 months from the date of signing of the financial statements. Accordingly, the Board of Trustees are satisfied that the going concern basis of preparation is appropriate.

2.2 Currency

Functional and presentation currency:
Items included in the financial statements of the Charity are measured using the currency of the primary economic environment in which the Charity operates (“the functional currency”). The financial statements are presented in euro, which is the Charity’s functional and presentation currency and is denoted by the symbol “€”.

2.3 Income resources

Income is recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Income includes donations, gifts, bequests, income from grant funding and membership income. Membership income is accounted for and deferred on a time basis. Grant income may be classed as restricted or unrestricted dependant on the conditions included in each agreement.

Grants from governments and institutional donors, are recognised as income when the activities which they are intended to fund have been undertaken, the related expenditure incurred, and there is reasonable certainty of receipt.

Investment income is recognised on a receivable basis. Investment income includes income received on deposits held by the charity and income from any other investments.

Income from charitable activities includes income recognised as earned (as the related goods or services are provided). Income from charitable activities includes income received for events and meetings held during the year.

2.4 Resources expended

Expenditure is recognised when a liability is incurred. Funding provided through contractual agreements and performance related grants are recognised as goods or services supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being an unavoidable commitment.

Costs of raising funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Support costs include those incurred in the governance by the Board of the Charity's assets and are primarily associated with constitutional and statutory requirements of managing the organisation.

2.5 Fund accounting

Unrestricted funds are general funds that are available for use at the Boards' discretion in furtherance of any of the objectives of the Charity.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are those received for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose and the restriction means that the funds can only be used for specific projects or activities.

2.6 Property, plant and equipment and depreciation

Property, plant and equipment are recorded at historical cost or deemed cost, less accumulated depreciation and impairment losses. Cost includes prime cost, overheads and interest incurred in financing the construction of property, plant and equipment.

Depreciation is recognised so as to write off the cost or valuation of property, plant and equipment over their useful lives on the following basis:

Office equipment	-	20% Straight line
Computer equipment	-	20% Straight line

2.7 Intangible assets

Intangible assets are valued at cost less accumulated amortisation.

Amortisation is calculated to write off the cost in equal annual instalments over their estimated useful life of 3 years.

2.8 Receivables

Receivables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest method less impairment losses for bad and doubtful debts except where the effect of discounting would be immaterial. In such cases the receivables are stated at cost less impairment losses for bad and doubtful debts.

2.9 Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits and other short- term highly liquid investments with original maturities of three months or less.

2.10 Payables

Payables are initially recognised at fair value and thereafter stated at amortised cost using the effective interest rate method, unless the effect of discounting would be immaterial, in which case they are stated at cost.

2.11 Pensions

Defined Contribution Pension Plan

The Charity operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Charity pays fixed contributions into a separate entity. Once the contributions have been paid the Charity has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the Charity in independently administered funds.

2.12 Taxation

The Charity is exempt from corporation tax due to its charitable status.

2.13 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the Statement of Financial Position date. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated at the rates of exchange ruling at the date of the transaction. Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The resulting exchange differences are dealt with in the Statement of Financial Activities.

2.14 Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the Statement of Financial Position date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Statement of Financial Position date.

2.15 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.16 Provisions

Provisions are recognised when the Charity has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of expenditures expected to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as a finance cost within expenditure on charitable activities.

2.17 Contingencies

Contingent liabilities, arising as a result of past events, are not recognised when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the Charity's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Contingent assets are not recognised. Contingent assets are disclosed in the financial statements when an inflow of economic benefits is probable.

2.18 Reserves policy

At 31 December 2025,The Wheel held total unrestricted reserves of €1,174,681 including designated reserves. The sole movement in reserves in the year was the operating surplus of €117,212 reported in the Statement of Financial Activities.

It is the policy of The Wheel to maintain unrestricted reserves at a level which would allow the organisation to continue to operate during a period of crisis or uncertainty and not force it into significantly altering staff levels, programme delivery or future activities and plans. This provides sufficient funds to cover management, administration and support costs, and to ensure sufficient continuity of the Charity.

The Board have determined that reserves should fall within a band between €655,300 and €1,296,548. The reserves held by the Charity at 31 December 2025 are within these levels.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of these 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 expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Establishing lives for depreciation purposes of property, plant and equipment

The annual depreciation charge depends primarily on the estimated lives of each type of asset and estimates of residual values. The trustees regularly review these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation and amortisation charges for the period. Detail of the useful lives is included in the accounting policies.

Income recognition

In applying the income recognition principles of the Charities SORP, judgements are occasionally required to ascertain whether a grant agreement is performance or non-performance based. This is done using established criteria that are applied consistently across all funding instruments and from one period to the next. Furthermore, where grant agreements are found to be performance based, judgements are required as to the level of income that should be recognised for the year. All judgements are made at the individual grant level and are subject to appropriate review and approval processes.

4. INCOMING RESOURCES

Income Description	Funded by	Donations and Legacies		Charitable Activities		Other Trading Activities		Total Funds 2025	Total Funds 2024
		Restricted Funds 2025	Unrestricted Funds 2025	Restricted Funds 2025	Unrestricted Funds 2025	Restricted Funds 2025	Unrestricted Funds 2025		
National Training Fund	DFHERIS	-	-	1,940,000	-	-	-	1,940,000	1,140,000
SSNO	Pobal	-	-	90,768	-	-	-	90,768	90,767
Community and Voluntary Pillar	DRCDG	-	-	73,476	-	-	-	73,476	73,476
DFA Shared Island Funding	Deparment of Foreign Affairs	-	-	62,905	-	-	-	62,905	49,879
DRCD PPN Supports	DRCDG	-	-	0	-	-	-	0	17,225
Pobal - CCAP Emerge		-	-	10,000	-	-	-	10,000	15,000
SERI Social enterprise / DRCDG		-	-	12,900	-	-	-	12,900	-
SOLAS Adult Literacy		-	-	-	-	-	-	-	1,727
DRCD Volunteering tender (ins)		-	-	-	-	-	-	-	7,350
Creative Climate - TCAGSM		-	-	165,000	-	-	-	165,000	107,000
SEAI/ IREPO		-	-	12,667	-	-	-	12,667	3,000
Transforming Local Leadership		-	-	6447	-	-	-	6,447	22,387
Access Europe		-	-	250,000	-	-	-	250,000	247,000
EPAS - schools	EU Parliament	-	-	42,755	-	-	-	42,755	45,835
Europe Aid - Birlikte		-	-	10,380	-	-	-	10,380	37,122
Erasmus RevitalESE (Leargas)		-	-	-	-	-	-	-	7,947
EASI		-	-	-	-	-	-	-	9,577
BASE		-	-	42,620	-	-	-	42,620	42,620
Erasmus+ (Oct24) (Leargas, RISE)		-	-	38,000	-	-	-	38,000	9,375
SPACE - Croatia		-	-	7,167	-	-	-	7,167	7,178
ECAS		-	-	-	-	-	-	0	14,982
Horizon / INSPIRE		-	-	101,647	-	-	-	101,647	25,411
New Solutions/Social Innovation Hub		-	-	14,015	-	-	-	14,015	-
Other EU		-	-	-	-	-	-	-	14,000
Earned income and corporate support		-	-	-	261,814	-	131,198	393,012	372,862
Membership		-	-	-	-	-	438,138	438,138	423,851
Corporate support and other income		-	51	-	-	-	-	51	685
VAT Compensation Scheme	Revenue Commissioners	-	7,202	-	-	-	-	7,202	8,422
CFI - HR Supports (Pay & Ben)	Community Foundation Ireland	-	-	-	-	-	-	-	33,199
WeAct Campaign	DRCD	-	-	50,000	-	-	-	50,000	56,034
WeAct Campaign	Others	-	-	1,968	-	-	-	1,968	137,331
Resource Point / Member Services		-	-	-	-	-	1,414	1,415	3,542
Total Income		**0**	**7,253**	**2,932,715**	**261,814**	**0**	**570,750**	**3,772,532**	**3,024,784**

5. EXPENDITURE

Expenditure note for Financial Statements

	Charitable Activities		Raising Funds			
	Restricted funds 2025 €	**Unrestricted funds 2025 €**	**Restricted funds 2025 €**	**Unrestricted funds 2025 €**	**Total funds 2025 €**	**Total funds 2024 €**
Total expenditure						
Wages & Salaries	1,612,894	345,851	-	50,224	2,008,969	1,724,026
Training costs	505,181	-	-	-	505,181	269,209
Third party suppliers	275,972	42,637	-	-	318,609	205,518
Creative Climate / Shared Island	142,767	-	-	-	142,767	74,481
Research	57,603	25,295	-	-	82,898	53,378
Annual summit	-	80,493	-	-	80,493	71,990
Professional fees	62,426	15,330	-	-	77,756	77,818
ICT costs	50,733	12,458	-	-	63,192	57,699
Rent and facilities	50,671	10,866	-	1,578	63,115	70,996
Meetings and events	49,811	12,232	-	-	62,043	32,260
Marketing and communications	44,369	9,496	-	1,400	55,264	30,990
WeAct Campaign Costs	46,071	-	-	-	46,071	114,829
Staff training and development	28,973	6,213	-	902	36,088	30,230
Travel and expenses	19,934	4,895	-	-	24,829	12,444
Maintenance, equipment and IT	17,760	4,361	-	-	22,122	46,723
Insurance and bank charges	16,516	4,060	-	-	20,575	31,048
Depreciation	8,713	2,140	-	-	10,853	12,411
Membership and subscriptions	8,330	2,045	-	-	10,375	12,856
Telephone	8,053	1,978	-	-	10,031	9,968
Stationery	5,151	1,265	-	-	6,416	2,600
Design and printing	4,425	1,087	-	-	5,511	5,296
Miscellaneous	1,090	268	-	-	1,358	1,607
Postage, fulfilment and couriers	647	159	-	-	806	841
Subcontractors	-	-	-	-	-	79,392
Other	-	-	-	-	-	342
	3,018,089	583,127	-	54,104	3,655,320	3,028,952

5.1 Professional Fees

	2025	2024
	€	€
Legal & Professional Fees	67,756	67,817
Auditors' Remuneration	10,000	10,000
	77,756	77,817

6. NET INCOME

	2025	2024
	€	€
Net income is stated after charging:		
Depreciation of property, plant and equipment	10,853	12,411

7. STAFF COSTS

	2025	2024
	€	€
Wages and salaries	1,726,271	1,491,495
Social security costs	184,915	158,188
Contribution to defined contribution pension schemes	97,783	74,343
	2,008,969	1,724,026

Redundancy and termination payments made during the year for employees for compensation for loss of employment totalled €49,698 (2024: €58,947)

The average number of persons employed by the Charity during the year was as follows:

	2025	2024
	No.	No.
Direct & Administration	35	29

The number of employees whose employee benefits (excluding employer pension costs) exceeded €60,000 was:

	2025	2024
	No.	No.
In the band €60,001 - €70,000	1	3
In the band €70,001 - €80,000	2	1
In the band €80,001 - €90,000	1	-
In the band €90,001 - €100,000	-	1

The Chief Executive Officer is the highest earning employee. During the year, three separate people held the position of CEO. The total CEO remuneration package outlined below is a combination of these salaries.

	2025	2024
	€	€
Gross Salary	95,220	99,395
Employer Pension Contribution	5,713	5,964
	100,933	105,359

Each year, the remuneration sub-group of the Board of Trustees' review salaries and make recommendations to the Board of Trustees' for approval. The review meeting for 2025 took place in February 2025.

8. TRUSTEE REMUNERATION AND EXPENSES

During the year, no Trustees received remuneration or other benefits (2024 - €NIL).

During the year ended 31 December 2025, one Trustee was reimbursed for out of pocket expenses in the amount of €39.80 (2024: €316.43).

9. KEY MANAGEMENT COMPENSATION

	2025	2024
	€	€
Gross salaries and Benefit in Kind	335,225	350,715
Employers pension contribution	20,114	16,892
	355,339	367,607

Senior management comprised of the CEO, Director of Business Development, Director of Development & Member Services, Director of Finance & Operations and Director of Sector Skills (not all served for the full year).

10. INTANGIBLE ASSETS

	Computer software €
Cost	
At 1 January 2025	58,290
Additions	23,979
At 31 December 2025	82,269
Amortisation	
At 1 January 2025	58,290
At 31 December 2025	58,290
Net book value	
At 31 December 2025	23,979
At 31 December 2024	-

No amortisation charge arose in 2025 on the Website Redevelopment as the asset was not in use as at 31 December, 2025. The Board is satisfied that the project is progressing and that the system will be put into use in the foreseeable future.

11. TANGIBLE FIXED ASSETS

	Office equipment €	Computer equipment €	Total €
Cost or valuation			
At 1 January 2025	20,030	76,993	97,023
Additions	-	9,772	9,772
At 31 December 2025	20,030	86,765	106,795
Depreciation			
At 1 January 2025	16,214	64,618	80,832
Charge for the year	2,079	8,774	10,853
At 31 December 2025	18,293	73,392	91,685
Net book value			
At 31 December 2025	1,737	13,373	15,110
At 31 December 2024	3,816	12,375	16,1910

12. DEBTORS

	2025	2024
	€	€
Accrued income (Note 12.1)	163,105	27,195
Prepayments	19,206	15,653
	182,311	42,848

12.1 Accrued income

	2025	2024
	€	€
Access Europe	50,000	-
Birlikte	24,415	14,035
Base	22,731	-
Commissions	18,103	7,500
SEAI / IREPO	15,667	3,000
New Solutions	14,015	-
SERI (DRCDG)	12,900	-
Standard Training	4,334	-
Bike to Work	752	-
Other	188	-
Creative Climate	-	2,660
total	163,105	27,195

13. ANALYSIS OF CHANGES IN NET DEBT

	As 1 January 2025	Cashflows 2025	Total funds 2025
	€	€	€
Cash and cash equivalents	1,697,821	46,567	1,744,388

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	€	€
Deferred income (Note 14.1)	523,069	485,364
Accruals	124,015	104,372
Trade creditors	61,927	48,633
Payroll taxes	50,237	36,402
Staff pensions	16,999	13,141
Other creditors	4,164	783
	780,411	688,695

14.1 Deferred income

	2025	2024
	€	€
Membership income	288,689	191,596
Inspire	101,645	134,681
Funding point	43,521	40,353
Shared Island	40,000	62,905
Leadership training	20,175	-
CEO Masterclass training	14,250	-
RISE	10,871	20,364
Erasmus (SPACE)	2,883	1,436
Training income	1,035	14,140
Base	-	19,889
total	523,069	485,364

15. STATEMENT OF FUNDS

Statement of funds - current year

	Balance at 1 January 2025	Income	Expenditure	Balance at 31 December 2025
	€	€	€	€
Unrestricted funds				
Designated Funds				
Designated Funds	22,236	-	-	22,236
General funds				
General Funds	949,859	839,817	(637,231)	1,152,445
Total Unrestricted funds	972,095	839,817	(637,231)	1,174,681
Restricted funds				
Restricted Funds - all funds	96,070	2,932,715	(3,018,089)	10,696
Total of funds	1,068,165	3,772,532	(3,655,320)	1,185,377

- Restricted reserves of €10,696 (2024: €96,070) is comprised of one programme: Charity Impact Awards.
- Designated reserves of €22,236 are designated by the Board to be used for a systems & process review and enhancement. It is funded out of cumulative unrestricted reserves.
- As part of our multi-year strategic plan we review the reserves policy of The Wheel to ensure it is prudently aligned with the significant growth in membership, training and support programmes in recent years and further planned growth in the years ahead.
- The reserves policy is reviewed annually, and the most recent review recommended a target range in unrestricted reserves of between €655,300 and €1,296,548. This range was calculated following a risk assessment which considered matters such as a percentage of our ongoing organisational costs, lease obligations and provision of staff redundancies in case of a business continuity interruption.

Statement of funds - prior year

	Balance at 1 January 2024 €	Income €	Expenditure €	Balance at 31 December 2024 €
Unrestricted funds				
Designated Funds				
Designated Funds	22,236	-	-	22,236
General funds				
General Funds	979,877	809,360	(839,378)	949,859
Total Unrestricted funds	1,002,113	809,360	(839,378)	972,095
Restricted funds				
Restricted Funds	70,220	2,215,424	(2,189,574)	96,070
Total of funds	1,072,333	3,024,784	(3,028,952)	1,068,165

16. SUMMARY OF FUNDS

Summary of funds - current year

	Balance at 1 January 2025 €	Income €	Expenditure €	Balance at 31 December 2025 €
Designated Funds 22,236	22,236	-	-	22,236
General funds	949,859	839,817	(637,231)	1,152,445
Restricted funds	96,070	2,932,715	(3,018,089)	10,696
	1,068,165	3,772,532	(3,655,320)	1,185,377

Summary of funds - prior year

	Balance at 1 January 2024 €	Income €	Expenditure €	Balance at 31 December 2024 €
Designated funds	22,236	-	-	22,236
General funds	979,877	809,360	(839,378)	949,859
Restricted funds	70,220	2,215,424	(2,189,574)	96,070
	1,072,333	3,024,784	(3,028,952)	1,068,165

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Analysis of net assets between funds - current year

	Restricted funds 2025 €	Unrestricted funds 2025 €	Total funds 2025 €
Tangible fixed assets	-	15,110	15,110
Intangible fixed assets	-	23,979	23,979
Current assets	10,696	1,916,003	1,926,699
Creditors due within one year	-	(780,411)	(780,411)
Total	10,696	1,174,681	1,185,377

Analysis of net assets between funds - prior year

	Restricted funds 2024 €	Unrestricted funds 2024 €	Total funds 2024 €
Tangible fixed assets	-	16,191	16,191
Current assets	96,070	1,644,5993	1,740,669
Creditors due within one year	-	(688,695)	(688,695)
Total	96,070	972,095	1,068,165

18. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 €	2024 €
Net income/expenditure for the year (as per Statement of Financial Activities)	117,212	(4,168)
Adjustments for:		
Depreciation of property, plant and equipment	10,853	12,411
Decrease/ (Increase) in debtors	(139,463)	90,161
Increase in creditors and accruals	91,716	261,289
Net cash provided by operating activities	80,318	359,693

19. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025	2024
	€	€
Cash in hand	1,744,388	1,697,821
Total cash and cash equivalents	1,744,388	1,697,821

20. ANALYSIS OF CHANGES IN NET DEBT

	At 1 January 2025	Cash flows	At 31 December 2025
	€	€	€
Cash at bank and in hand	1,697,821	46,567	1,744,388
	1,697,821	46,567	1,744,388

21. STATUS

Every member of the Charity undertakes to contribute to the assets of the Charity in the event of its being wound up while they are members or within one year thereafter for the payment of the debts and liabilities of the charity contracted before they ceased to be members and the costs, charges and expenses of winding up and for the adjustment of the rights of the contributors among themselves such amount as may be required, not exceeding €2.

22. CONTINGENT LIABILITIES

The Charity had no contingent liabilities at the reporting date.

23. RELATED PARTY TRANSACTIONS

Except for key management, which are deemed to be related parties under Company law, there were no transactions with related parties in 2025.

24. CAPITAL COMMITMENTS

There were no capital commitments as at the date of the Statement of Financial Position.

25. GRANTS FROM NATIONAL TRAINING FUND

In accordance with DPENDR Circular 13/2014 - Management of Accountability for Grants from Exchequer Funds:

Agency	Department of Further and Higher Education, Research, Innovation and Science ('DFHERIS')
Grant Programme	National Training Fund
Purpose of the Grant	To support essential skills development, across the nonprofit sector by funding accessible training, learning networks and capacity-building initiatives that strengthen organisational capability, workforce development and sector sustainability.
Term	1st January to 31st December 2025
Total Grant	€1,940,000
Received in the financial year	€1,940,000
Expenditure in the financial year	€1,940,000
Fund deferred or due at financial year end	€Nil deferred
Cash Balance at year end	€Nil

26. GRANTS FROM POBAL - SSNO

During the year The Wheel received support through the following programmes, sponsored by the Department of Rural and Community Development.

Scheme to Support National Organisations (SSNO)
The funding has been received from the "Scheme to Support National Organisations" (SSNO) programme. The current funding is for a three year period from July 2022 to June 2025. The funding has been used to support salary costs of the organisation. The total agreed funding for the three-year periods amount to €272,303 respectively. The relevant amounts for 2025 are set out below.

	2025	2024
	€	€
Pobal SSNO		
Income Received - Current Tranche	90,768	90,767
Expenditure Incurred		
Salary Costs	(90,768)	(90,767)
Surplus/Deficit	-	-

27. PENSION CONTRIBUTION

All employees are eligible to join the Charity's defined contribution scheme. The scheme and its assets are held separately from those of the Charity. The employer contributions for the year were €97,783 (2024: €74,343).

28. POST BALANCE SHEET EVENTS

There were no significant events which affected the Charity since year end.
The CEO has left his role in April 2026 for personal reasons. The Charity appointed Pat Watt as CEO in May 2026.

29. APPROVAL OF FINANCIAL STATEMENTS

The Board of Trustees approved these financial Statements on

DETAILED EXPENDITURE ANALYSIS

for the years ending 31 December 2025 and 2024

DETAILED INCOME AND EXPENDITURE ACCOUNT

for the years ending 31 December 2025 and 2024

Income:	**2025**	**2024**
	€	**€**
National Training Fund	1,940,000	1,140,000
Membership	438,138	423,851
Access Europe	250,000	247,000
Training events and contracts	171,398	154,735
Creative Climate - TCAGSM	165,000	107,000
Horizon / INSPIRE	101,647	25,411
SSNO	90,768	90,767
Funding Point	90,415	95,027
Annual Summit	85,600	78,588
Community and Voluntary Pillar	73,476	73,476
DFA Shared Island Funding	62,905	49,879
WeAct income - DRCDG	50,000	56,034
Commissioned income	45,598	44,511
EPAS - schools	42,755	45,835
BASE	42,620	42,620
RISE (Leargas, Erasmus)	38,000	9,375
New Solutions/Social Innovation Hub	14,015	-
SERI Social enterprise - DRCDG	12,900	1,727
SEAI/ IREPO	12,667	3,000
Europe Aid - Birlikte	10,380	37,122
Pobal - CCAP Emerge	10,000	15,000
VAT Compensation Scheme	7,202	8,422
SPACE - Croatia	7,167	7,178
Transforming Local Leadership	6,447	22,387
WeAct Campaign	1,968	137,331
Resource Point / Member Services	1,415	3,542
Corporate support and other income	51	685
CFI - HR Supports (Pay & Ben)	-	33,199
DRCD PPN Supports	-	17,225
ECAS	-	14,982
Other EU	-	14,000
EASI	-	9,577
Erasmus RevitaLESE (Leargas)	-	7,947
DRCD Volunteering tender	-	7,350
Total income	3 ,772,532	3,024,784
Less total expenditure	(3,655,320)	(3,028,952)
Net movement in funds	1 17,212	(4,168)

DETAILED EXPENDITURE ANALYSIS

or the years ending 31 December 2025 and 2024

Expenditure:	**2025**	**2024**
	€	**€**
Salaries including ER pension and ER PRSI	2,008,969	1,724,026
Training Links & Partnerships	505,181	269,209
Third party suppliers	318,609	284,910
Creative Climate / Shared Island	142,767	74,481
Research	82,898	53,378
Annual Summit	80,493	71,990
Professional fees	77,756	77,818
ICT costs	63,192	57,699
Rent and facilities	63,115	70,996
Meetings and events	62,043	32,260
Marketing, communications, recruitment	55,264	30,990
WeAct Campaign Costs	46,071	114,829
Staff training and development	36,088	30,230
Travel and expenses	24,829	12,444
Maintenance, equipment and IT	22,122	46,723
Insurance and bank charges	20,575	31,048
Depreciation	10,853	12,411
Membership and subscriptions	10,375	12,856
Telephone	10,031	9,968
Stationery	6,416	2,600
Design and printing	5,511	5,296
Miscellaneous	1,358	1,949
Postage, fulfillment and couriers	806	841
Total Expenditure	3 ,655,320	3 ,028,952

The supplementary information does not form part of the audited financial statements.

NOTES

Stronger Charities.
Stronger Communities.

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www.wheel.ie

Registered Charity Number: 20040963
CHY Number: 13288
Company Number: 302282

The Wheel is Ireland's national association of charities, community groups and social enterprises.

As a representative voice, we provide leadership to the sector and we advocate on behalf of our growing community of members.

As a supportive resource, we offer advice, training and other opportunities to people working or volunteering in the sector.

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