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for mental illness

Annual Report 2025

Supporting people affected by mental illness through recovery services, education, advocacy and stigma reduction.

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Schizophrenia Association of Ireland CLG
Trading as Shine

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Contents

1. About Shine	4
1.1 Who We Are	4
1.2 Our Origins and Evolution	5
1.3 Mission, Vision and Values	6
Our Mission	6
Our Vision	6
Our Values	6
1.4 Our 2023–2025 Strategic Plan: Empowering Voices, Driving Change	7
1.5 Delivering on Our Key Objectives	8
1.6 Impact at a Glance	9
Supporting Recovery Across Ireland	9
Community Engagement	9
Challenging Stigma	9
Supporting Responsible Media Coverage	10
Workplace Programme Training	10
Digital Reach	10
Fundraising	11
Organisational Development	11
What This Means	11
1.7 Executive Summary	12
2. Leadership Reflections on 2025	13
2.1 Chairperson’s Statement	13
2.2 CEO’s Review of the Final Year of the 2023–2025 Plan	15
2.3 Treasurer’s Overview	17

3. Delivering the Strategic Plan 2023–2025	18
Strategic Plan 2023–2025	18
3.1 Our Accomplishments in 2025	21
Key Numbers	21
Creating Lasting Impact	22
3.2 We Support	23
Community Recovery Services Support	23
Community Engagement	24
Community Engagement in action	25
Peer Support Groups: Participant Feedback Survey	27
Supporting Media	29
Shine’s Media Programme	29
3.3 We Advocate	37
The Voice Platform	38
Reference Group for Sharing the Vision	39
Stronger Advocacy & Research	39
National Green Ribbon Stigma Reduction Campaign	43
Ambassador Programme	52
Shine Media Programme	53
3.4 We Educate	55
Media Training	55
Workplace Programme	56
Recovery Education	57
Research and Innovation	57
Communications and Public Engagement	58
3.5 Relationship building and fundraising	60
Our Fundraising	60
Forging new relationships	62
3.6 National Research: Early Intervention in Psychosis Survey 2025	64
3.7 Landmark Move	64

4. Governance, Risk and Accountability	65
4.1 Board Structure and Responsibilities	67
4.2 Governance Development During the Year	67
4.3 Board Membership, Tenure and Attendance	68
4.4 Committees of the Board	69
4.5 Compliance with the Charities Governance Code	70
4.6 Financial Oversight and Sustainability	70
4.7 Risk Management and Principal Risks	71
4.8 Safeguarding and Duty of Care	71
4.9 Digital Governance and Cyber Security	71
4.10 External Accreditations	72
4.11 Governance Priorities for 2026	72
4.12 Our Board of Directors	72
4.13 Diversity and Inclusion	76
4.14 Accountability and Stakeholder Engagement	76
5. Looking Ahead	77
6. Financial Statements	78



1

About Shine

1.1 Who We Are

Shine is a national mental health organisation supporting people with lived experience of mental illness, and their family members and supporters, across Ireland.

Legally known as the Schizophrenia Association of Ireland, Shine is a company limited by guarantee, operating under the Companies Act 2014 (Company No. 70462), and is a registered charity (Charity Registration Number 20011512; CHY 6380). Our registered office is at Block B, Maynooth Business Campus, County Kildare.

Shine's story begins in 1975 at Cluain Mhuire in Blackrock, County Dublin, where families of people experiencing schizophrenia found themselves meeting in hospital corridors and waiting rooms, carrying worry largely on their own. At a time when institutional care still dominated and community supports were limited, a small group of relatives began to meet informally each month to share experience and practical advice. Encouraged by professionals including Dr Dermot Walsh, social worker Carmel Cass, and Brother Kilian Keaney, those early conversations evolved into a determination to form a structured mutual support organisation. On 25 July 1975, eleven people met at Cluain Mhuire and laid the foundations of what would become the Schizophrenia Association of Ireland. From the outset, the objectives were clear and remarkably forward-looking: to establish local peer support groups, improve public understanding, advocate for appropriate services and employment opportunities, promote research, and encourage the development of community-based accommodation.

By 1979 the Association had incorporated as a company limited by guarantee, established groups beyond Dublin, and convened a national conference attended by 500 participants. What began as a small gathering of families seeking solidarity had, within four years, become a national voice committed to dignity, understanding and practical support. Over more than four decades, the organisation has evolved from a voluntary family-led movement into a national body delivering recovery-focused services, stigma reduction initiatives, media engagement programmes and lived experience advocacy. Our work in 2025 is guided by our Strategic Plan 2023–2025, *Empowering Voices, Driving Change*.

We specialise in recovery-oriented supports delivered through one-to-one engagement, peer and relatives' groups, recovery education, national stigma reduction campaigns and responsible media initiatives. Central to our approach is the amplification of lived experience, ensuring that those directly affected by mental illness inform service design, research participation and public discourse.

Shine works in collaboration with statutory bodies, academic institutions, media organisations, community partners and people with lived experience to contribute to improved understanding, inclusion and recovery outcomes nationally.

In 2025, the final year of our 2023–2025 Strategic Plan, Shine operated as a single national organisation with services and advocacy structures aligned under a unified identity, reflecting our commitment to organisational cohesion, transparency and accountable governance.

1.2 Our Origins and Evolution

Established originally to provide advocacy and support specifically for people living with schizophrenia, we expanded to meet the need for recovery support services, education and advocacy across a wide range of mental health conditions.

Since the 1970s, our work has continuously evolved to meet the changing needs of the community, ensuring our services remain relevant and impactful.

Shine expanded its reach by developing innovative programmes, increasing public awareness, and advocating for systemic change in mental health care. As well as providing frontline supports, we have played a crucial role in reducing stigma, enhancing service accessibility, and empowering individuals with lived experience to have a voice in shaping policy and practice.

From its inception, the organisation combined peer support with public education and advocacy. It sought not only to provide immediate assistance to families but also to influence how mental illness was understood within Irish society. This dual focus of practical recovery support alongside systemic change has remained a defining feature of Shine's development.

Over the decades, the organisation expanded geographically and programmatically. Recovery-oriented services were strengthened, structured peer and relatives' groups were established nationwide, and education initiatives were introduced to address stigma and misinformation. The establishment of Shine's Media Programme in 2007 and the national Green Ribbon Campaign in 2012 marked significant steps in addressing the portrayal and public understanding of mental illness at scale.

In 2009, the organisation rebranded as Shine to reflect a broader remit that extended beyond a single diagnosis and to better represent the diverse experiences of those living with mental illness and their families. This shift signalled an evolution from diagnosis-specific advocacy toward a wider recovery and stigma-reduction mandate.

The COVID-19 pandemic further accelerated organisational change. Service delivery models were adapted, improving national reach and accessibility. Lessons from that period informed the development of the 2023–2025 Strategic Plan, Empowering Voices, Driving Change, which committed Shine to operating as a cohesive national organisation ("One Shine"), embedding lived experience across all aspects of its work, and strengthening evidence-based service development and advocacy.

By the end of 2025, Shine had evolved from a volunteer-led family support movement into a nationally recognised mental health organisation integrating frontline recovery services, lived experience participation structures, media engagement, research collaboration and policy advocacy, while remaining grounded in the principles of dignity, inclusion and recovery that shaped its earliest meetings.

1.3 Mission, Vision and Values

Our Mission

We specialise in supporting and educating individuals, family members and communities impacted by mental illness and stigma.

Our Vision

A more compassionate Ireland where those affected by mental illness and stigma are supported and included in all aspects of society.

Our Values

Courage

Amplify the voice of lived experience, influence and embrace change, and ensure diversity of thought and inclusivity.

Compassion

Act with passion and care using a non-judgemental, empathetic, and respectful approach.

Collaboration

Encourage and include all voices, from our service users and supporters through to our colleagues.

Integrity

Foster an environment of trust by doing what we say we will do, in an inclusive, respectful, and transparent way.

Innovation

Create an environment that encourages best practice and reflective thought that culminates in new ways of thinking and acting regarding mental health.

1.4 Our 2023–2025 Strategic Plan: Empowering Voices, Driving Change

In 2022, following stakeholder consultation and organisational reflection, Shine adopted a three-year Strategic Plan entitled Empowering Voices, Driving Change 2023–2025.

The plan was developed to provide clarity of direction following a period of significant change, including evolving service demand, the impact of COVID-19 on delivery models, and growing national attention to mental illness and stigma. It set out a structured roadmap to strengthen organisational cohesion, embed lived experience more deeply across all areas of work, and enhance the quality and impact of services, research and advocacy.

The Strategic Plan was built around three interconnected pillars:

Pillar 1	Pillar 2	Pillar 3
<p>One Shine – A Strong National Identity</p> <p>To operate as a single, cohesive national organisation working effectively toward a common goal. This pillar focused on smart growth, operational excellence, strengthened governance and sustainable development.</p>	<p>A People-Centred Approach</p> <p>To ensure that lived experience underpins all aspects of Shine’s work, externally through service adaptation and internally through the development of an engaged, skilled workforce.</p>	<p>Quality Services, Research and Advocacy</p> <p>To optimise services through evidence-based practice, influence national understanding and policy relating to mental illness, and amplify the voice of people with lived experience.</p> <p>The plan also emphasised measurable Key Performance Indicators (KPIs), with regular monitoring by the Senior Management Team and the Board to ensure transparency, accountability and alignment between strategy and operational delivery.</p> <p>2025 marks the final year of this strategic cycle. The sections that follow provide a structured review of performance against each pillar and reflect on the progress made across the full three-year period.</p>



1.5 Delivering on our key objectives

We deliver on our mandate through three distinct approaches:

Support

For lived experience, relatives and supporters:

- Information and support
- One-to-one
- Peer and Relatives support groups nationwide
- Rosalynn Carter Mental Health Journalism Fellowships



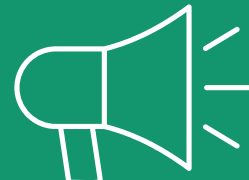
Education

- Media Training
- Workplace Training
- Recovery Education
- Stigma Reduction Education
- Research



Advocacy

- Green Ribbon Stigma reduction campaign
- Ambassador Programme
- Media Monitoring
- The Voice Platform
- The Reference Group
- Mental Health Media Awards



We deliver this work through:

- Recovery support services for people with lived experience and their families/supporters
- Evidence-informed stigma reduction initiatives
- Advocacy, education and research



1.6 Impact at a Glance

Supporting Recovery Across Ireland

2,680

Information and Support contacts with individuals and families seeking guidance on mental health recovery and services.

244

People supported through Individual Recovery Planning.

690

People enrolled in peer support and relatives' support groups nationwide.

34

Recovery education courses delivered.

349

Participants in recovery education programmes.



Community Engagement

750

Community engagements delivered across Ireland.



21,482

People reached through community talks, events and partnership initiatives.

Challenging Stigma

500,000+

Green ribbons distributed through the national Green Ribbon Campaign.



300+

Community and corporate partners supporting stigma reduction initiatives.

Supporting Responsible Media Coverage

3,670

Media items monitored for suicide reporting standards.

7

Media monitoring reports published, including reports covering both 2024 and 2025 media activity.

1

Webinar held on 2024 media monitoring report.

503

Journalists and media professionals trained in responsible reporting.

238

Entries received for the Mental Health Media Awards 2025.

16

Media consultations provided to journalists and programme makers.



Workplace Programme Training

8

online training workshops held with companies.



18

in-person training workshops held with companies.



300+

participants in training courses.

Digital Reach

37,735

Website visitors.



4,794

New social media followers.

1.66 million

Social media impressions.

2,368

Social media posts published.



Fundraising

€79,627

Raised through fundraising initiatives in 2025.

134% increase

Compared to the previous year.



Organisational Development

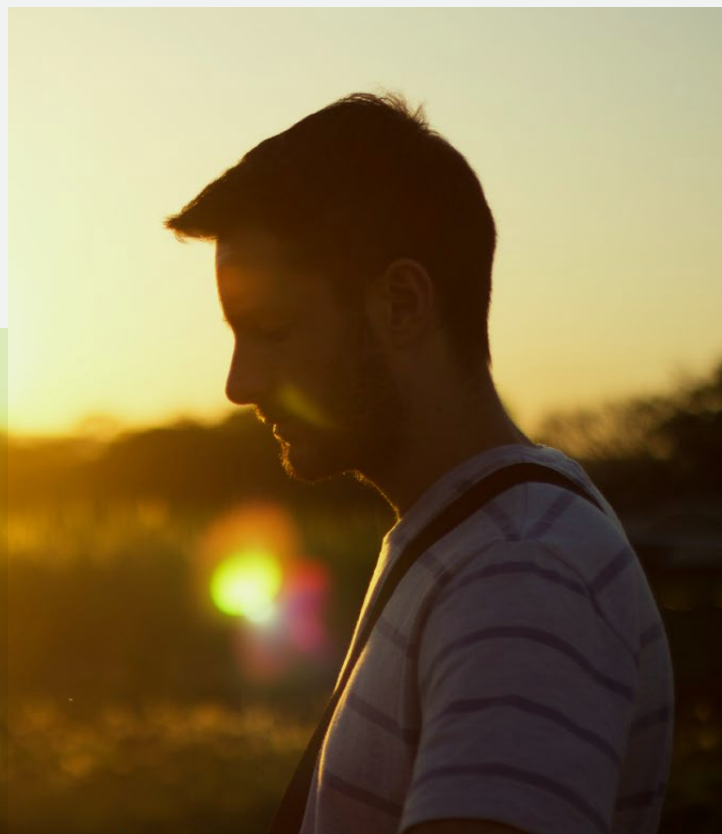
During 2025 Shine also:

- Achieved the **Triple Lock Standard** for transparency in fundraising
- Achieved **Cyber Essentials Certification** strengthening cybersecurity
- Appointed a **Fundraising Lead** to support income diversification
- Expanded **digital communications** and **national engagement**.

What This Means

Behind every number is a person affected by mental illness or a family seeking support.

Through recovery services, education, advocacy and stigma reduction, Shine continues to work towards a society where people experiencing mental illness are supported, understood and included.



1.7 Executive Summary

2025 marked the final year of Shine’s Strategic Plan *Empowering Voices, Driving Change 2023–2025*. The strategy focused on strengthening Shine as a cohesive national organisation, embedding a people-centred approach across services and increasing the organisation’s influence in advocacy, research and public understanding of mental illness.

During the year Shine continued to support individuals and families affected by mental illness through recovery-focused services delivered across Ireland. The organisation’s Information and Support Service responded to 2,680 contacts, providing guidance on recovery, services and rights. 244 individuals engaged in Individual Recovery Planning, while 690 people participated in peer support and relatives’ support groups.

Recovery education remained an important part of Shine’s approach, with 34 courses delivered to more than 400 participants. These programmes are designed to support individuals and families in developing practical skills and knowledge to support recovery.

Shine’s work in communities also expanded. Staff delivered 750 community engagements, including presentations, awareness events and partnership initiatives, reaching 21,482 people across the country. These activities help improve understanding of mental illness and strengthen connections between statutory services, community organisations and individuals seeking support.

National advocacy and public education continued through Shine’s Media Programme. In 2025 the programme monitored 3,670 media items relating to suicide reporting standards and delivered workshops to 503 journalists and media professionals. The annual Mental Health Media Awards attracted 238 entries, reflecting growing engagement with responsible reporting on mental health.

Shine also continued its partnership with The Carter Center to deliver the Rosalynn Carter Fellowship for Mental Health Journalism in Ireland, supporting in-depth reporting on mental health issues with national audiences.

The organisation’s digital reach expanded significantly during the year. Shine’s website recorded 37,735 visitors, while social media activity generated more than 1.6 million impressions. Digital communications played an important role in raising awareness of services and sharing evidence-based information about mental health recovery.

2025 also saw important organisational developments. Shine appointed a Fundraising Lead to support the diversification of income streams and raised €79,627 through fundraising initiatives, representing a 134% increase on the previous year. The organisation also achieved the Triple Lock Standard for transparency in fundraising and Cyber Essentials certification to strengthen cybersecurity.

As Shine concludes the 2023–2025 strategic cycle, the organisation enters its next phase with strengthened services, growing national engagement and a continued commitment to supporting people affected by mental illness and their families across Ireland.

Members of An Post leadership pictured with Shine staff and Ambassador Brodie Thompson outside the GPO last year where a coffee morning was facilitated by An Post to raise awareness of the Green Ribbon Campaign



2

Leadership Reflections on 2025

2.1 Chairperson's Statement

2025 marked the final year of Shine's Strategic Plan Empowering Voices, Driving Change 2023–2025. Over the past three years the organisation has worked to realise a clear ambition: to operate as a cohesive national organisation, to embed a people-centred approach across all areas of its work, and to strengthen the quality and influence of its services, research and advocacy.



Throughout 2025, the Board maintained active oversight of progress against these objectives. This included regular monitoring of key performance indicators, review of organisational risks and careful financial governance. As we conclude this strategic cycle, the Board is satisfied that meaningful progress has been made across each of the plan's pillars.

One of the most significant developments over the course of the strategy has been the strengthening of the "One Shine" approach. The organisation has become more integrated in its operations and more visible as a national voice in mental health support and stigma reduction. Services, communications and advocacy activities are now more closely aligned, supported by improved digital reach and increased public engagement.

The Board is also conscious that the environment in which Shine operates continues to evolve. Demand for recovery-oriented supports remains significant and, in many cases, increasingly complex.

Shine's services have adapted to respond to these needs, with stronger integration between Information & Support, Individual Recovery Planning and peer-based supports. The Board acknowledges the professionalism, compassion and commitment of the staff and volunteers who deliver these services every day.

Shine's work to influence public understanding and policy has also continued to develop. Initiatives such as the Media Programme, Voice Platform and Reference Group supporting the implementation of Sharing the Vision ensure that the perspectives of people with lived experience remain central to research, policy and public discussion on mental illness. These initiatives reflect Shine's commitment to amplifying lived experience and contributing constructively to national conversations about mental health.

Good governance remains central to the Board's responsibilities. During the year we continued to prioritise strong oversight of risk management, safeguarding, financial sustainability and regulatory compliance. The Board confirms that throughout the year ended 31 December 2025:

- Shine operated exclusively in furtherance of its charitable purpose
- The organisation complied with the Companies Act 2014 and the Charities Governance Code
- The financial statements were independently audited
- Appropriate internal financial controls were maintained
- A formal Risk Register was regularly reviewed by the Audit & Risk Committee and the Board
- Strategic performance, service demand and organisational sustainability were regularly examined.

Governance is not simply a compliance exercise; it is a responsibility to steward the organisation's mission, reputation and long-term sustainability. The Board remains committed to ensuring that Shine continues to operate with integrity, transparency and accountability.

The financial statements for the year are presented later in this report, together with a detailed financial review. I wish to acknowledge the careful stewardship provided by the Treasurer and fellow Board members in overseeing the organisation's financial management during the year.

On behalf of the Board, I extend my sincere thanks to our CEO, Senior Management Team, staff, volunteers, members, partners and funders. Their dedication and collaboration enable Shine to continue supporting people affected by mental illness and their families across Ireland.

As we reflect on the conclusion of the 2023–2025 Strategic Plan, the Board is confident that Shine enters its next phase as a stronger and more cohesive organisation. Guided by lived experience and committed to continuous improvement, we look forward to the opportunities and responsibilities that lie ahead.



Joe Houghton
Chairperson

2.2 CEO's Review of the Final Year of the 2023–2025 Strategic Plan

2025 marked the final year of Shine's Strategic Plan, Empowering Voices, Driving Change 2023–2025. As we conclude this three-year cycle, it is an opportunity not only to review the progress made during the past year, but also to reflect on how the organisation has evolved over the course of the strategy.



When this plan was adopted, we set out three core priorities: to build a cohesive national organisation under the vision of "One Shine", to embed a people-centred approach across our services and activities, and to strengthen the quality and influence of our services, research and advocacy. The work undertaken in 2025 focused on consolidating these priorities and ensuring that the structures introduced earlier in the cycle were sustainable.

Across the year, Shine's work reached people in many different ways. Through community engagement, education initiatives and public campaigns, thousands of people participated in events and conversations about mental health and recovery. Our digital communications also expanded significantly, reaching over 1.6 million people online, while 503 journalists and media students received training on responsible reporting of mental health and suicide. These activities are part of a wider effort to challenge stigma and promote informed public understanding of mental illness in Ireland.

Under Pillar 1 (One Shine), we continued to strengthen organisational integration. Services and communications were increasingly aligned under a unified national identity, supported by the launch of a new single-brand website and enhanced digital communications. Internally, collaboration across programmes improved, particularly between the Information & Support service and Individual Recovery Planning, where referral pathways have become more streamlined. This growing operational cohesion reflects the ambition of functioning as a coordinated national organisation.

Under Pillar 2 (A People-Centred Approach), our services continued to respond to the experiences and needs of those who engage with Shine. While overall contact volumes reduced compared with peak years, the complexity of issues presented increased.

More individuals engaged in deeper recovery-focused supports, including Individual Recovery Planning and peer-based groups. Feedback from our 2025 service user survey confirmed that participants continue to experience Shine's groups as safe, supportive and meaningful spaces. At the same time, feedback has informed ongoing improvements to facilitator training and service delivery. A truly people-centred organisation must remain open to learning and adapting.

Under Pillar 3 (Quality Services, Research and Advocacy), Shine's influence continued to grow. Our Media Programme strengthened its engagement with journalists and broadcasters through monitoring, training and consultations aimed at improving the safety and accuracy of reporting on mental health and suicide. The Mental Health Media Awards attracted increased participation, and the Rosalynn Carter Fellowship for Mental Health Journalism in Ireland continued to support in-depth reporting projects reaching national audiences.

Our Voice Platform and the Reference Group for the National Implementation Monitoring Committee ensured that lived experience perspectives were represented in research projects, policy consultations and legislative discussions throughout the year. While the impact of advocacy is often difficult to measure directly, the increasing number of invitations to participate in research, consultations and policy discussions reflects growing recognition of Shine as a trusted national partner.

The wider context in which we operate continues to present challenges. Demand for mental health supports remains high, while voluntary and community organisations face ongoing pressures relating to workforce capacity and sustainable funding. These realities reinforce the importance of strong governance, careful financial stewardship and strategic planning, all of which are addressed later in this report.

As Chief Executive, I remain deeply aware that the strength of Shine lies in its people: those who use our services, those who volunteer their time and lived experience, and the staff who work across the organisation with dedication and professionalism.

The conclusion of this Strategic Plan is not an endpoint but a transition. The learning, partnerships and progress of the past three years provide a strong foundation for the next phase of Shine's development. Guided by evidence, lived experience and collaboration, we remain committed to supporting recovery, challenging stigma and improving understanding of mental illness across Ireland.

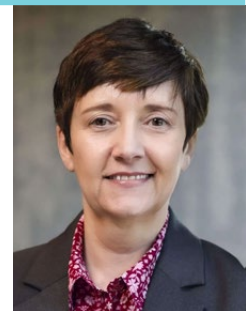
I would like to thank our Board for its leadership and oversight, our staff and volunteers for their commitment, and our partners and funders for their continued support. Together, we have strengthened Shine's capacity to contribute meaningfully to mental health support, policy and public understanding in Ireland.



Nicola Byrne
Chief Executive Officer

2.3 Treasurer's Overview

(Financial Stewardship in the Final Year of the 2023–2025 Strategic Plan)



As Treasurer, I present this overview of Shine's financial performance for the year ended 31 December 2025.

Throughout the strategic cycle, the Board has placed particular emphasis on financial sustainability, operational efficiency and responsible stewardship of funds. In 2025, this commitment continued through structured budget oversight, regular financial reporting to the Board, and careful monitoring of funding risks.

Shine's income continues to derive from a combination of statutory funding, grants, philanthropic support, corporate partnerships and fundraising initiatives. The Board remains mindful of funding concentration risk within the voluntary and community sector and continues to prioritise diversification and multi-annual funding stability where possible.

Expenditure during the year remained aligned to our core mission of recovery support, education and advocacy. The majority of expenditure relates to frontline service delivery and programme implementation, reflecting our commitment to directing resources toward direct impact. Detailed breakdowns of income and expenditure by category are presented in the audited financial statements that follow.

The Board monitors performance against budget on a quarterly basis. Variances are reviewed by the Audit & Risk Committee and reported to the full Board, ensuring transparency and early identification of emerging financial pressures. This oversight framework forms part of the governance structures underpinning the Strategic Plan.

Reserves are maintained in accordance with the Board-approved Reserves Policy. The policy aims to ensure that Shine retains sufficient unrestricted reserves to manage operational risk, respond to unforeseen circumstances and maintain continuity of services. The level of reserves held at year-end, and their movement during the year, are detailed in the Financial Review section. Where reserves are below or above the Board's target level, the rationale and corrective measures are clearly set out.

The external environment remains challenging. Inflationary pressures, workforce costs, evolving compliance requirements and the ongoing demand for mental health supports require careful financial planning. The Board has considered the organisation's financial position and based on available information at the date of approval of these financial statements, is satisfied that it is appropriate to prepare the accounts on a going concern basis.

I wish to acknowledge the diligence of the finance team and the oversight of the Audit & Risk Committee in ensuring compliance with statutory requirements and best practice standards. I also extend thanks to our auditors for their independent scrutiny and professional guidance.

Sound financial governance is fundamental to public trust. As we conclude the 2023–2025 strategic cycle, the Board remains committed to transparency, accountability and prudent stewardship in support of Shine's mission.

A handwritten signature in black ink that reads "Suzanne Sweeney". The signature is fluid and cursive.

Suzanne Sweeney
Treasurer



Delivering the Strategic Plan 2023–2025

(Year 3 Performance and End-of-Cycle Reflection)

Strategic Plan 2023–2025

Empowering Voices, Driving Change End-of-Cycle Review (Year 3 – 2025)

The period 2023–2025 marked the implementation of Shine’s strategic roadmap, *Empowering Voices, Driving Change*.

This scorecard provides a high-level review of progress across the three strategic pillars adopted by the Board and monitored throughout the cycle through quarterly KPI reporting to the Senior Management Team and Board.

Pillar 1

One Shine – A Strong National Identity

Outcome: A single organisation working effectively towards a shared mission.

Strategic Intent (2023–2025)

- Build a cohesive national organisation
- Grow sustainably through “smart growth”
- Deliver operational excellence and agility
- Strengthen governance and diversified funding.

Key Achievements Across the Cycle

Organisational Cohesion

- Consolidation of programmes under a unified Shine identity
- Implementation of a national integrated communications approach
- Strengthened cross-programme collaboration under the “One Shine” model.

Digital and Public Reach

- Website visitors increased from **24,638 (2024) to 37,735 (2025)** (+53%)
- Social media impressions increased **211% in 2025**
- Media engagement expanded, with **29 significant media features in 2025**.

Operational Agility

- Hybrid service delivery embedded following the pandemic period
- Increased internal referrals between Information & Support and Individual Recovery Planning
- Improved national consistency in programme recording and reporting.

Governance and Organisational Enablers

- Quarterly KPI monitoring by the Senior Management Team and Board
- Risk Register reviewed regularly by the Audit & Risk Committee
- Compliance maintained with the Charities Governance Code
- Financial oversight strengthened (see Financial Review).

End-of-Pillar Assessment

Status: Substantially Achieved

By the end of the strategic cycle, Shine had transitioned from a historically programme-fragmented structure to a more cohesive national organisation. Brand recognition, digital engagement and cross-programme integration improved significantly.

Further work will be required in the next strategic phase to strengthen long-term funding diversification and financial sustainability.

Pillar 2

A People-Centred Approach

Outcome: A people-centred approach underpinning all aspects of Shine's work.

Services Shaped by Lived Experience

Service Activity (2025)

- **2,451** Information & Support contacts
- **244** individuals supported through Individual Recovery Planning
- **690** participants in peer and relatives support groups
- **414** participants in recovery education programmes
- **21,482** attendances at community engagement events.

Across the strategic cycle, Shine strengthened its recovery-oriented service model, with deeper engagement across services and increased internal referrals between support pathways.

Service User Experience

Feedback from Shine's **2025 group survey** confirmed high levels of participant satisfaction:

- **98.5%** felt safe and comfortable sharing in their group
- **93.9%** felt supported by others
- **81.8%** reported the groups were helpful to their recovery
- **92%** would recommend Shine groups to others.

Internal Organisational Development

- Continued workforce development and training
- Strengthened national coordination of Mental Health Recovery Support Workers
- Increased collaboration across programmes
- Improved integration between services, advocacy and communications.

End-of-Pillar Assessment

Status: Achieved with Ongoing Development

Shine strengthened its people-centred approach across the 2023–2025 period. Lived experience increasingly informed service delivery, advocacy initiatives and research participation.

Future strategic development will focus on strengthening outcome measurement and continuing to build workforce capacity to meet growing service demand.

Pillar 3

Quality Services, Research and Advocacy

Outcome: Optimised services and improved public understanding leading to greater acceptance of people living with mental illness.

Evidence-Based Services

- Recovery-oriented practice embedded across service delivery
- Strengthened referral pathways between programmes
- Increased engagement with national and international research partners
- Participation in studies relating to psychosis, suicide prevention, Open Dialogue and medication outcomes.

Influencing National Understanding

Shine Media Programme (2025)

- **3,670** media items monitored for suicide reporting standards
- **503** journalists and media students trained
- **16** direct consultations with media professionals
- **238** entries received for the Mental Health Media Awards.

Mental Health Media Awards

- **155 attendees** at the 2025 awards event.
- **94% of respondents** reported increased intention to support responsible reporting on mental health.

Rosalynn Carter Fellowship for Mental Health Journalism

- National fellowship continued in partnership with The Carter Center
- Fellowship projects broadcast nationally and referenced in Dáil Éireann, demonstrating policy influence.

Amplifying Lived Experience

Voice Platform

- 45+ initiatives informed by lived experience contributions
- Participation in national consultations and research
- Engagement with discussions on the Mental Health Bill.

Reference Group (Sharing the Vision)

- Shine continued its Secretariat role supporting the National Implementation Monitoring Committee
- Shine's participation model recognised at the National Lived Experience Awareness Day
- Targeted recruitment improved diversity of representation in 2025.

End-of-Pillar Assessment

Status: Strong Progress Achieved

Between 2023 and 2025, Shine strengthened its influence across media, advocacy and lived experience participation. The Voice Platform and Media Programme are increasingly recognised as national mechanisms for embedding lived experience perspectives in policy and public discourse.

Future work will focus on strengthening measurable policy impact indicators and research evaluation frameworks.

Overall Strategic Cycle Reflection (2023–2025)

At the conclusion of the Strategic Plan:

- Organisational cohesion strengthened under the **One Shine** model
- Lived experience participation deepened across services and advocacy
- National influence expanded through media engagement and partnerships
- Digital reach and public engagement increased significantly
- Recovery services stabilised and integrated across programmes.

Strategic Priorities for the Next Phase

The Board has identified several areas for further development:

- Diversification of funding and long-term financial resilience
- Enhanced outcome measurement beyond activity metrics
- Sustainability and environmental responsibility
- Continued workforce development and capacity building.

The Board is satisfied that the objectives set out in the Strategic Plan, *Empowering Voices, Driving Change 2023–2025* have been materially advanced and that Shine enters its next strategic phase as a stronger, more cohesive and more influential national organisation.

3.1 Our Accomplishments in 2025

Key Numbers

In 2025, Shine supported over 1,000 people directly, delivered 1,400 recovery appointments, engaged 21,000 people in communities across Ireland, and reached 1.6 million people online.

Shine's Impact in 2025

- 1,020 people made new contact with Shine services
- 1,408 recovery planning appointments delivered
- 21,482 people reached through community events
- 1.66 million social media impressions generated
- 3,670 media items monitored for responsible reporting.

1. Direct Support Impact

Indicator	2025	2024	Change
New recovery contacts	1,020	963	+6%
Information & Support interactions	2,680*	2,703	-1%
Recovery planning service users	244	193	+26%
Recovery planning appointments	1,408	1,148	+23%

* includes 180 contacts from outside the Republic of Ireland and outside of national funded areas

Demand for Shine's frontline services remained strong in 2025, with 1,020 new contacts and over 1,400 recovery planning appointments delivered.

2. Community & Public Engagement

Indicator	2025	2024	Change
Community engagement activities	750	237	+217%
People reached through events	21,482	10,834	+98%
Community events hosted	237	-	-
Green Ribbon partners	300+	100+	+200%
Green ribbons distributed	500,000+	600,000+	-17%

Community engagement expanded significantly, reaching over 21,000 people through events, talks and campaign activity.

The reduction in ribbon numbers reflects growing popularity of alternative campaign merchandise, including wristbands and temporary tattoos, as well as the reuse of returned stock.

3. National Influence & Communications

Indicator	2025	2024	Change
Social media impressions	1,666,357	536,513	+211%
Website visitors	37,735	24,638	+53%
New followers	4,794	1,964	+144%
Media items monitored	3,670	3,107	+18%
Media awards entries	238	200	+19%
Media workshops / consultations	503	339	+48%

Shine's digital reach and media engagement grew substantially, with over 1.6 million social media impressions and increased participation in media training and the Mental Health Media Awards.

4. Education & Recovery Programmes

Indicator	2025	2024	Change
Recovery education courses delivered	34	35	-3%
Participants in recovery courses	349	414	-15%
Workplace programme workshops	41	47	-13%
Media reporting training participants	503	339	+48%

Creating Lasting Impact

Shine is dedicated to delivering sustainable, positive improvement in mental health support, education and advocacy. We will continue our focus on long-term service improvements and strengthening partnerships to build an organisation that not only addresses immediate needs, but also contributes to systematic, positive change in mental health awareness and care.

This will be our continued focus in 2026 as we work to achieve our aim of a more inclusive approach to mental health support in Ireland.



Shine recovery support Team Lead Derek Pepper, right, pictured with Galway City Mayor Mike Cubbard and Shine recovery support workers Eileen Keoghan and Rachel Maher. promoting the Green Ribbon Campaign in 2025

3.2 We Support

Community Recovery Services Support

Increased engagement with Shine’s recovery services reflects growing awareness of the supports available and the importance of community-based recovery support.

Information and Support

Shine’s Information and Support service provides timely assistance to individuals, relatives and supporters affected by mental illness. Our experienced team provides accessible information and practical guidance to help people navigate mental health challenges and identify appropriate supports.

The service aims to improve understanding of mental health recovery, increase awareness of local mental health and community resources, and support individuals in understanding their rights under relevant policies and legislation.

People can access the service Monday to Friday, 9am–5pm, by phone 01 8601610, text 086 040 7701, email (support@shine.ie), or through the Shine website at www.shine.ie.

The Information and Support service provides both immediate assistance and follow-up support where required. People may receive support over several sessions to help resolve issues or identify appropriate next steps. Where appropriate, individuals are signposted to partner organisations across the statutory and voluntary sectors or referred internally to other Shine services.

In 2025, the service responded to 2,680 contacts from individuals seeking information and support. For the second consecutive year, the complexity of issues presented increased, with many contacts requiring longer and more detailed engagement than in previous years.

Of those who contacted the service in 2025, 262 individuals were referred internally to Shine’s recovery planning service for additional one-to-one support.

One to One Supports: Individual Recovery Planning Support (IRPS)

Shine delivers an evidence-based Strengths Model approach to recovery key working support, assisting individuals in reclaiming and transforming their lives. The model focuses on identifying, securing and sustaining the personal and environmental resources required for independent living in the community.

This support is delivered through appointment-based one-to-one recovery planning, tailored to the individual’s needs. It supports people in planning, navigating and taking action on their recovery journey. The service is available to individuals with personal experience of mental illness, as well as relatives and those who support them.

Demand for this service increased during 2025.

Category	2025	2024	Change
People accessing one-to-one recovery planning	244	193	+26%

Peer Led Support Groups

Shine offers safe, recovery-oriented community-based peer support groups for individuals living with mental illness, as well as separate groups for family members and supporters. These groups play an important role in supporting recovery by reducing isolation, challenging stigma, and strengthening feelings of connection, hope, identity, meaning and empowerment.

Groups are facilitated by trained peer facilitators with lived experience or by Shine staff who are trained in recovery approaches and Shine’s groupwork models.

Attendance across both peer and relative support groups remained strong during the year, with continued growth in participation from both people with lived experience and family members.

Category	2025 (Participants)	2024	Change
Peer support groups	384	359	+7%
Relative support groups	306	212	+44%

In North Dublin, our funding arrangements differ slightly from the rest of the country. As part of this agreement, Shine delivers social groups in addition to our peer and relative support groups. These groups provide opportunities for connection, social engagement and recovery-focused activities in a supportive environment. Demand for these groups increased significantly during the year.

Social Groups (Dublin)

Category	2025	2024	Change
Participants enrolled	23	15	+53%
Group sessions delivered	354	138	+500%

Community Engagement

Shine works closely with colleagues across the statutory, community and voluntary sectors to support individuals with lived experience of mental illness, as well as their family members and supporters, on their person-centred recovery journey.

This work involves cross-agency referrals and collaboration with a wide range of organisations on initiatives that increase understanding of mental health, reduce stigma, and improve awareness of available supports within communities.

As part of this work, Shine’s Mental Health Recovery Support Workers (MHRSWs):

- Liaise with appropriate agencies to facilitate referrals both to and from Shine services
- Work collaboratively with organisations across the statutory, community and voluntary sectors to strengthen shared understanding of recovery and the rights of people with mental health difficulties and their families
- Deliver awareness-raising and education on recovery-oriented supports
- Advocate on behalf of individuals with lived experience of mental illness and their family members/supporters
- Support individuals and families to build capacity and strengthen their own recovery journeys.

Through the presence of MHRSWs in local communities and their ongoing engagement with partners across the HSE Mental Health Services and the community and voluntary sector, awareness of Shine’s services continues to grow, alongside increasing engagement with our supports.

In 2025, MHRSWs collaborated with a wide range of organisations including regional mental health units and forums, Family Resource Centres, Recovery Colleges, Traveller organisations, Local Authority Integration Teams, the National Learning Network, Adult Education Networks, Tusla, Simon Communities, ALONE, Mental Health Ireland, Mental Health Alliance, the Connecting for Life network, social prescribing initiatives, Hearing Voices Network Ireland, and other community partnerships, as well as hospitals, care centres and clinics.

In addition, MHRSWs organised and participated in numerous events in support of the Green Ribbon Campaign, working with colleagues across Shine to promote open conversations about mental health and challenge stigma.

Participation in community engagement activities increased significantly during the year, reflecting the organisation’s continued strategic development towards “One Shine” and the collective efforts of staff across the organisation to raise awareness of mental health and recovery in communities across Ireland. The impact of this collaborative work is reflected in the growth of Shine’s community engagement activity during the year. In 2025, MHRSWs and other Shine staff delivered 750 community engagement activities, including information talks, Green Ribbon Campaign events, community awareness initiatives and inter-agency meetings. These activities reached 21,482 people, almost doubling the number engaged in 2024. This increased engagement reflects both growing awareness of Shine’s services and the organisation’s continued commitment to building strong partnerships across communities and the wider mental health sector.

Community Engagement in action

Aaron

"In the Recovery services, we have four pillars to our work: the Information & Support Service; Individual Recovery Planning Support or IRPS as we call it; Support Groups and Recovery Education and linking all of these is community development.

Here's an example of my engagement work, for a more nuanced understanding of what we do day-to-day:

In June, I began a new IRPS case, which involved several key steps. I started by calling the person, Jack *, who had signed up for IRPS through email correspondence with a team member on Information and Support (I&S). During this initial contact, I focused on building rapport, listening to his story, and assessing whether the service would be suitable for him. He was a good fit, and we agreed to begin IRPS together.

The client was flexible in how we met, choosing a mix of in-person and phone sessions. During the summer months, he stated that he would prefer to meet outdoors. Being a person-centred service, I always try to meet people as best I can. I located a nearby park with plenty of walkways and benches, and this became our meeting place over the following few months.

IRPS can be challenging at times, particularly when working with family members around issues and letting go of things that you cannot control. Throughout the process, I regularly consulted with team members for advice on how to navigate more complex situations, and their guidance was incredibly helpful.

As winter approached, the park was no longer a suitable place to meet. I began searching for an alternative space and contacted several organisations. I eventually found a local resource centre close to where the client lived, where the manager was happy to provide Shine with the space. This resource centre is where I am currently meeting the client and is now a hub where I can meet future clients too. Through setting up this link, Shine's presence has now been expanded to this area, and its services can be promoted to users of the centre. It's an example of how, in working with people in their communities we set down roots and provide opportunities for them to live in a sustainable way after our work with them is done."

*pseudonym.



Mental Health Recovery Support Worker Aaron Murphy with Karen Murray & Claire Hendricks

Catherine

“Typically, there is a history of low engagement with Mental Health Services by members of the Travelling community. This is due to many different reasons but key to this is the discrimination faced by this community as well as the self-stigma the community carries. Much of the internalised stigma the community carries can be linked to the discrimination they face today or historically. While barriers such as discrimination, literacy issues, mistrust of professionals, including those in education, healthcare and religion may not seem obvious as barriers to accessing mental health services, these are all factors that can play a part.

When a new support worker began working in a Family Resource Centre in Wexford late last year, I took this opportunity to develop a strong relationship with a key colleague who has both a professional and personal understanding of the community. During the year I found that this relationship has given me valuable insight and understanding of the issues that are important to the Travelling community in terms of their culture. This was really helpful in understanding the impact of mental health stigma, and the discrimination they face as Travellers, has impacted them as an ethnic group.

Every year this Family Resource Centre hosts a coffee morning in support of our Green Ribbon Campaign. The format of the event has been similar every year.

I speak about Shine and the Green Ribbon Campaign, and this is followed by some form of wellness activity. While the engagement in the event is usually strong, the conversation has traditionally remained surface level.

This year I wanted to facilitate a more meaningful and intentional conversation. The new support worker had spoken on the panel in our Green Ribbon webinar series, so I wanted to use the opportunity to continue the conversation in a village where there is a large population of Travellers. I wanted to facilitate an event that respected the Traveller culture by keeping the event informal and relying on spoken word. I was hoping to extend the conversation started in the webinar and bring it into the community it centres on. The support worker talked about being on the panel, what she shared and what she had learned. The conversation received a much more passionate and proactive response than in previous years.

From this starting point, I look forward to developing this engagement further next year.”



Mental Health Recovery Support Worker Catherine Byrne with Kira Byrne from Carlow Social Prescribing Service

Social Media Activity

In support of, and to raise awareness of, Shine's Peer Support Groups, the Communications team produced and disseminated 218 targeted social media posts during the year, an increase from 119 posts in 2024 (+83%).

These posts generated 182,591 impressions, a substantial increase from 35,581 impressions in 2024 (+413%), helping to raise awareness of Shine's peer support services and reaffirming our commitment to supporting people affected by mental illness and stigma.

 **218 posts**

 **182,591 impressions**

What our participants say about our groups

Peer Support Groups: Participant Feedback Survey

To understand the impact of Shine's peer and relatives/supporters groups, we carried out a participant feedback survey in 2025. The survey explored participants' experiences of the groups, the benefits they perceived from attending, and areas where improvements could be made.

The survey was distributed by email to **456 participants** attending Shine groups across the country. A total of **66 responses** were received, representing both peer support groups and relatives/supporters groups. All responses were submitted anonymously.

Respondents represented groups across multiple counties including Dublin North, Dublin South, Tipperary, Wexford, Cork, Louth, Mayo, Westmeath, Waterford, Meath, Limerick, Galway, Laois, Kildare, Kerry and Wicklow.

Key Findings

Overall feedback from participants was strongly positive, highlighting the important role Shine groups play in supporting recovery and reducing isolation.

Impact on recovery and wellbeing

- **81.8%** of respondents reported that attending their group had helped them with their recovery.
- Many participants reported feeling **more hopeful about the future** and **more in control of their mental health** since joining the group.

Feeling supported and connected

- **93.9%** of respondents reported feeling supported by others in the group.
- **93.4%** said the group helped them feel **less alone**.

Quality of the group experience

- **98.5%** of participants said they felt **safe and comfortable sharing** within their group.
- **89.4%** found the topics discussed in the groups useful.
- **98.5%** reported that facilitators made everyone feel welcome and supported.

Participants frequently highlighted the importance of the groups as a safe space where people can share experiences openly, gain insight from others, and build supportive relationships.

Recommendations and Areas for Improvement

Participants also offered suggestions to strengthen the groups further. These included:

- Increasing the **frequency of meetings** where possible
- Providing **additional social activities or outings**
- Offering **more information about available services and supports**
- Improving **accessibility in venues** where stairs may be a barrier

A small number of participants raised concerns regarding confidentiality and ensuring all participants had equal opportunity to contribute during sessions.

Learning and Continuous Improvement

Feedback from the survey is being reviewed as part of Shine's ongoing service development. Insights from participants will inform facilitator training, group guidelines and the continued development of Shine's peer and family support services.



Participant Feedback

"I am incredibly grateful to our two facilitators and everyone in the group. I have picked up helpful tips, I don't feel so alone and the welcome from everyone is so genuine. I am so grateful to be part of it."

"I would like to say thank you for all I have learned from this group. It has given me great hope for my future."

"I appreciate that groups don't suit everyone, but I almost always find talking with others helpful and I come away with renewed spirit."



Shine staff participating in the Cork Pride parade in 2025

Supporting Media

Supporting Media: Addressing Stigma

Changing how mental illness is perceived in society requires responsible and accurate representation in the media. Promoting safe and balanced reporting helps improve public understanding, reduce stigma and discrimination, and minimise the risk of harm associated with irresponsible coverage.

Shine's Media Programme

Shine operates a dedicated national Media Programme, delivered by a specialist team that works closely with journalists, programme makers and media organisations. Through media monitoring, education, research and direct support, the programme aims to:

- Reduce the risk of suicide contagion through responsible reporting
- Improve representations of mental health experiences in the media
- Increase public understanding of mental health and recovery
- Reduce stigma and discrimination associated with mental illness
- Promote accurate and responsible coverage of mental health issues in line with international reporting guidelines.

The programme also works to identify the practical challenges journalists and producers face when covering stories related to mental illness, and provides guidance, resources and solutions to support responsible storytelling.

Media Consultations

The Media Programme team provides one-to-one consultations with journalists, researchers and programme makers to help ensure that coverage of mental health is responsible, accurate and safe.

Consultations typically take place during the early stages of content development but may also occur closer to publication or broadcast where concerns arise regarding contributors, storytelling approaches or adherence to suicide reporting guidelines.

The team works within a trauma-informed, harm-reduction framework, recognising that stories involving mental illness can be complex and sensitive. Advice is tailored to each project and aims to support ethical collaboration between the media and individuals with lived experience.

Shine also supports organisations working with media where mental health considerations arise and provides practical tools to guide collaboration between the mental health sector and media professionals.

16

Number of media consultations provided in 2025

You can view Shine's Media Checklist [here](#).

Mental Health Media Awards

Shine's annual Mental Health Media Awards recognise excellence in Irish media coverage of mental health issues across print, broadcast and digital platforms. The awards celebrate journalists, producers, editors, content creators and contributors whose work improves public understanding of mental health, challenges stereotypes and promotes informed public discussion.

We were pleased to continue our partnership with Coimisiún na Meán, the main sponsor of the awards in 2025. We are also grateful to our category sponsors UNHCR and the Irish Red Cross, who supported the second year of the *Refugee Mental Health Award*, and to HSE Mental Health Engagement & Recovery, who sponsored the new *Mental Health Series* category.

The awards showcase high-quality journalism from both local and national media outlets and highlight the important role responsible reporting plays in shaping public understanding of mental health. The event also provides an opportunity for collaboration and dialogue between media professionals and the mental health sector. The awards received **238 entries in 2025**, reflecting continued engagement from journalists and content creators across Ireland.

Themes in 2025 Entries

Entries in 2025 reflected a wide range of contemporary mental health issues affecting people across Ireland. Shortlisted stories included reporting on:

- Perinatal depression
- Access to services for eating disorders
- The psychological impact of war and displacement
- The mental health impact of coercive control
- The effects of fatal road collisions on emergency service workers

Winning entries also highlighted powerful stories of lived experience, including reporting on women in the **Dóchas Centre at Mountjoy Prison**, families experiencing homelessness, addiction, and the long-term trauma associated with corporal punishment in Irish schools.

Strategic Importance

The Mental Health Media Awards form an important part of Shine’s wider work to promote responsible reporting and reduce stigma associated with mental illness. By recognising high-quality journalism and storytelling, the awards encourage media professionals to engage thoughtfully with mental health issues and to follow best practice guidelines in reporting on suicide and mental illness. In doing so, the programme contributes to improving public understanding of mental health and supports a media environment that is more informed, responsible and respectful of people with lived experience.



Attendees’ Feedback

“I now have a greater appreciation for the passion that a significant proportion of the media have for reporting on mental health matters.”

“I loved the whole event. I think my favourite thing was actually the speeches. Almost everyone called for change or said what they learned from their own story. I think that shows how important the stories were but also that journalism can also be activism and the Mental Health Media Awards provided a platform for that.”

“It was very emotive and it was great to hear and see so much lived / living experience & coproduction embedded through the whole event.”

“Hearing from the winners, hearing the stories of contributors, the event was inspiring, thought provoking and challenging in that it is so emotive that there is a lot for people to take away, you can only be inspired by this event, the people organising it, the judges, the entrants and the winners.”





Shine CEO Nicola Byrne and Media Programme Lead Áine O'Meara pictured with 2025 Mental Health Media Award winners

- **94% of all respondents said:** Attending the event increased their intention to commission, produce, or support high-quality mental health content.
- **100% of media respondents said:** the event strongly reinforced the importance of responsible mental health reporting.

The awards in numbers

- Number of entries: **238**
- Number of judges: **20**
- Number of sponsors/funders: **4**
- Attendees at awards presentation: **155**
- No. of contractors used: **9**

2025 Winners

Winners in the 12 categories in 2025 were:

- **Print & Online | National**

For a single print/online report or feature in a national outlet related to mental health.

"He was kept locked in a room...": Stories from Ireland's State-run asylums - Kitty Holland - Irish Times

- **Print & Online | Local**

For a single print/online report or feature in a local/regional outlet.

'The Waterford families sleeping on the streets just to stay together' - Shannon Sweeney - Waterford News and Star

- **Print & Online | Special Interest**

For specialist features (e.g., sport, music, food, health; includes supplements/magazines).

'The Invisible Struggle of OCD' - Niamh Devereaux - Irish Country Magazine

- **Broadcasting | Long Form**

For a factual, long-form TV/radio feature or documentary.

'Leathered: Violence in Irish schools' - John Downes - RTÉ

- **Broadcasting | Short Form**

For a factual short-form news clip/segment/interview.

'School Avoidance' - Conor McMorrow - Prime Time, RTÉ

- **Digital Content**

For podcasts, interactive features, apps or other digital formats.

'Irish Asylums: A dark history we don't talk about, why?' Irish History Broadcast

- **Student Journalism Award | in partnership with TheJournal.ie**

For student-produced radio, television, digital or print pieces.

'The real Cian Stanley' - Cian Stanley and Crew, Dundalk IT



- **Special Recognition Award**

For people with lived experience who shared their story to educate wider audiences.

Hala Sourani featured in Síle Seoige's Ready to be Real podcast

- **Mental Health Series | supported by HSE Mental Health Engagement & Recovery**

For a series across print, broadcast or digital, that promotes and supports themes related to mental health recovery and education.

'Women locked up: Inside the Dóchas' – Midas Productions – Virgin Media Television



- **Shine Audience Choice Award**

Selected by public vote.

'Hooked: How addiction hijacks your brain' – Cable Rock Pictures – RTÉ

- **Refugee Mental Health Award | supported by UNHCR and Irish Red Cross**

For work on the mental health experiences of refugees and asylum-seeking communities in Ireland.

'Can you hear me?' Dispatches from the world's forgotten war' – Sarah Madden – Newstalk



- **Mental Health Champion**

Awarded on the day to a media professional whose body of work consistently champions mental health experiences.



In 2025, the Mental Health Media Awards recognised Ann Murphy of the Irish Examiner for her longstanding contribution to responsible and compassionate reporting on mental health.

Ann has built a distinguished career in journalism and has written extensively on mental health issues, consistently bringing integrity, empathy and a strong focus on the human experience to her work.



Presenting the award, Áine O'Meara reflected on Ann's impact:

"Over the course of her career in both local and national print journalism, Ann has brought humanity, courage and compassion to deeply challenging stories. Countless contributors with lived experience speak of the care she shows when telling their stories. Long before trauma-informed interviewing became widely recognised, Ann was already working in this way. She has consistently championed mental health reporting and ensured that lived experience remains at the centre of the story."

Ann Murphy was a most deserving recipient of the Lifetime Achievement recognition in 2025, reflecting her sustained commitment to improving how mental health is represented in Irish media.

Social media activity for our Media Programme

263 impactful posts were created and distributed across our social media platforms in support of Shine Media Programme activity. These garnered a combined 467,412 impressions, reinforcing Shine's role in supporting responsible mental health journalism in Ireland.

THE CARTER CENTER



Fellows Claire Darmody, Brian Wilson and Brian O'Connell pictured with Media Programme Lead Áine O'Meara

The Rosalynn Carter Fellowship for Mental Health Journalism in Ireland

In 2025, Shine's Media Programme continued its partnership with The Carter Center (USA) to deliver the Rosalynn Carter Fellowship for Mental Health Journalism in the Republic of Ireland. Now in its third year, the fellowship provides Irish journalists with an opportunity to undertake an in-depth, funded mental health reporting project while joining an international community of fellows, experts and media professionals.

Fellows receive a stipend, training in the United States, networking opportunities and access to leading experts and resources in both mental health and journalism.

2025 Fellowship Projects

Outgoing fellows Claire Darmody (Newstalk) and Brian O'Connell (RTÉ Radio 1) both completed their fellowship reporting projects during 2025.

- Claire Darmody produced a series of radio interviews exploring the impact of parental suicide on children, bringing attention to the long-term effects of bereavement and the supports required for affected families.
- Brian O'Connell examined the complex challenges associated with dual diagnosis, where mental illness and addiction occur together.

Brian O'Connell's project reached a significant national audience. His series included five reports broadcast on RTÉ Radio 1, each reaching over 300,000 listeners during a major mid-morning national programme. The reporting was also published on RTÉ's online news platform, Ireland's most visited news website, with potential reach of up to one million readers, and was further covered by regional print media.

The project was also referenced in Dáil Éireann, highlighting the potential influence of the fellowship in shaping public debate and raising awareness of challenges within Ireland's mental health services.

To learn more about the Carter Fellowship go to:

- <https://www.shine.ie/support/the-rosalynn-carter-fellowship-for-mental-health-journalism-in-ireland>
- <https://www.shine.ie/fellowship>



2025/26 Fellow

Shine was delighted to announce Newstalk journalist James Wilson as the successful recipient of the Rosalynn Carter Fellowship for Mental Health Journalism in the Republic of Ireland for 2025/26.

James' project will explore the long-term mental health impact of the Troubles in Northern Ireland with a variety of outputs to be broadcast across Newstalk in 2026.



James Wilson
Newstalk - Journalist

James' project will investigate the long-term cross-border mental health impact of the Troubles.

The results will be broadcast on Newstalk across 2026.

I am so honoured and excited to have been chosen as this year's Rosalynn Carter Fellow for Mental Health Journalism.

THE CARTER CENTER **Shine** media programme



Shine Media Programme's Leader, Áine O'Meara said: *"The depth and range of proposals submitted by applicants from across the country is testament to the Irish media's interest in mental health issues. Together with The Carter Center, over the last two years we've supported projects from The Irish Times, The Journal, RTÉ Radio, and Newstalk. We're delighted to now support James with his project and are grateful to all those who submitted proposals this year."*

.....

Carter Center CEO Paige Alexander said, *"For two years now, the Rosalynn Carter Fellowship for Mental Health Journalism has partnered with Shine to equip Irish media with the knowledge and resources they need to report on mental health issues both accurately and ethically."*

Much like the first two cohorts of journalists, I know that the important work James is pursuing will not only advance Mrs. Carter's vision for this program, but it will improve our collective understanding of the effects of conflict on mental health."

.....

Shine CEO Nicola Byrne said *"It is a most interesting project that will explore an aspect of the Troubles that merits wider exploration. The insights and learnings from it will be valuable in informing and improving supports for people in Ireland living with the mental health impact of conflict. It is timely too, in a wider context, given the serious conflicts elsewhere in the world at present, to highlight the psychological effects it causes."*

3.3 We Advocate

Shine promotes a human rights-based approach to mental health, guided by the principles of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). Our advocacy work focuses on promoting person-centred, recovery-oriented mental health supports and ensuring that the voices of people with lived experience and their families influence policy, research and service development.

Through national advocacy initiatives, partnerships and participation in policy discussions, Shine works to influence decision-making and promote improvements in mental health services and supports across Ireland. We believe that amplifying lived experience perspectives helps shape more effective services and contributes to better outcomes, including improved recovery rates and reduced suicide.

Our advocacy work is delivered through a number of key programmes and initiatives, including:

- The national **Green Ribbon Campaign**
- The **Ambassador Programme**
- The **Voice Platform**
- Hosting the **Reference Group for the National Implementation Monitoring Committee (NIMC)**
- The **Mental Health Media Awards**



The Voice Platform

Embedding Lived Experience at the Heart of Mental Health Policy, Research and Practice

Shine's Voice Platform is a national initiative that brings together people with lived experience of mental health challenges, as well as family members and supporters, to inform and influence mental health policy, research and services in Ireland.

The platform provides a structured and supportive way for participants to contribute their perspectives to research, consultations and policy discussions. Members collaborate with researchers, policymakers, advocates and service providers, helping ensure that decisions affecting mental health supports are informed by lived experience.

Participation in the platform is flexible, allowing members to engage according to their interests, expertise and availability, while also offering opportunities for learning, connection and peer support.

The Voice Platform is Shine's national lived experience engagement initiative, bringing together people with lived experience of mental health challenges, family members, and supporters to inform and influence mental health services, research, policy, and legislation in Ireland.

The Platform provides a structured and supportive online mechanism for meaningful participation, ensuring that lived experience perspectives are embedded across decision-making processes that shape mental health supports. Members collaborate voluntarily with researchers, policymakers, advocates, and service providers. Flexible by design, the Voice Platform enables members to engage according to their interests, expertise, and availability, while fostering peer connection, learning, and empowerment.

Key Activities and Impact in 2025

During 2025, the Voice Platform continued to strengthen Shine's role as a trusted national conduit for lived experience perspectives.

Research Participation and Collaboration

Members contributed to a wide range of national and international research initiatives, providing lived experience insights into studies on:

- suicide prevention
- early-onset psychosis
- occupational therapy
- medication outcomes
- open dialogue approaches
- cultural humility in mental health services
- family experiences of recovery from schizophrenia.

Collaborating organisations included the HSE, Health Research Board, Trinity College Dublin, University College Cork, University College Dublin, Dublin City University and the University of Edinburgh. Contributions from platform members helped ensure research design and implementation were grounded in lived experience.

Policy and Legislative Engagement

Voice Platform members also participated in national consultations and policy processes during the year. This included engagement with the Mental Health Commission consultation on surveillance in mental health services and participation in surveys informing Ireland's review of the UN Convention on the Rights of Persons with Disabilities (UNCRPD).

Members also attended briefings and discussions on the Mental Health Bill and broader reforms of Ireland's mental health legislation, helping ensure lived experience perspectives are reflected in national policy discussions.

Awareness and Information Events

Members participated in national events and awareness initiatives, including those focused on early psychosis organised by the Health Research Board and HSE, as well as activities connected to Shine's Green Ribbon Campaign.

Capacity Building and Networking

Supporting members' confidence and participation is an important part of the platform. During the year, members took part in Shine's Media Programme training, strengthening their ability to engage safely and effectively with media and public platforms. Networking and peer connection were also supported through participation in Shine's Ambassador Programme events.

Reference Group for Sharing the Vision

Shine continued its support role in 2025 for the Reference Group for the National Implementation Monitoring Committee (NIMC), which monitors the implementation of Sharing the Vision, Ireland's national mental health policy.

Shine hosts and acts as Secretariat for the Reference Group, ensuring that lived experience perspectives remain central to monitoring the progress of the policy. The group provides an important forum for dialogue between policymakers, service providers and people directly affected by mental health challenges.

At the first National Lived Experience Awareness Day, hosted by the HSE and Department of Health in October 2025, Shine's approach to structured lived experience participation was highlighted as an example of best practice in national mental health policy.

During the year, a review of membership diversity was undertaken to ensure representation of priority groups. As a result, new members were recruited from communities including Travellers, people with experience of the prison system, individuals affected by homelessness, and people with migration or refugee backgrounds.

Stronger Advocacy & Research

In 2025, Shine successfully influenced national policy, driving changes in key areas:

Policy and Research

Inaugural meeting of a new national working group focused on suicide prevention at the intersection of public health and mental health.

Represented by our CEO, Nicola Byrne joined with other NGOs on this important initiative as Shine worked to ensure the voices of our community were included in shaping better, more coordinated responses.

Shine Response to Mental Health Commission Consultation on Surveillance

Shine made a formal submission to the Mental Health Commission's consultation on the development of a new Code of Practice on the use of surveillance in Mental Health Services. The Commission was exploring how technologies such as CCTV, body-worn cameras, sensors, GPS tracking are used in inpatient mental health services, with plans to expand guidance in future to community-based settings. Our submission reflecting Shine's commitment to upholding the rights and dignity of people who use mental health services.

United Nations ECOSOC and Commission for Social Development

In February, our CEO, Nicola Byrne, addressed a plenary session of the United Nations ECOSOC and the Commission for Social Development on the topic of Fostering Inclusive Communities: Addressing Barriers to Social Participation. The session featured distinguished speakers, including Dr. Sergei Zelenev, President of ICSW, Dr. Lynne Healy, Main Representative of IASSW to the UN, Prof. P.K. Shajahan, TATA Institute of Social Sciences, India, and Maria de La Paz Fernandez Lobato, Mayor of Ronda, Spain, a key promoter of an innovative project on social participation and social welfare in Spain.

National Clinical Programme for Self-Harm and Suicide Related Ideation education event

As a member of the project group for National Clinical Programme for Self-Harm and Suicide Related Ideation on Implementing family-informed care for self-harm: PRISM-KTA, our CEO was invited to speak about our work at their education event for clinicians in March. The programme provided a framework to improve services for all who self-harm or present with suicide-related ideation, regardless of where they present.

DETECT 20th Anniversary Conference

In March our CEO, Nicola Byrne, was invited to present at the **DETECT 20th Anniversary Early Intervention for Psychosis Conference** in Dublin. Her presentation, titled ‘Psychosis in Ireland – What has changed in 20 years’ was well received with good feedback from other agencies making presentations on the day, and the audience.

Shine’s presentation included:

- A review of the past and overview of the present
- Historical stigma, socio-economic climate and attitudes
- Policy and legislative changes
- Shifts in clinical approaches and services delivery
- The role of advocacy, stigma reduction, and Shine’s Influence.

We finished with remaining challenges and future direction, summing up with:

- The significant progress made but areas requiring further advocacy and reform
- A call to action: importance of continued investment, collaboration, and rights-based approaches
- Shine’s ongoing commitment to support individuals with psychosis and schizophrenia
- Our ask: Continue to support our work by challenging stigma, supporting inclusive policies, and engaging with our mission.

Invitation onto the IASP’s Global Advisory Network

As members of the International Association for Suicide Prevention’s (IASP) Media and Suicide Special Interest Group, Shine’s Media Programme Lead, Áine O’Meara was invited onto the Global Advisory Network in 2025 to help update Meta’s suicide and self-injury Checkpoint feature.

Shine’s Media Monitoring presented at the World Congress

In June Sinéad Dalton of our Media Progress represented Shine at the International Association for Suicide Prevention (IASP) 2025 World Congress in Vienna. It brought together researchers, clinicians and lived experience advocates from over 60 countries. Sinéad presented at the Media symposium.

Shine Response to National Consultation on Social Inclusion

We made a formal submission to the Department of Social Protection’s public consultation on the new Roadmap for Social Inclusion, which will replace the current 2023–2025 strategy. In our submission, we highlighted how people affected by mental illness and their families and supporters continue to face some of the highest levels of poverty, exclusion, and stigma in Ireland. We called for:

- Mental health to be recognised as a distinct priority in the next roadmap
- Stigma reduction to be embedded across all areas of policy and public life
- Greater investment in recovery-oriented and peer-led supports
- Stronger lived experience involvement in planning and evaluation
- Improved data and indicators to track inclusion for people with psychosocial disabilities.

We also shared insights from Shine’s Green Ribbon campaign and our national advocacy work, encouraging the Department to adopt a more ambitious and inclusive vision of social inclusion, one that leaves no one behind.



Shine CEO Nicola Byrne pictured addressing the DETECT 20th anniversary conference

HSE Integrated Healthcare Conference

Our CEO, Nicola Byrne, represented Shine at the HSE's Integrated Healthcare Conference in the Convention Centre in Dublin in September as it included a dedicated session focused on Mental Health Services, ensuring that the day's agenda was reflective of the full breadth of the Health Service.

The theme for the conference, which had nearly 2,000 attendees, 50 speakers and 10 sessions, was 'Empowering People Through Transforming Care'.

Shine in the Dáil on World Mental Health Day

In early October, Shine's Green Ribbon Campaign Lead Kieran Murphy and CEO Nicola Byrne had the privilege of representing Shine in Dáil Éireann as part of the national statements to mark World Mental Health Day.

It was a proud moment for Shine to hear Minister Mary Butler acknowledge Shine's work and leadership in challenging stigma and promoting inclusion. In her speech, the Minister highlighted the impact of our Green Ribbon campaign in helping to normalise conversations about mental health and create a more understanding society. She also spoke personally and powerfully about her own connections to mental health, reminding everyone that it touches every family and community in Ireland. The Minister outlined key priorities in the government's mental health agenda, including progress on *Sharing the Vision*, new investment in community services, and a continued focus on lived experience as a cornerstone of policy.

It was a powerful reminder of how far we've come as a sector and how Shine's voice and work are influencing the national conversation. Seeing our contribution recognised at Government level is a reflection of all that we do every day to support people, families, and communities.

National Lived Experience Awareness Day

Shine was represented at the first-ever National Lived Experience Awareness Day in October, hosted by the HSE and Department of Health. It was a landmark moment for our sector and one that truly reflected the values we live by every day at Shine. The day celebrated the unique wisdom that comes from lived experience: the kind of knowledge that can't be taught, only lived. It's the insight people gain through navigating significant life challenges, and it's what makes our work in recovery, family support, advocacy, and education so powerful and authentic.

Shine's leadership and commitment to lived experience were recognised nationally. It was great to see our approach to structured, supported elevation of the voice of lived experience, and the value we place on participation being held up as a model for others to follow. We also heard calls to action that echo so much of what we already do and have advocated for: to create spaces where people with lived experience can influence decisions, shape services, and lead change. Through our Voice Platform, Ambassador Programme, and the work we do every day in our groups, key working, and campaigns, Shine is committed to living this vision.

Women & Agriculture Conference

Our CEO, Nicola Byrne, took part in a panel discussion at the Women & Agriculture Conference in Sligo in October. The event, organised by Irish Country Living and the Farmers Journal, brings women with farming backgrounds together from all across Ireland.

The theme this year was 'Minding You'. Women are often the carers and minders, so this year it was about women minding their own health.

In a varied programme of events for the day, our CEO participated in the health panel, supported by Department of Agriculture, Food and the Marine. Chaired by Rosalind Skillen, health journalist, Irish Country Living, we discussed supporting those impacted by mental health issues. Barbara Moore, researcher and member of UCD Agri Mental Health Group, was the other panel member.



Shine CEO Nicola Byrne pictured at the Women in Agriculture conference in Sligo in October

National Strategy for Improving Community Safety

We welcomed the opportunity to contribute to the development of the first National Strategy for Improving Community Safety and commended the Department of Justice and the National Office for Community Safety on adopting a whole-of-government, whole-of-society approach.

The new National Strategy for Improving Community Safety is an unprecedented, government commitment to redefine and improve community safety across Ireland. It's about people being safe and feeling safe in their communities.

In our submission we said that, from Shine's perspective, community safety cannot be separated from mental health, stigma, and social inclusion. Feeling safe (at home, at work, in healthcare, or in the community) is a critical component of recovery and wellbeing.

We said the National Strategy should, therefore, explicitly include psychological safety and social inclusion as dimensions of community safety, acknowledging that safe communities are those where people feel accepted and supported, not just protected.

We recommend that the new strategy:

- Embed community mental health and inclusion goals as core safety outcomes
- Ensure representation from mental health and disability sectors on all governance and steering structures
- Resource community-based supports that address early intervention, stigma reduction and recovery as part of the safety ecosystem.

RCSI Symposium

Our CEO was invited to address the RCSI Symposium in Dublin in November. The symposium considered the future of health-related social work. The event was an opportunity for our CEO to talk about the importance of skills such as advocacy and community work. It was also an opportunity to discuss the value of focussing on person centred and trauma informed approaches. She also used the opportunity to talk about the developments in the recovery model and how it has progressed in mental health services. The day was part of a programme of work by a consortium (titled EMASWH). Members of the consortium are RCSI, ISCTE-University of Lisbon, University of Valencia and the Robert Gordon University.



Shine staff and Ambassadors pictured at Heuston Station in Dublin, promoting the Green Ribbon Campaign

National Green Ribbon Stigma Reduction Campaign



Shine has led Ireland's **National Green Ribbon Campaign** for over 16 years. The campaign aims to reduce stigma associated with mental illness and promote greater understanding, acceptance and support for people affected by mental health challenges.

Stigma remains a significant barrier to recovery. Discrimination, social exclusion and fear of judgement can prevent people from seeking help and can worsen mental health difficulties. Through the Green Ribbon Campaign, Shine works to challenge stigma and promote open conversations about mental health across communities, workplaces and public life.

The campaign encourages people across Ireland to wear the **green ribbon**, a symbol of solidarity and support for those affected by mental illness.

While physical distribution remains a useful visibility measure, Shine continually seeks to demonstrate impact by employing various metrics to measure effect on attitudes, understanding and help-seeking behaviour.

Partnerships and National Support

The National Office for Suicide Prevention (NOSP) continued to provide core funding for the campaign.

The campaign also benefited from the support of our corporate partners.

Public support and donations also contributed to the continued growth of the campaign.



Green Ribbon and National Suicide Prevention Strategy

The Green Ribbon Campaign aligns closely with Ireland's **Connecting for Life** national suicide prevention strategy.

In particular, it contributes to:

- **Goal 1**
Improving the nation's understanding of and attitudes to suicidal behaviour, mental health and wellbeing.
- **Goal 3**
Improving the implementation of effective approaches to reducing suicidal behaviour among priority groups.

By promoting open conversations about mental health and reducing stigma, the campaign supports a broader national effort to improve mental health outcomes across Ireland.



Shine CEO Nicola Byrne pictured with the Lord Mayor of Dublin, Cllr. Ray McAdam and staff pictured promoting the Green Ribbon Campaign at events across the country in 2025


Green Ribbon Campaign 2025

Using the slogan ‘Step Up to Stamp Out Stigma’, the campaign called on individuals, communities and organisations across Ireland to play an active role in challenging stigma by:



- Supporting inclusion and open conversations about mental health
- Challenging stereotypes through knowledge and understanding
- Encouraging others to participate in stigma reduction efforts.

Impact Snapshot

National Reach

<p>500,000+ Green ribbons distributed across Ireland.</p>		<p>10,000 Temporary tattoos distributed at events.</p>
<p>100,000 Campaign wristbands distributed.</p>		<p>18,000 Barry’s Tea campaign packs distributed at community events.</p>

Community Engagement

<p>70+ Shine-led campaign events across Ireland.</p>		<p>7,500+ Participants engaged directly at Shine events.</p> <p>Major national events included:</p> <ul style="list-style-type: none"> • Electric Picnic • Longitude Festival • National Ploughing Championships • Cork Pride <p>These events alone reached hundreds of thousands of people.</p>
<p>50 Landmarks and buildings lit up green nationwide.</p>		

Partners and Supporters

200+

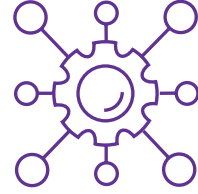
Community and charity partners.

100+

Corporate partners supporting the campaign.

Key partners included:

- An Post
- Iarnród Éireann
- Barry's Tea
- Certa
- Boots
- Festival Republic



Lived Experience Leadership

75

Ambassador talks delivered in workplaces and communities.



10

Media contributions from ambassadors sharing their lived experience.

Ambassadors played a central role in promoting the campaign and encouraging open conversations about mental health.

Digital Engagement

573,427

Organic social media impressions.

338,792

Reach across campaign content.

23,598

Engagements with campaign posts.



Mayor of Limerick John Moran and Shine Recovery Support Team Lead Tian Herbert pictured with council staff and community leaders support the Green Ribbon Campaign 2025

Ambassadors: Bringing Lived Experience to the Campaign

A central part of the Green Ribbon Campaign is the involvement of Shine’s Ambassadors – people with lived experience of mental illness who share their stories publicly to challenge stigma and promote understanding.

Research shows that social contact between people with lived experience and the wider public is one of the most effective ways to reduce stigma.

In 2025, Shine Ambassadors:

- Delivered 34 talks across workplaces, community groups and events
- Contributed to 10 media articles and broadcasts sharing lived experience perspectives
- Participated in major national campaign events and awareness initiatives.

Through these engagements, ambassadors helped demonstrate that recovery is possible and that people with mental illness live full and meaningful lives.



Feedback from companies on our ambassador talks

“The ambassador talk was incredibly moving and had a real impact on everyone who attended the event. Hearing such honest, personal stories brought the topic of mental health to life in a way that was both powerful and relatable. The ambassadors struck a perfect balance between vulnerability and hope, and many attendees commented afterwards that it encouraged them to think differently and to open up more in their own lives and work.” – LINC Limerick

“Thank you for introducing me to Steven. He delivered a brilliant presentation to our colleagues yesterday. We received fantastic feedback. I am excited about the potential of working together soon.” – Business in the Community



Ambassador feedback on their involvement with the Green Ribbon Campaign

Johnny Hunt, Shine Ambassador – “I just want to say that it’s an honour to do the talks in person or online as it’s all about making the connections and being able to share my experiences and help others and make mental health an everyday conversation.”

Brodie Thompson, Shine Ambassador – “Being part of the Green Ribbon Campaign this year gave me the opportunity to share my lived experience across a variety of settings, from workplaces to public events and media. I spoke with teams at EY, Axis Capital and An Post, took part in public engagement at Electric Picnic and the National Ploughing Championships, including welcoming Mary Butler, Minister of State for Mental Health, to the Shine stand, and spoke on Dublin South FM. Across all of these moments, what stood out most was the power of shared experience and open conversation. Whether in a workplace or a public space, creating space for honest dialogue helps people feel less alone and reminds us why lived experience must remain central to mental health awareness and advocacy.”

Rebecca Gilmartin, Shine Ambassador – “It was my first talk for Shine and I was both nervous and excited about it. It was really nice to share my story and receive such lovely feedback from the listeners.”

Sustainability

Shine continued to strengthen the sustainability of the campaign by reducing environmental impact and transitioning to more sustainable materials and practices.

Actions taken in 2025 included:

- Transitioning to **RPET recycled ribbons**
- Eliminating **single-use plastic packaging**
- Increasing the use of **digital campaign assets**
- Moving the campaign launch online
- Expanding virtual events and webinars.

These measures form part of Shine’s wider commitment to environmentally responsible practices.



Shine Recovery Support Team Lead Rachael Hughes pictured with Finance Manager Elaine Curtis at a Green Ribbon campaign event in 2025

New in 2025: weekly Wednesday Webinars

A new initiative introduced in 2025 was a series of **weekly Wednesday lunchtime webinars** delivered during the Green Ribbon Campaign. The webinars were designed to engage professionals and members of the public in discussions on stigma reduction and inclusive approaches to mental health support.

Each webinar attracted over 150 live participants, with additional audiences accessing the recordings through Shine’s website. The sessions provided sector-specific insights and practical guidance to help participants become stronger allies in supporting people affected by mental illness.

Due to the strong interest and positive engagement, Shine plans to expand the webinar series in 2026, targeting a broader range of sectors and audiences.

Green Ribbon Webinars

Reframing Mental Illness:

Challenging Stigma in Health and Social Care	 Wed 3rd Sept 12.30-1.30pm
Addressing Stigma in the Workplace	 Wed 10th Sept 12.30-1.30pm
Exploring Stigma in the Traveller Community	 Wed 17th Sept 12.30-1.30pm
Discussing Stigma in Third Level Education	 Wed 24th Sept 12.30-1.30pm

FREE WEBINARS

Shine staff feedback on EP

Shine staff members Catherine Byrne, Rachel Maher and Aaron Murphy were first-time Electric Picnic volunteers working for Shine. Here's their feedback on the experience:

"Electric Picnic is known to be a melting pot of people of all ages, backgrounds and walks of life. From main stage headliners, amusement rides, raves in the woods, art installations, global green and activism tents and endless queues at the food trucks, there was something for everyone.

And then, down in the Mindfield area, full of podcasters, comedy and theatre tents, an Ghaeltacht and more, was the Shine tent. Coming into the weekend, having never represented Shine at EP (or gone to EP full stop!) was an exciting prospect, but also felt like stepping into the unknown.

Shine was at Electric Picnic for the Green Ribbon campaign, handing out ribbons, wristbands, and temporary tattoos, and encouraging people to talk about mental health and reduce the stigma. But given that there is stigma about talking about mental health, there was always the wonder of how much people would actually engage. As the first day went on, starting with a mix of "sure" and "no thank you" to the offer of a ribbon, the comments about how important the work we do started to flood in. With that flowed the enthusiastic yeses to the offers of wristbands and temporary tattoos, which turned into people approaching us asking "are ye the ones with the mental health tattoos?" The weekend turned out to be one full chats and laughter, with a portion of the sea of 80,000 people sporting ribbons, wristbands and temporary tattoos, and taking photos and videos all in support of the Green Ribbon Campaign.

With an estimated collective step count of 200k for the weekend between the three of us, I think it is safe to say that all the volunteers at the Shine tent did their bit to #StepUpToStampOutStigma. Here's hoping that the enthusiasm shown at Electric Picnic continues across the month of September and the dozens of Green Ribbon events which are happening."

Aaron, Catherine and Rachel, August 2025

Volunteers feedback on working with Shine at EP

There was some really good feedback too from our great volunteers at EP. Here's a flavour:



Thanks so much everyone for such a fantastic weekend. Such good chats and laughs. Was brilliant to meet people who we spoke to last year who were looking out for the shine tent again!"

Celine

.....

Thank you Nicola and thank you everyone else for a brilliant EP! See you all again next year."

Carla





Shine staff and volunteers promoting the Green Ribbon Campaign at Electric Picnic 2025



Great EP, thanks Nicola and all at Shine."

Aoife

.....
Thank you all so much for such an amazing weekend! Such amazing work from everyone and such an amazing experience! The weekend made such an impact on me, and I hope it did on others too! Keep it green and I'll see you all next year. "

Grace

Thanks Nicola, Shine and everyone for another great EP. Very special crew. It was great to meet you all and have such a special weekend, hopefully making a difference to many people along the way."

Irene

.....
Thanks everyone for a lovely, welcoming few days. You are all legends and all the gang from Shine – well all I can say is that Shine is lucky to have you all. Thanks for having me again and I look forward to next year!"

Siobhán

.....
Superheroes wear green! That was an amazing experience, it was brilliant to meet everyone and to have so much craic doing it."

Eamonn





Thank you Nicola and all of the Shine team for including me in this amazing organisation and EP experience....loved every second! Fun, laughs and stories shared, and most importantly helping those who may have needed it at this time."

Sarah

Thanks so much to everyone for a fantastic experience! Keep up the great work."

Cliona

Fab time and experience working with everyone. Fun times always."

Claire



Great experience working with such wonderful people. Fun, caring craic and caring for people."

Michael

What another epic and positive and heartwarming experience – ye all rock, every single one of you."

Niamh

Loved every minute of it."

John



For a full report on our 2025 Green Ribbon Campaign see our Impact Report [here](#).

Continuing the Conversation

While September remains the peak campaign period, Shine’s stigma reduction work continues throughout the year. The Green Ribbon Campaign remains a central part of our efforts to promote understanding, challenge stigma and support a more inclusive society for people affected by mental illness.

Ambassador Programme

Shine's Ambassador Programme brings together people with lived experience of mental illness who volunteer to share their personal stories and perspectives. By speaking openly about their experiences, ambassadors help foster a national conversation about mental health and challenge stigma and misunderstanding.

Research shows that social contact – interaction between people with lived experience of mental illness and those with little or no experience of mental health challenges – is one of the most effective ways to reduce stigma and prejudice. Shine's ambassadors play an important role in facilitating these conversations across communities, workplaces and public forums.

In 2025, ambassadors continued to demonstrate leadership in stigma reduction and mental health awareness. They contributed through media engagement, public talks and participation in national events, playing a particularly important role in the Green Ribbon Campaign and Shine's Workplace Programme.

During the Green Ribbon Campaign alone, ambassadors delivered 34 talks to workplaces and community groups and contributed to 10 media articles and broadcasts sharing lived experience perspectives. In all, they gave a total of 75 talks in 2025, demonstrating their strong interest and commitment to sharing their stories for the benefit of others.

Ambassadors also contributed to a wider programme of public engagement throughout the year, participating in events and awareness initiatives across Ireland.

Recruitment and Development

In November 2025, Shine began recruiting a new cohort of ambassadors, attracting strong interest from individuals across the country. The recruitment and training of new ambassadors will continue into 2026 as part of Shine's efforts to expand the programme and strengthen national representation.

Throughout the year, ambassadors were supported through training, networking and programme development activities, including training sessions designed to strengthen confidence in public speaking, media engagement and advocacy.

The programme is overseen through regular steering group meetings and ongoing evaluation to ensure that ambassadors are supported and that the programme continues to develop in line with Shine's wider advocacy and stigma reduction work.



Caitríona Fitzpatrick, Shine's Head of Programmes and Services

"One of our most important and in demand offerings at Shine are talks from our ambassadors who have lived experience of mental illness or mental health challenges. Shine ambassadors bring their lived experience to workplaces, community groups, and many other in-person and online settings across the country. They are passionate about telling their stories and the impact that a lack of understanding can have on a person, and ways that we as a society must work together to change that. In particular during the Green Ribbon campaign, our ambassadors focus on stigma associated with mental health and show people how to break down these barriers using their own lived experience. It is a powerful and highly effective experience to hear one of our ambassadors speak and, without a doubt, they change minds and create action."



Shine Ambassadors pictured at a get-together in 2025

Shine Media Programme

Media Monitoring

As part of its Media Programme, Shine conducts regular monitoring of the portrayal of mental health and suicide in Irish media. This work helps promote informed, evidence-based public discussion and supports responsible reporting that reduces stigma and the risk of suicide contagion.

In 2025, Shine continued to use an updated monitoring model introduced the previous year. The model enables the publication of **quarterly monitoring bulletins** that provide more detailed analysis of media coverage. Monitoring is conducted through quarterly sampling periods of approximately three weeks each and provides insight into trends in media reporting on mental health and suicide.

The quarterly monitoring reports are available online: https://cdn.prod.website-files.com/673f286b1a067754c839b7bd/691d9e2f5da4effaef00689b_Shine

Expert Endorsement

Dr. Dan Reidenberg, international suicide prevention messaging expert and Co-Chair of the International Association for Suicide Prevention's Media and Suicide Task Force, commented on the value of Shine's monitoring work:

"Shine's Media Monitoring Report stands out as a strong example of how organisations can help prevent suicide through collaboration with the media. The report provides valuable data for media professionals and clear recommendations that support safer reporting on suicide and mental health. It offers a model that other countries can follow in addressing the influence of media coverage on suicide prevention."

Key Findings from 2025 Monitoring

Overall, responsible reporting remained strong across Irish media.

Key findings included:

- More than 80% of coverage monitored followed suicide reporting guidelines
- Radio consistently performed strongest in adhering to responsible reporting standards
- Online media accounted for the largest share of suicide-related reporting
- Online publications also showed the highest levels of non-compliance with reporting guidelines

Analysis also showed that a small number of media groups accounted for a large proportion of suicide-related reporting. In the first quarter of 2025, three media groups produced 62.4% of all monitored coverage.

Outlets Publishing the Most Suicide-Related Coverage in 2025

Publication	Number of Articles
thesun.ie	522
ireland-live.ie	273
independent.ie	271
irishtimes.com	156
The Times (Ireland edition)	144
Irish Daily Mail	129
sundayworld.com	120
breakingnews.ie	119
irishexaminer.com	118
irishmirror.ie	107

Eight of the ten outlets producing the highest volume of suicide-related coverage were **online publications**, highlighting the growing importance of digital media in shaping public discussion of suicide and mental health.

Key Concerns Identified

The monitoring process identified several ongoing challenges in suicide reporting.

One concern relates to **court reporting**, where high levels of detail about suicide methods are sometimes included in coverage. Research shows that detailed reporting of suicide methods can increase risk for vulnerable audiences. Shine continues to encourage editors and court reporters to exercise caution when including such information.

Another issue relates to the **omission of helpline information in broadcast media**, despite requirements under Coimisiún na Meán's Code of Programme Standards that broadcasters provide telephone numbers to enable immediate access to support services.

Engagement with Media Professionals

Shine's Media Programme works directly with editors and journalists to address these issues through dialogue, education and guidance.

In 2025:

- **30 requests** were made to editors to remove or amend detailed descriptions of suicide methods in reports
- **16 articles were amended or had details removed** following engagement with Shine.

Shine also ran a dedicated campaign encouraging media outlets to include helpline information in suicide-related reporting under the hashtag **#HelplinesSaveLives**.

Through these efforts, Shine continues to work collaboratively with media professionals to promote responsible reporting and improve public understanding of mental health.

More information about Shine's media supports is available at: <https://www.shine.ie/support-for-the-media/>

3.4 We Educate

Education is a central part of Shine’s work to improve understanding of mental health and reduce stigma. Through training programmes, workshops, recovery education courses and workplace initiatives, Shine supports journalists, organisations, students and people affected by mental illness to build knowledge, skills and confidence.

Our education programmes focus on promoting responsible media reporting, supporting safe storytelling, fostering mentally healthy workplaces and empowering people affected by mental illness through recovery-focused learning.

Media Training

Shine delivers specialised training for journalists, media professionals, students and contributors to improve the quality and safety of mental health reporting in Ireland.

Our workshops aim to equip participants with the knowledge and confidence required to report responsibly on mental health issues, including suicide, while ensuring the safety and dignity of contributors and audiences.

Workshops include:

- Reporting on Suicide and Mental Health
- Trauma-Informed Interviewing: Working with Contributors
- Working with the Media (for contributors and ambassadors)

All workshops are delivered free of charge to media professionals, journalism students and mental health advocates.

Workshops and Consultations

Activity	2025	2024	Change
Attendees	503	339	+48%
Workshops / consultations	53	25	+112%
Academic institutions engaged	13	13	—

Workshops were delivered across multiple regions including CHO areas 2–9, supporting media professionals and students nationwide.

Training Impact

Evaluation of the student workshops showed significant improvements in participants’ confidence and understanding of responsible reporting.

- **Confidence reporting on suicide**
 - Before workshop: 29%
 - After workshop: 83%
- **Confidence reporting on mental illness**
 - Before workshop: 43%
 - After workshop: 86%
- **Confidence working with contributors with lived experience**
 - Before workshop: 49%
 - After workshop: 84%

The workshops also helped challenge stigma. For example, the proportion of students who believed there is a strong association between mental illness and violence fell from 35% before training to 13% after training.

Professional workshop feedback was also very positive:

- 100% would recommend the training to colleagues
- 100% reported the training was relevant to their work.

Workplace Programme



The workplace is an important setting for changing attitudes towards mental health. Since 2012, Shine has delivered a structured Workplace Programme designed to help organisations create mentally healthy and stigma-free environments.

Following a programme review in 2025, the workplace programme was redesigned to streamline the delivery process while maintaining its evidence-based framework.

The programme supports organisations through six stages:

1. Commitment
2. Assessment
3. Action Planning
4. Implementation
5. Monitoring
6. Sustainability

Participating organisations receive practical tools, training and guidance to embed positive mental health practices within their workplaces.

Workplace Programme Activity

Activity	2024	2025
Workshops booked	47	26
Workshops delivered	41	26
Participants	517	300

Workshop delivery decreased in 2025 while the programme was being redesigned and while Shine recruited a new programme lead and additional facilitators. The refreshed programme is now being actively reintroduced to organisations across Ireland.

Participant Feedback on the Workplace Programme



"The delivery from the facilitator was clear and I felt engaged throughout. My key takeaway is to encourage empathy in the workplace."

"The open and honest conversations in the group, and my key takeaway is to work on tackling stigma in the workplace."

"I loved that both facilitators were knowledgeable and current with the information. I learned so much in a short space of time."

"Delivered hope that there is always support in difficult situations. We should never stigmatize anyone, as it can have a harmful impact."

"I liked that the workshops were in person and that everyday struggles were talked about, and how people can find support."

Recovery Education

Shine delivers recovery education programmes designed for individuals affected by mental illness and their family members.

Courses are co-produced with people with lived experience, ensuring that learning reflects real-life experiences of recovery and support.

Courses include:

- Taking Control – practical strategies for maintaining mental and physical wellbeing
- Finding My Way – an eight-session course supporting personal recovery and self-advocacy
- Exploring My Way – a ten-session course supporting family members and supporters.

Courses Delivered

Course	2025	2024	2023
Taking Control	23	30	3
Finding My Way	4	3	4
Exploring My Way	1	2	1
Wellbeing courses	5	–	5
WRAP courses	1	–	1
Total courses	34	35	34

In total, 414 participants took part in recovery education courses during the year.

Research and Innovation

Shine continues to contribute to national and international research on media and mental health.

In 2025, a research partnership with Ulster University concluded with the publication of research on Shine's media monitoring methodology in the CRISIS Journal, published by the International Association for Suicide Prevention.

Shine's media monitoring work was also presented at the International Association for Suicide Prevention World Congress 2025 in Vienna, where representatives from more than 60 countries discussed global approaches to suicide prevention and responsible media reporting.

Communications and Public Engagement

Shine's Communications & Public Engagement team supports all of Shine's programmes and activities, using social media and mainstream media to publicise and raise awareness of our range of recovery support services, our stigma-reduction initiatives including our Green Ribbon Campaign and Workplace Programme, the work of our Media Programme as well as our Advocacy work and the training that Shine provides across our various programmes.

The Communications team significantly expanded its communications reach during 2025 as part of Shine's strategy to increase public awareness of mental health and reduce stigma.

In May 2025, Shine launched a redesigned website aimed at improving accessibility, navigation and the overall user experience. As part of the relaunch, the organisation also undertook a period of additional promotion to raise awareness of the updated site. As a result, website traffic increased significantly with 37,735 visitors in 2025, a 53% increase on 2024. Engaged sessions also rose by 48% to 21,900, reflecting stronger interaction with the site's content and improved user navigation.

Shine's communications team manages digital communications for the organisation as a whole, including campaigns, programmes and services across the organisation. Combined communications activity across these areas contributed to 2,368 social media posts in 2025, representing a 75% increase on the previous year. This increased activity generated 1,666,357 social media impressions, a 211% rise year-on-year, and 4,794 new followers - an increase of 144%.

The growth in followers was also influenced by the merging of the See Change LinkedIn page with Shine's main LinkedIn account in January 2025, consolidating audiences onto a single platform following our rebrand.





Shine staff pictured at an all-staff day

Digital Reach

Activity	2025	2024	Change
Website visitors	37,735	24,638	+53%
Engaged website sessions	21,900	14,773	+48%
Social media posts	2,368	1,357	+75%
Social media impressions	1,666,357	536,513	+211%
New followers	4,794	1,964	+144%
Media articles/ interviews	29	7	+314%

This growth reflects Shine’s increased investment in digital communications and the successful launch of a new unified Shine website and brand platform during the year.

Internal Communications

Internally, Shine continued to support a collaborative organisational culture through regular staff engagement, including monthly staff newsletters and Town Hall meetings, helping ensure staff remain informed, connected and aligned with Shine’s strategic goals.

3.5 Relationship Building and Fundraising

Our Fundraising

Diversifying income sources is a key strategic priority for Shine. In 2025, we made significant progress towards reducing reliance on statutory funding through the development of a structured fundraising programme.

A major milestone was the appointment of a part-time Fundraising Lead in April 2025, tasked with developing new income streams including corporate partnerships, grant funding, community fundraising and increased individual giving.

Shine has long benefited from the generosity of individuals and communities who support our work. In 2025 we built on this goodwill by introducing new fundraising mechanisms, including online donation platforms, legacy giving opportunities and monthly donation schemes.

Following the approval of an updated Board-approved fundraising policy, and significant foundational work to ensure donations could be made easily and securely, Shine launched its expanded fundraising programme using the iDonate platform.

The response from supporters was extremely positive.

Fundraising Growth

In 2025, Shine raised a total of €79,627, representing a 134% increase on the previous year's fundraising income of €34,000.

Income growth accelerated following the appointment of the Fundraising Lead:

- January–April: €1,713 total income (average €428 per month)
- May–December: average income of €9,742 per month





This demonstrates the impact of investing in a structured fundraising function.

In addition to direct income, Shine benefited from a pro bono consultancy project from Deloitte valued at €15,000, alongside a direct corporate donation of €1,000.

We also gratefully acknowledge the continued support of HSBC, which provided an annual corporate donation of €5,000.

Fundraising Highlights

A number of successful fundraising initiatives took place during 2025.

The Croke Park Abseil Challenge in July raised over €24,000, supported by corporate partners including Transdev and Avelink. Participants included Shine supporters, HSE staff, sports representatives including members of the Gaelic Players Association, and members of Shine's own leadership and ambassador community.

Community fundraising continued to play an important role. The Ferndale Group in Westmeath exceeded their €20,000 target through a year-long fundraising campaign in memory of a loved one.

Individual supporters also organised creative initiatives, including a daily sea swim challenge at the Forty Foot during May, raising €3,610 for Shine.

These efforts reflect the strong commitment of individuals and communities to supporting Shine's work.



Fundraising Income by Month

Month	Amount
January	€216
February	€1,122
March	€230
April	€145
May	€2,773
June	€5,563
July	€13,546
August	€10,513
September	€3,115
October	€18,279
November	€13,515
December	€10,610
Total 2025	€79,627

Supporting Shine’s Work

Funds raised through these initiatives support Shine’s national work, including:

- Recovery-focused services and peer support groups
- Education and information programmes
- National stigma reduction initiatives
- Research, evaluation and advocacy.

Shine is committed to ensuring that all funds raised are used responsibly and transparently. Where fundraising initiatives support specific programmes or services, this is clearly communicated to supporters. The growth in fundraising income demonstrates the potential for diversified income streams to strengthen the sustainability of Shine’s national services.

Further information about supporting Shine’s work can be found at: <https://www.shine.ie/fundraising-for-shine>

Forging new relationship

Shine Selected for Deloitte Impact Week 2025

We were delighted to be chosen as one of the charities to take part in **Deloitte Impact Week 2025** in October. The annual initiative connects charities with Deloitte consultants, who volunteer their expertise to help address key business challenges.

A team from Shine worked closely with Deloitte’s specially designated project team in a full day of workshop sessions as part of its Impact Week.

We chose our Education Pillar as the project—exploring how to build a sustainable model, develop income-generating courses, and find the best ways to bring them to a wider audience.

It was a fantastic opportunity for us to gain fresh insights, boost our sustainability, and grow the impact of Shine’s work for people and communities across Ireland and we are most grateful to Deloitte for giving us the benefit of their expertise.





Deloitte Social Impact Hackathon

In December 2025 we were beneficiaries of another Deloitte initiative, their Social Impact Hackathon, which took place on Tuesday, 2nd December, at the Dublin Royal Convention Centre.

Under its Graduate Programme (Future Leaders Academy) Deloitte onboards a new intake of Graduates each year across all areas of their business (Audit & Assurance, Tax & Legal, Technology & Transformation and Strategy, Risk & Transaction Advisory). The Future Leaders Academy is designed to develop the next generation of leaders, equipping them with world-class capabilities and offering them an outstanding professional growth experience.

The Future Leaders Academy encourages graduates to find new ways to face complex challenges and discover their purpose. It sets the foundations for a career that inspires and energises and allows for continuous growth both professionally and personally.

As part of Deloitte’s onboarding experience, they hold a series of induction sessions to immerse new Graduates in Deloitte’s culture, allowing them to connect with colleagues, and gain a comprehensive understanding of the business. This year, as part of their Graduate induction they partnered with us to run a social impact hackathon. They designed a session whereby their new Graduates were asked to tackle one of Shine’s existing challenges and come up with innovative solutions that Shine can take forward. A team from Shine joined on the day to set the context and provide their insights as the 280 graduates worked through the challenge. They were asked to develop recommendations to scale Shine’s Green Ribbon Campaign. They interacted with the Shine team throughout the session to gain relevant information and tailor their outcome to meet Shine’s needs. They were required to consider:

- The purpose and impact of the Green Ribbon Campaign
- The challenges of upscaling with limited resources
- The need for practical, achievable ideas suitable for a small team and initiatives that encourage fundraising or donations in a discreet, optional way.

Once completed, the groups’ ideas and solutions were considered by Deloitte and three groups were chosen to present to the Shine team. All had developed fresh, new and innovative ideas and the Shine team had the difficult task of picking an overall winner. Our CEO made a presentation to the winning group, assuring all three shortlisted groups that their insights and perspectives were welcomed and valued and theirs and other very good ideas and suggestions put forward would be considered by Shine.

Shine is delighted to have forged this new relationship with Deloitte, benefitting from their expertise this year, and we look forward to continuing our partnership with them in 2026. A presentation from Deloitte’s 2025 AI Group at the close of the December Hackathon of a cheque for €1,000 was the perfect ending to a second, great day, thanks to Deloitte.



3.6 National Research: Early Intervention in Psychosis Survey 2025

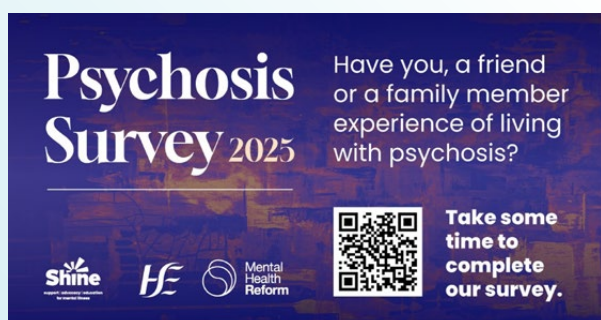
Shine led on the compilation and distribution of the press release on behalf of Shine, Mental Health Reform and HSE EIP Programme for the launch of the 2025 EIP survey.

The release was issued to national media on 13th November 2025.

The 2025 survey, which is still open for responses, seeks first-hand accounts from people with lived experience of psychosis and their families. As with previous surveys, findings will be used to inform national policy, shape advocacy priorities, and to make the case for increased funding and equitable access to specialist psychosis supports.

Previous surveys have identified the following key priorities for action:

- Expanding Early Intervention in Psychosis (EIP) services nationally
- Developing dedicated crisis support options beyond emergency departments.
- Increasing funding and staffing for both statutory and community-based mental health services
- Strengthening efforts to challenge stigma and improve public understanding of psychosis.



3.7 Landmark Move

After 8 years of delivering high quality recovery services to the people of the North Inner City and North County Dublin, from our Resource Centre in 13 Belvedere County, Mountjoy, Dublin 1, it was time for our Dublin North City and County team to move to a new premises.

Whilst Belvedere was initially identified as a temporary home for our Recovery Services, a lack of suitable, available premises in the area led to a longer than originally intended stay.

A new premises was identified in the Carmichael Centre, Coleraine House, Smithfield, Dublin 7, early 2025 and the team made the move in June.

Team Leader Derek Pepper said of the move: "It presented us with an excellent opportunity to deliver our services from a fully serviced building, with access to some of the best meeting and training facilities in North County Dublin. This will help to further cement our reputation as a leading service provider in the mental health sector."

Extending sincere thanks to the team in Belvedere Court, who created a comfortable and supportive atmosphere for everyone who visited the premises over the past 8 years Derek said: "I look forward to working with our recovery support team to further develop our profile and reputation from our new home in the Carmichael Centre."

Shine regularly reviews its stock of premises, offices and meeting spaces, ensuring they are fit for purpose and provide best value for money.



4

Governance, Risk and Accountability

Governance at a Glance – 2025

Board Structure

Shine is governed by a voluntary Board of Directors responsible for strategic direction, financial oversight, risk management and organisational accountability. Board appointments are skills-based and reviewed regularly to ensure the organisation has the expertise required to guide its work.

Board expertise includes finance, governance, public policy, social care, communications, digital technology and lived experience of mental illness.



Shine CEO Nicola Byrne pictured with An Taoiseach, Micheál Martin in Government Buildings in 2025 to promote the Green Ribbon Campaign

Board Activity in 2025



11 Board meetings held during the year



Two standing Board sub committees providing additional oversight



Quarterly strategic performance dashboards reviewed



Risk Register reviewed regularly by the Audit & Risk Committee and Board



Annual budget approved and monitored through management accounts



Development of the 2026–2028 Strategic Plan overseen

Board attendance levels during the year averaged **83%**, reflecting strong engagement and commitment from Board members.

Governance Standards

The Board confirms compliance with the **Charities Governance Code** and adherence to the requirements of the **Companies Act 2014**.

Governance systems include:

- Independent external audit
- Formal risk management framework
- Conflict of interest declarations for Directors
- Safeguarding policies and procedures
- GDPR compliance and cybersecurity oversight

Financial Stewardship

The Board maintains active oversight of the organisation's finances, including:

- approval and monitoring of the annual budget
- review of quarterly management accounts and forecasts
- oversight of statutory funding compliance
- monitoring of income diversification initiatives

Reserves Policy

Shine maintains unrestricted reserves equivalent to **a minimum of three months' core operating expenditure** to ensure continuity of services and financial resilience.

Principal Risks Monitored by the Board

The Board maintains oversight of key strategic risks including:

- funding sustainability
- workforce capacity and service demand
- reputational risk associated with national advocacy work
- digital and data protection risk
- governance succession and Board renewal

Mitigation actions are monitored through the organisation's Risk Management Framework.

External Assurance

During 2025 Shine received:

- **Triple Lock Standard – Charities Institute Ireland**
Recognising high standards of governance, transparency and ethical fundraising.
- **Cyber Essentials Certification**
Independent validation that Shine maintains recognised cybersecurity controls to protect organisational systems and stakeholder data.

Governance Priorities for 2026

The Board will focus on:

- overseeing implementation of the 2026–2028 Strategic Plan
- strengthening Board succession planning and diversity
- continuing to enhance financial resilience and risk oversight
- maintaining strong governance transparency

4.1 Board Structure and Responsibilities

Shine is governed by a voluntary Board of Directors with collective responsibility for strategy, financial stewardship, risk management, compliance and organisational integrity. The Board works with the CEO and Senior Management Team to ensure Shine operates in line with its charitable purpose and strategic objectives.

Board composition is skills-based and reviewed regularly to ensure the organisation has the expertise required to guide its development. The current Board brings experience across a range of areas including finance and audit, corporate governance, public policy, clinical and social care practice, communications, research, digital technology and lived experience of mental illness.

Directors serve fixed terms in accordance with the organisation's Constitution. This approach ensures continuity while supporting regular renewal and succession planning.

During 2025 the Board focused on strategic oversight and organisational sustainability. Key areas of work included:

- monitoring delivery of the Strategic Plan 2023–2025
- overseeing development of the 2026–2028 Strategic Plan
- reviewing quarterly performance dashboards aligned to strategic objectives
- strengthening oversight of cashflow forecasting and financial resilience
- examining workforce sustainability and rising service complexity
- overseeing progress in income diversification
- reviewing safeguarding and data protection compliance

Board agendas are structured around strategy, risk and sustainability rather than operational detail. Actions arising from meetings are tracked and monitored to ensure follow-through.

4.2 Governance Development During the Year

The Board undertook a review of governance effectiveness during 2025, leading to a number of improvements designed to strengthen oversight and decision-making.

Key developments included:

- developing the organisational risk framework, with clearer categorisation of risks and the introduction of named risk owners
- aligning quarterly performance dashboards more closely with strategic objectives to improve visibility of outcomes
- standardising reporting from Board subcommittees to improve clarity and decision tracking
- extending cashflow forecasting to strengthen financial resilience oversight
- undertaking a Board skills mapping exercise to support succession planning and future recruitment
- improving documentation and audit trails to support governance transparency

These changes improved the Board's ability to focus on strategic oversight while maintaining robust accountability.

4.3 Board Membership, Tenure and Attendance

The Board met 11 times during 2025. Attendance levels remained high, reflecting the strong commitment of Board members to the organisation's work.

Directors adhere to a formal code of conduct and are required to complete annual declarations of interests. Where potential conflicts arise, members withdraw from the relevant discussions and decisions.

The Board also oversees remuneration policies to ensure that salary structures remain equitable, appropriate to the organisation's resources and aligned with sector norms. Full details are disclosed in the annual financial statements.

Attendance records for Board and committee meetings are provided in the tables that follow.

Board Attendance 2025

Board of Directors	Jan	Feb	Mar	Apr	AGM - May	Jun	Jul	Sep	Oct 18th	Oct 24th	Nov 28th
Joe Houghton (Chairperson)	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓
Suzanne Sweeney (Treasurer)	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓
Maurice Farnan (Vice Chairperson)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gary Seery	✗	✓	✓	✓	✓	✓	✗	✓	✓	✗	✗
Miriam Donohoe (Secretary) stepped down July 4th 2025	✓	✓	✓	✗	✗	✗					
Nicola Teevan	✓	✓	✓	✗	✓	✓	✓	✓	✗	✗	✓
Marian Dowling (Secretary)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Valerie Shaw	✓	✓	✓	✓	✗	✗	✗	✗	✓	✓	✓
Abhishek Mundhra (co-opted on 28th November 2025)											✓
Total	7	8	7	6	6	5	5	6	6	5	7

Audit & Risk Committee attendance 2025

ARC Members	January	March	April	May	July	October
Suzanne Sweeney	✓	✓	✓	✓	✓	✓
Maurice Farnan	✓	✓	✗	✓	✓	✓
Nicola Teevan	✓	✓	✓	✓	✓	✗
Dan Roche (External Member)	✓	✓	✓	✗	✗	✓

Q&S Committee attendance 2025

Quality & Safety Committee Members	Jan	Feb 24th	Feb 28th	May 13th	May 27th	Jul	Oct
Maurice Farnan	✓	✓	✓	✓	✓	✓	✓
Nicola Teevan	✓	✓	✗	✓	✓	✓	✗

4.4 Committees of the Board

To support effective governance, the Board operates two standing committees which report regularly to the full Board.

Audit & Risk Committee

This committee provides oversight of financial controls, risk management, regulatory compliance and internal governance systems. It reviews the organisation's risk register, monitors financial performance and supports the Board in maintaining effective financial oversight.

Quality & Safety Committee

This committee oversees service quality, safeguarding arrangements and the organisation's duty of care to service users. It provides assurance to the Board regarding service standards and continuous improvement.

Both committees operate under formal Terms of Reference approved by the Board.

4.5 Compliance with the Charities Governance Code

The Board completed its annual review against the **Charities Governance Code** and confirms compliance with all six principles.

Advancing Charitable Purpose

All Board deliberations are grounded in Shine's charitable objectives. Strategic progress is monitored through structured reporting.

Behaving with Integrity

Directors complete annual conflict of interest declarations. Ethical governance standards apply across the organisation.

Leading People

The Board oversees CEO performance, workforce sustainability and organisational culture.

Exercising Control

Financial controls, independent audit and structured risk management operate throughout the year.

Working Effectively

Board composition and skills are reviewed regularly, and governance training is undertaken where appropriate.

Being Accountable and Transparent

Audited financial statements are published, and regulatory returns are filed on time.

The Board considers the organisation's governance arrangements proportionate to its scale and complexity.

4.6 Financial Oversight and Sustainability

The Board recognises financial stewardship as a core governance responsibility.

During 2025 the Board:

- approved and monitored the annual budget
- reviewed quarterly management accounts and financial forecasts
- monitored compliance with Section 39 funding conditions
- oversaw diversification of income across statutory, corporate and philanthropic sources
- ensured completion of an independent external audit

Reserves Policy

Shine maintains unrestricted reserves equivalent to a minimum of three months' core operating expenditure.

This approach supports the continuity of services, protects the organisation against funding volatility and ensures responsible stewardship of public and donated funds.

Reserves are reviewed annually in the context of organisational risk and the external funding environment.

4.7 Risk Management and Principal Risks

The Board operates a formal Risk Management Framework, overseen by the Audit & Risk Committee and reviewed regularly by the full Board.

Risks are categorised across strategic, financial, operational, compliance, reputational, workforce and digital areas. Each risk is assessed and monitored through mitigation plans.

Key risks identified during 2025 included:

- **Funding Sustainability**
Rising demand for services without proportionate growth in statutory funding. Mitigation includes income diversification and careful financial management.
- **Workforce Capacity and Complexity**
Increasing complexity of service user needs. Mitigation includes structured supervision and workload oversight.
- **Reputational Risk**
Shine's national advocacy role requires careful engagement in public discourse. Clear communications protocols support this work.
- **Digital and Data Protection**
Growing digital engagement requires robust GDPR compliance and cybersecurity vigilance.
- **Governance Capacity**
Organisational growth requires continued Board renewal and succession planning.

The Board is satisfied that internal controls remain effective and proportionate.

4.8 Safeguarding and Duty of Care

Safeguarding remains a core organisational responsibility. Safeguarding policies are reviewed regularly, and relevant staff and volunteers undertake Garda vetting and safeguarding training.

Conflict of interest registers are maintained and reviewed annually to ensure transparency in decision-making.

4.9 Digital Governance and Cyber Security

Digital infrastructure plays an important role in supporting Shine's services and operations. During 2025 the organisation continued development of its CRM system and information architecture. A new HR system was introduced to support staff management processes including time and attendance, performance reviews and leave management.

A new online fundraising platform was also launched, enabling integration with the organisation's website and CRM systems.

Additional cybersecurity measures were implemented during the year to strengthen protection of organisational systems and stakeholder data.

4.10 External Accreditations

Shine received two important external recognitions during 2025.

The organisation secured the Triple Lock Standard from Charities Institute Ireland for a second consecutive year. This accreditation recognises charities that demonstrate high standards of governance, transparency and ethical fundraising.



Shine also achieved Cyber Essentials certification, providing independent validation that the organisation maintains recognised cybersecurity controls to protect its IT systems and data.



4.11 Governance Priorities for 2026

Looking ahead, the Board will focus on:

- overseeing implementation of the 2026–2028 Strategic Plan
- continuing structured Board renewal and diversity enhancement
- reviewing organisational risk appetite as services expand
- strengthening financial resilience oversight
- continuing to improve transparency in governance reporting

The Board remains committed to governance standards that reflect Shine’s national role in supporting people affected by mental illness and advocating for improved understanding and services.

4.12 Our Board of Directors

The Board of Directors is responsible for the governance and strategic oversight of Shine. The Board ensures that the organisation operates in furtherance of its charitable purpose and in accordance with the Companies Act 2014 and the Charities Governance Code.

Working in partnership with the Chief Executive Officer and Senior Management Team, the Board sets the organisation’s strategic direction, oversees financial performance and risk management, and ensures that appropriate systems of internal control and accountability are in place.

Board members bring a diverse range of professional expertise, including experience in governance, health services, finance, law, technology and organisational leadership. The Board meets regularly throughout the year and operates through formal governance structures, including the Audit and Risk Committee, to ensure robust oversight of Shine’s activities.



Joe Houghton, Chairperson - *Joined October 2023*

Joe Houghton is Chairperson of the Shine Board and a former member of the National Implementation and Monitoring Committee (NIMC) Reference Group for Ireland's mental health strategy. He previously served as Chair of Pieta House and has also been a Board member of The Wheel and Photo Ireland.

Joe has long been involved in mental health support, including volunteering as a Samaritan in the UK and participating in the UCD Staff Mental Health Peer Support Panel.

Outside the mental health sector, Joe is Programme Director for the Master's in Project Management at UCD Smurfit Graduate School of Business. He also runs a consultancy specialising in artificial intelligence, project management and business communications and has authored a number of books on these topics.



Maurice Farnan, Vice Chairperson - *Joined June 2023*

Maurice Farnan brings extensive experience from both the statutory and voluntary sectors, with particular expertise in health services, social inclusion and strategic planning.

He has worked at regional and national levels within mental health services and has led initiatives supporting marginalised communities, including services addressing addiction and human trafficking.

Maurice also has a strong interest in digital health and has contributed to the development of online mental health services, telehealth technologies and remote patient monitoring initiatives.

He holds an MBA from University College Dublin, an MSc in Management of Information Systems from Trinity College Dublin and an MSc in Digital Innovation from UCD Smurfit Graduate School of Business, as well as graduate legal qualifications from the King's Inns.



Marian Dowling, Company Secretary - *Joined October 2024*

Marian Dowling is a senior human resources professional with more than twenty years' experience across both the public and private sectors in Ireland and internationally.

She has led strategic HR and organisational transformation initiatives and is passionate about enabling individuals and teams to reach their full potential.

Marian holds a Bachelor of Arts and a Higher Diploma in Business Studies from University College Dublin, as well as an MBA from UCD Smurfit Graduate School of Business. She has also completed a Diploma in Corporate Governance with the Corporate Governance Institute.



Suzanne Sweeney, Treasurer – *Joined February 2023*

Suzanne Sweeney is a senior financial services professional with more than twenty-five years' experience in the financial services and public sectors in Ireland.

She currently serves as Head of Strategy, Finance and Operations with the Strategic Banking Corporation of Ireland. Suzanne brings significant expertise in financial governance, strategic planning and organisational development to her role as Treasurer of Shine.

She holds degrees from University College Cork and University College Dublin, including a Master's in International Business Studies and a Master's in Digital Business.



Gary Seery, Trustee – *Joined August 2023*

Gary Seery has more than twenty-four years' experience in technology leadership roles across manufacturing, telecommunications, distribution and software sectors. He has led international IT teams across Europe, the United States, China and India.

Gary has also been actively involved in charitable initiatives supporting mental health in Ireland, including fundraising, advocacy and awareness campaigns.

He has undertaken several endurance events to raise funds and awareness for mental health causes, including ultra-distance running and cycling challenges and completing a marathon at the North Pole.



Nicola Teevan, Trustee – *Joined May 2024*

Nicola Teevan is a Chartered Director and experienced independent non-executive and executive board member with extensive governance and corporate leadership experience.

She has served on more than twenty boards across both regulated and non-regulated organisations in the private and non-profit sectors.

Nicola has significant expertise in strategy development, financial oversight, risk management and corporate governance. She has also held senior operational leadership roles within the investment and real estate sectors.

She holds a degree in Economics from Trinity College Dublin and is a Chartered Director with the Institute of Directors.



Valerie Shaw, Trustee - *Joined October 2024*

Valerie Shaw is a qualified solicitor with more than twenty-five years' experience as a legal adviser.

She trained with Matheson, one of Ireland's leading law firms, where she worked for seventeen years before moving in-house to the National Asset Management Agency (NAMA).

Valerie currently serves as Head of Dispute Resolution, advising on litigation and legal risk management. She holds a Bachelor of Civil Law and an LLM in Commercial Law from University College Dublin, along with a Diploma in Corporate Governance and additional qualifications in judicial decision-making and commercial contracts.



Abhishek Mundhra, Trustee - *Joined November 2025*

Abhishek Mundhra is a Director in Technology Risk and Assurance at KPMG Ireland, with more than seventeen years' international experience across Ireland, the United Kingdom and India.

He specialises in technology risk, governance, regulatory assurance and emerging technologies, working with organisations in highly regulated sectors.

Abhishek is also committed to community engagement and helped establish and lead the scholarship programme of Deepam, an education charity in India.

He is a Chartered Accountant with the Institute of Chartered Accountants of India, holds CISA and CRISC certifications from ISACA and has completed a diploma in Advanced Artificial Intelligence at University College Dublin.



Miriam Donohoe, Trustee - *(Joined: 2023, served until July 2025)*

Miriam has almost four decades of experience in media and communications and used her skills to support building Shine's profile. A journalist for 27 years, she worked across many of the Irish newspaper titles including ten years on the staff of the Irish Times. Miriam moved into communications in 2009, establishing a PR agency, MD Media, before following her passion for international development by moving to work in the humanitarian aid sector. She is currently Head of Communications with Trócaire. Miriam is a graduate of the TUI journalism course and holds a Diploma in Newspaper Management from Scandinavian International Management Institute (SIMI).

The Board extends its sincere thanks to Miriam for the experience and insight she brought to the organisation during her tenure and for her service and commitment to Shine's work supporting people affected by mental illness, including in the role of secretary.

4.13 Diversity and Inclusion

The Board recognises that diversity of perspective strengthens governance and decision-making. In appointing Directors, Shine seeks to ensure a broad range of professional expertise, lived experience, gender balance and perspectives reflective of the communities we serve.

Board recruitment is guided by a skills matrix and succession planning process designed to maintain a balanced mix of governance experience, sectoral knowledge and lived experience of mental illness.

The Board remains committed to continuing to strengthen diversity and inclusion within its governance structures.

4.14 Accountability and Stakeholder Engagement

Shine recognises the importance of engaging with stakeholders in shaping its work and ensuring accountability to those it serves.

Through structures such as the Voice Platform, Reference Group and ongoing consultation with service users, family members and partners, the organisation seeks to ensure that lived experience informs both service development and policy advocacy.

The Board receives updates on stakeholder engagement activities and considers feedback as part of its strategic oversight responsibilities.

5 Looking Ahead

A New Strategic Plan

During 2025, Shine began preparing for the next phase of its development through the creation of a new Strategic Plan for 2026–2028.

For almost fifty years, Shine has worked alongside people experiencing mental illness, their families and supporters. Over that time, the organisation has developed a range of services that combine practical supports with advocacy and education. These include one-to-one recovery supports, peer support groups, recovery education programmes, information services and national initiatives designed to challenge stigma and improve public understanding of mental illness.

In recent years the organisation has strengthened its capacity and resilience by expanding its supports, integrating and standardising service delivery and ensuring that the voices of people with lived experience continue to inform the organisation’s direction.

The previous strategic plan, *Empowering Voices, Driving Change 2023–2025*, represented an important milestone in this journey. It marked a clear commitment to formalising Shine as a cohesive national organisation and to embedding lived experience more deeply across services, advocacy and organisational leadership.

One of the most significant developments during this period was the organisation’s decision to adopt the language of mental illness, reflecting the experiences of those who use Shine’s services and supporting parity with physical illness in public understanding and policy discussions. This shift formed part of a broader commitment to challenging stigma and expanding the voice of lived experience across the mental health sector.

Building on this progress, Shine’s new strategic plan, **Strengthening People, Communities & Voices: Strategic Plan 2026–2028**, sets out the organisation’s priorities for the coming three years. The plan reflects both the achievements of the previous strategy, and the evolving needs of the communities Shine serves.

At its core, the strategy reaffirms Shine’s commitment to supporting people affected by mental illness through recovery-oriented services, education and advocacy, while continuing to amplify lived experience in national conversations about mental health.

The plan is underpinned by the organisation’s core values of **Courage, Compassion, Collaboration, Integrity and Innovation**. These values guide Shine’s work with individuals, families, communities and partners across Ireland.

Implementation of the strategy will focus on three interconnected pillars that strengthen Shine’s role as a national organisation supporting recovery and inclusion. Together, these pillars build on the foundation established through the previous strategic cycle while positioning the organisation to respond to emerging challenges and opportunities in the years ahead.

By strengthening people, communities and voices, Shine aims to contribute to a society in which those affected by mental illness and stigma are supported, understood and fully included in all aspects of community life.

This ambition continues to guide the organisation’s work as it enters the next chapter of its development.



Financial Statements

to year end 31st December 2025



Schizophrenia Association of Ireland T/A Shine–Supporting People Affected by Mental Ill Health (A company limited by guarantee)

Reports and Financial Statements for the financial year ended 31 December 2025

CRO Registration No: 70462

Contents

Reference and Administrative Details	80
Report of the Board of Directors	81
Directors' Responsibilities Statement	87
Independent Auditor's Report	88
Statement of Financial Activities (Incorporating an Income and Expenditure Account)	91
Balance Sheet	92
Statement of Cash Flows	93
Notes to the Financial Statements	94
The Following Pages do not Form Part of the Statutory Financial Statements	
Detailed Operating Statements	107

Board of Directors

- Mark Joseph Houghton (Chairperson)
- Miriam Donohoe (resigned July 2025)
- Suzanne Sweeney
- Gary Seery (resigned January 2026)
- Maurice Farnan
- Nicola Teevan
- Valerie Anne Shaw
- Abhishek Pramod Mundhra (appointed November 2025)
- Marian Dowling (appointed July 2025)

Secretary

- Miriam Donohoe (resigned July 2025)
- Marian Dowling (appointed July 2025)

Chief Executive

Nicola Byrne

Independent Auditors

Azets Audit Services Ireland Limited
40 Mespil Road
Dublin 4
D04 C2N4

Bankers

Bank of Ireland
Lower Drumcondra Road
Dublin 9
D09 C6PT

Solicitors

Gore & Grimes
Cavendish House
Arran Court
Smithfield
Dublin 7
D07 CY91

Registered Office

Block B, Maynooth Business Campus
Maynooth
Co. Kildare
W23 W5X7

Registration Numbers

Charity Tax Number: CHY 6380
Charity Registration Number: 20011512
Company Registration Number: 70462

Report of the Board of Directors

The Directors present their report together with the audited financial statements of Schizophrenia Association of Ireland CLG (trading as Shine) for the financial year ended 31 December 2025.

Reference and Administrative Information

The Company is a company limited by guarantee, not having a share capital, incorporated under the Companies Act 2014 (Company Number 70462) and is a registered charity (RCN 20011512; CHY 6380). The registered office is as stated in the financial statements. The liability of members is limited to €1.

Structure, Governance and Management

Organisational Structure

The Company is governed by a Board of Directors responsible for the strategic direction and oversight of the organisation.

The Board meets regularly and is supported by an Audit and Risk Committee, which oversees financial reporting, internal controls and risk management and a Quality and Safety Committee.

The Chief Executive Officer manages the day-to-day operations of the Company and reports to the Board. The Directors confirm that the Company has complied with the Charities Governance Code during the year. There were 57 members (31 Individuals, 20 Family members and 8 Students) at the balance sheet date.

Directors and Secretary

The Directors and Secretary who served during the financial year were:

- Joe Houghton
- Suzanne Sweeney
- Gary Seery
- Maurice Farnan
- Nicola Teevan
- Marian Dowling
- Valerie Shaw
- Abhishek Mundhra (appointed November 2025)
- Miriam Donohoe (resigned July 2025)

Secretary: Marian Dowling

General recruitment methods were used to attract new board members, including recommendations and Board Match. Recruitment proved challenging and an experienced recruitment agency was commissioned to provide support. This approach proved to be a successful one. Induction and training of board members is standardised and delivered internally with additional support provided by specialist services as available through organisations such as the Wheel.

Report of the Board of Directors

Audit and Risk Committee

The Audit and Risk Committee ('ARC') aids the Board in fulfilling its responsibility to Shine to provide good corporate governance.

Membership

The membership of the Audit and Risk Committee (ARC) includes:

- The Company Treasurer – Suzanne Sweeney
- One existing Board member – Maurice Farnan
- One existing Board member – Nicola Teevan
- One external independent member – Dan Roche

The ARC is attended by the CEO, Finance Manager and Head of Operations who is also the Authorised Risk Officer.

Related parties and connected organisations

There were no related party transactions during the financial year.

Members and Volunteers

The Board recognises and appreciates the commitment of the Association's members and volunteers. It is not possible to place a monetary value on this voluntary effort, but it is essential to enable the Association to achieve its objectives.

Director's Review

Principal Activities and Achievements Shine remains committed to supporting individuals affected by mental illness and their families through quality services, advocacy, and stigma reduction efforts. In 2025, we continued implementing our strategic plan, Empowering Voices, Driving Change 2023–2025, focusing on three key pillars:

- 1. One Shine: A Strong National Identity** – We made significant progress in rebranding, rolling out our new identity in late 2024.
- 2. A People-Centred Approach** – Frontline services responded to increased demand, ensuring individuals and families remained our priority.

- 3. Quality Services, Research and Advocacy** –

We amplified the voices of lived experience in policy discussions, research, and national dialogue.

Despite resource constraints, Shine delivered high-impact initiatives in mental health awareness, stigma reduction, and direct service provision. Infrastructure improvements enhanced operational efficiency.

Financial Review and Funding Challenges:

Shine's financial sustainability remains a priority. Core funding from the Health Service Executive (HSE) is essential, yet salary limitations have impacted staff retention, increasing recruitment and training costs. Increasing service demand further strains resources. Efforts to secure additional funding in 2025 continued to be challenging, as many grants favour pilot projects over sustained service delivery. Shine has used reserves to bridge gaps, an unsustainable practice. The Board continues advocating for stable funding and equitable access to mental health services nationwide.

Governance and Board Developments: The Board remains committed to governance excellence. Regular reviews ensure a strong skill mix and strategic alignment. In 2025, Abhishek Mundhra joined Shine, enhancing our expertise.

The Board and leadership team prioritise financial management, risk oversight, and strategic planning to secure Shine's long-term sustainability. Shine remains compliant with the Charities Governance Code, ensuring transparency in operations.

Future Outlook: In 2026, Shine will build on recent progress, enhancing infrastructure, refining service models, and improving advocacy. Addressing funding challenges and staff retention remains a priority.

The Board acknowledges the dedication of Shine's staff, volunteers, and stakeholders. We extend our gratitude to funders, donors, and supporters whose contributions sustain our work.

Report of the Board of Directors

Summary of the Organisation's Purpose and Activities

Mission, vision and values of the Association

Vision

A more compassionate Ireland where those affected by mental illness and stigma are supported and included in all aspects of society.

Mission

We specialise in supporting and educating individuals, family members and communities impacted by mental illness and stigma

Objectives

- One Shine: A strong national identity
- A people-centred approach
- Quality services – research and advocacy

Core Values

- **Courage:** Amplify the voice of lived experience, influence and embrace change, and ensure diversity of thought and inclusivity.
- **Compassion:** Act with passion and care using a non-judgemental, empathetic, and respectful approach.
- **Collaboration:** Encourage and include all voices, from our service users and supporters through to our colleagues.
- **Integrity:** Foster an environment of trust by doing what we say we will do, in an inclusive, respectful and transparent way.
- **Innovation:** Create an environment that encourages best practice and reflective thought that culminates in new ways of thinking and acting regarding mental illness.

Achievements & Performance

Charitable Purpose

The principal activity of the Company is the provision of support, education, advocacy and stigma reduction initiatives for people affected by mental illness and their families. The Company operates exclusively for charitable purposes.

Activities

Activities undertaken during the year to further these objectives included:

- Delivery of recovery support services, including information, one-to-one support and peer groups
- Delivery of education and training programmes
- National stigma reduction and public awareness campaigns
- Media engagement and training to promote responsible reporting
- Participation in research and policy development initiatives

The Directors confirm that all activities undertaken during the year were in furtherance of the Company's charitable objectives.

Public Benefit

The Directors confirm that they have had regard to the guidance issued by the Charities Regulator in determining that the activities of the Company are for the public benefit.

The Company provides services and supports to individuals affected by mental illness and their families across Ireland, contributing to improved recovery outcomes, increased public understanding and reduced stigma. Services are delivered on an inclusive basis and are designed to be accessible to those in need. Any charges applied to specific programmes are set at levels intended to ensure accessibility and do not act as a barrier to participation.

In addition to direct service delivery, the Company contributes to public benefit through education, advocacy, research participation and engagement with media and policy processes. The Directors are satisfied that the Company's activities provide clear and demonstrable public benefit.

Report of the Board of Directors

Achievements and Performance

2025 represented the final year of the Company's Strategic Plan 2023–2025.

During the year, the Company delivered services and programmes nationally, including:

- 2,451 information and support contacts
- 244 individuals supported through recovery planning
- 690 participants in peer and relatives' support groups
- 750 community engagements reaching over 21,000 people
- Digital communications reaching over 1.6 million people

The Company also continued to deliver national media initiatives, training programmes and advocacy activities. The Directors are satisfied that the Company has made substantial progress in advancing its strategic objectives and charitable purpose.

Financial Review

The results for the financial year are set out in the Statement of Financial Activities.

The Company recorded a deficit of €261,849 for the year ended 31 December 2025 (2024: deficit of €42,474). This outturn reflects planned investment in organisational development and programme delivery during the final year of the strategic cycle, combined with continued cost pressures across the sector.

The deficit indicates a tightly controlled and effectively governed financial position that is substantially better than the budgeted deficit for the year.

At the balance sheet date, the Company had net assets of €2,153,978 (2024: €2,415,827). Income is derived primarily from statutory funding, supplemented by grants, donations and fundraising activities.

Expenditure during the year was applied in furtherance of the Company's charitable objectives, with the majority directed towards service delivery and programme activities. The Directors remain focused on maintaining financial stability while supporting continued service delivery and strategic development.

Management remuneration

Total management remuneration costs (Gross plus Employers PRSI and pension) of our key personnel, Chief Executive Officer was €122,704 (2024: €118,101) the remaining key personnel Finance Manager, Head of Communications and fundraising, Head of Operations, Head of Programmes and Services were €333,843 (2024: €315,043). The increase in salaries related to the WRC back-dated funds owed to staff. Shine salaries are benchmarked to the HSE salaries where practical.

Reserves policy

The overall policy of the Association is to maintain liquid reserves to facilitate the funding of the Association's work in the service of its members. This policy is driven by the need to provide for future expenditure on a planned basis and at the same time be in a position to respond to urgent needs at short notice. Where appropriate, funds are designated for use within the Association, for purposes and the related expenditure may be made over several accounting periods. This principal also applies to certain funds which have been restricted in their use under the terms of their receipt (see note 13). The Directors consider the level of reserves held at the year-end to be appropriate in the context of the organisation's activities, financial position and risk profile.

Investment policy and performance

The Association's funds are held in the form of liquid assets. Association policy is to maintain sufficient reserves to cover at least four months' average expenditure, subject to requirements in respect of current commitments and future developments, having regard to any restrictions in respect of the use of particular funds in accordance with the wishes of the donors of the funds.

Report of the Board of Directors

Future Developments

With the new strategic plan 2026 –2028, we have enhanced our commitment to improve services and increase investment. This will come from both ongoing investment from reserves and new funds sought through diversification of funding streams, including areas such as communications and fundraising. The aim for 2026 will be to continue to implement our new strategic plan whilst enhancing our 'business as usual' through organisational review and process improvement. 2026 should be an exciting year for Shine as we continue implementing our strategic plan.

Events after the balance sheet date

There have been no significant events since the financial year-end.

Going concern

The Directors have assessed the Company's financial position and future funding outlook. Based on this assessment, the Directors are satisfied that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

Risk Statement

The Directors have established a formal risk management framework, including a Risk Register which is reviewed regularly by the Audit and Risk Committee and the Board.

The principal risks identified include:

- Dependence on a limited number of funding sources
- Increasing complexity and intensity of service demand, combined with workforce and funding pressures
- Data protection and cybersecurity risks
- Safeguarding and service delivery risks
- Reputational risks, including those arising from stakeholder actions and media

The Directors recognise that reliance on statutory funding remains a structural feature of the organisation's funding model, and continued focus is placed on income diversification, multi-annual funding and fundraising development to mitigate this risk.

Mitigation measures include:

- Active income diversification strategy
- Strengthened governance and financial oversight
- Investment in IT systems and data protection measures
- Ongoing monitoring by the Board and Audit and Risk Committee

The Directors are satisfied that appropriate systems and processes are in place to manage the principal risks facing the Company.

In managing these risks, Shine remains focused on its mission to support people affected by mental health challenges and to reduce stigma, while ensuring the long-term sustainability and effectiveness of its services.

Compliance with the Code of Governance

Shine is committed to maintaining the highest standards of governance and ensuring compliance with the Charities Governance Code as set out by the Charities Regulator. The organisation undertakes regular reviews of its governance structures, policies, and procedures to ensure alignment with best practices in transparency, accountability, and ethical decision-making.

The Board of Directors continues to provide strategic oversight, with a strong focus on governance, financial stewardship, and risk management. Board members receive ongoing training and development to support their roles and responsibilities, ensuring effective leadership in guiding Shine's mission. The organisation has robust internal controls in place, including a comprehensive risk management framework and regular financial audits, to safeguard resources and uphold public trust.

Shine remains fully compliant with its legal and regulatory obligations, including data protection (GDPR), employment law, and financial reporting requirements. This ongoing commitment to good governance ensures that Shine continues to operate with integrity and accountability in delivering high-quality support and advocacy for individuals and families affected by mental health challenges.

Report of the Board of Directors

Political contributions

There were no political contributions made by the company during the year (2024: €Nil).

Disclosure of information to auditors

In the case of each of the persons who are directors at the time the directors' report and financial statements are approved:

- A) So far as the directors are aware, there is no relevant audit information of which the company's auditors are unaware; and
- B) Each director has taken all steps that ought to have been taken by the director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Accounting Records

The Directors believe that they have complied with the requirements of Sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records.

The Directors have ensured that appropriate accounting systems and personnel are in place.

Auditors

The auditors, Azets, were appointed by the Directors for the current year and will remain in office in accordance with section 383 of the Companies Act 2014.

Statement on Relevant Audit Information

In accordance with Section 330 of the Companies Act 2014:

- So far as each Director is aware, there is no relevant audit information of which the Company's statutory auditors are unaware
- Each Director has taken all reasonable steps to ensure that they are aware of any relevant audit information and to establish that the statutory auditors are aware of that information

Approved by the Board and signed on its behalf by:



Joseph Houghton

Director

Date: 09 April 2026 | 12:12 BST



Suzanne Sweeney

Director

Date: 09 April 2026 | 15:50 BST

Directors' Responsibilities Statement

The directors are responsible for preparing the directors' report and the financial statements in accordance with the Companies Act 2014.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with accounting standards issued by the *Financial Reporting Council 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 "SORP" "Accounting and Reporting by Charities" effective 1 January 2019.

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

In preparing those financial statements, the directors are required to:

- select suitable accounting policies for the company financial statements and then apply them consistently.
- make judgements and estimates that are reasonable and prudent.
- state whether the financial statements have been prepared in accordance with the 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 company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and surplus or deficit of the company to be determined with reasonable accuracy, to ensure that the financial statements and directors' report complies with the Companies Act 2014 and enable the financial statements to be audited.

They are also responsible for safeguarding the assets of the company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Independent Auditor's Report

to the Members of Schizophrenia Association of Ireland T/A Shine Supporting People Affected by Mental Ill Health (A Company Limited By Guarantee) (The 'Company')

Report on the audit of the financial statements

Opinion on the financial statements of Schizophrenia Association of Ireland ("the company")

We have audited the financial statements of Schizophrenia Association of Ireland (the 'company') for the year ended 31 December 2025 which comprise the Statement of Financial Activities incorporating the Income and Expenditure account, the Balance sheet, the Statement of cash flows and notes to the financial statements, 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" effective 1 January 2019.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2025 and for its deficit for the year ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

The financial statements we have audited comprise:

- the Statement of Financial Activities (incorporating an Income and Expenditure Account);
- the Balance Sheet; and
- the related notes 1 to 23, including a summary of significant accounting policies as set out in note 1.

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 described below in the "Auditor's responsibilities for the audit of the financial statements" section of our report.

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Independent Auditor's Report

to the Members of Schizophrenia Association of Ireland T/A Shine Supporting People Affected by Mental Ill Health (A Company Limited By Guarantee) (The 'Company')

Other information

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

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

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014, and for such internal control as the directors 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 directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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 on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

Independent Auditor's Report

to the Members of Schizophrenia Association of Ireland T/A Shine Supporting People Affected by Mental Ill Health (A Company Limited By Guarantee) (The 'Company')

- Conclude on the appropriateness of the directors' 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 company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's 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 the auditor's report. However, future events or conditions may cause the entity (or where relevant, the group) 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.
- In our opinion the information given in the directors' report is consistent with the financial statements and the directors' report has been prepared in accordance with the Companies Act 2014.

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 the auditor identifies during the audit.

Report on other legal and regulatory requirements

Opinion on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.

Use of our report

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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Keith Doyle

Keith Doyle

For and on behalf of
Azets Audit Services Ireland Limited
Century House
Statutory Audit Firm
40 Mespil Road
Dublin 4
D04 C2N4

Date: 3 April 2026

Statement of Financial Activities

(incorporating an income and expenditure account)
for the year ended 31 December 2025

	Note	2025 Restricted Funds €	2025 Unrestricted Funds €	2025 Total €	2024 Restricted Funds €	2024 Unrestricted Funds €	2024 Total €
Income From:							
Donations and legacies	3	-	79,769	79,769	-	34,045	34,045
Charitable activities	4	2,451,252	-	2,451,252	2,548,773	-	2,548,773
Total		2,451,252	79,769	2,531,021	2,548,773	34,045	2,582,818
Expenditure On:							
Charitable activities	5	2,728,148	-	2,728,148	2,567,372	-	2,567,372
Other	7	-	64,722	64,722	-	57,919	57,919
Total		2,728,148	64,722	2,792,870	2,567,372	57,919	2,625,291
Net income/ (expenditure)		(276,896)	15,047	(261,849)	(18,599)	(23,874)	(42,473)
Taxation	10	-	-	-	-	-	-
		(276,896)	15,047	(261,849)	(18,599)	(23,874)	(42,473)
Transfers	13	213,164	(213,164)	-	129,249	(129,249)	-
Net movement in funds		(63,732)	(198,117)	(261,849)	110,650	(153,123)	(42,473)
Reconciliation of funds							
Total funds brought forward	13	956,008	1,459,819	2,415,827	895,861	1,562,439	2,458,300
Total funds carried forward	13	827,554	1,326,424	2,153,978	956,008	1,459,819	2,415,827

There were no recognised gains and losses for 2025 or 2024 other than those included in the statement of comprehensive income.

All income and expenditure derive from continuing activities.

Balance Sheet

as at 31 December 2025

	Notes	2025 €'000	2024 €'000
Current Assets			
Debtors	11	105,908	101,603
Cash at bank and in hand		2,131,030	2,404,089
		2,236,938	2,505,692
Creditors Amounts falling due within one year	13	(82,960)	(89,864)
Net Current Assets		2,153,978	2,415,827
NET ASSETS	13/14	2,153,978	2,415,827
FUNDS OF THE CHARITY			
Restricted funds	13	827,554	956,008
Designated funds	13	1,256,677	1,388,202
Unrestricted funds	13	69,747	71,617
Total Funds		2,153,978	2,415,827

The financial statements were approved and authorised for issue by the Board of Directors on Friday, 3rd April 2026 and signed on its behalf by:



Joseph Houghton
Director



Suzanne Sweeney
Director

Statement of Cash Flows

as at 31 December 2025

	Notes	2025 €'000	2024 €'000
Cash flows from operating activities			
Net cash from operating activities	22	(273,059)	173,712
Cash flows from investing activities			
Net cash from investing activities		-	-
Cash flows from financing activities			
Net cash from financing activities		-	-
(Decrease) / Increase in cash and cash equivalents		(273,059)	173,712
Cash and cash equivalents at beginning of year		2,404,089	2,230,377
Cash and cash equivalents at end of year		2,131,030	2,404,089

Notes to Financial Statements

for the year ended 31 December 2025

1. ACCOUNTING POLICIES

The significant accounting policies and measurement bases adopted are summarised below. They have all been applied consistently throughout the financial year and to the preceding year.

General Information and Basis of Accounting

In accordance with Section 1180(8) of the Companies Act 2014, the company is exempt from including the word "Limited" in its name. The company is limited by guarantee and has no share capital whose registration number is 70462. The address of the registered office is Block B, Maynooth Business Campus, Maynooth, Co. Kildare. The nature of the company's principal activities is set out in the Directors' report.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2014.

Schizophrenia Association of Ireland T/A Shine – Supporting People Affected By Mental Ill Health has prepared its financial statements in accordance with the formats provided for in the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in accordance with the Financial Reporting Standard applicable in the UK (which has been recognised as best practice for financial reporting by charities in Ireland) and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), issued by the Financial Reporting Council, and the Companies Act 2014.

The functional currency of Schizophrenia Association of Ireland T/A Shine – Supporting People Affected by Mental Ill Health is considered to be Euro because that is the currency of the primary economic environment in which the company operates.

Going Concern

The Company's forecasts and projections, taking account of reasonable possible changes in performance, show that the organisation will be able to operate within the level of its current cash and investment resources. The Board have a reasonable expectation that the organisation has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

Incoming Resources – Donations and Legacies

Donations and Legacies is represented by donations, gifts and legacies and are included in full when received.

Incoming Resources – Charitable Activities

Grants receivable are recorded as income on receipt, in addition to any agreed funding from the HSE for the current year as per the service level agreement.

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

To the extent that income is received in advance, it is deferred and recognised in the relevant financial year for which services for these subscriptions or fees are given.

Notes to Financial Statements

for the year ended 31 December 2025

1. ACCOUNTING POLICIES (continued)

Expenditure

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

The salaries of staff involved in charitable activities, fundraising activities, management and administration are apportioned across those three expenditure categories on a reasonable, justified and consistent basis.

Governance costs are defined as costs related to the general running of the organisation as an entity as opposed to the direct management functions inherent in generating funds and include audit and accountancy, legal and professional fees.

Funds Accounting

Restricted Funds

Restricted funds represent donations, legacies, grants and other income received, which can only be used for those purposes that have been specified by the donor or grant making institutions.

Designated Funds

Designated funds represent donations which have been designated by the Board for specific purposes.

Unrestricted General Funds

Unrestricted funds represent amounts which are expendable at the discretion of the Board in furtherance of the objectives of the charity. Such funds may be held in order to finance working capital or capital investment.

Taxation

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

Fixed Assets and Depreciation

Fixed assets are recorded at cost.

Depreciation is provided so as to write off the cost of the assets to their residual value of nil, over their estimated useful lives. The rates of depreciation are as follows::

Fixtures and fittings	10% straight line
Equipment	10% straight line
Computers	25% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

Retirement benefits

Pension benefits for employees are met by payments to a defined contribution pension fund. Contributions are charged to the Statement of Financial Activities (incorporating an Income and Expenditure Account) in the financial year in which they fall due.

Notes to Financial Statements

for the year ended 31 December 2025

1. ACCOUNTING POLICIES (continued)

Operating Lease

Operating lease rentals are charged to the Statement of Financial Activities (incorporating an Income and Expenditure Account) in the financial years which they are paid.

Financial Instruments

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

(i) Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party..

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled, or expires.

Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Cash and cash equivalents

Cash and cash equivalents in the balance sheet comprise cash at bank and in hand and short-term current asset investments.

Current asset investments comprise cash deposits and are measured initially at the cash amount on deposit and subsequently at the cash amount expected to be received.

Impairment of assets

Where there is objective evidence that recoverable amounts of an asset are less than it is carrying value the carrying amount of the asset is reduced to its recoverable amount resulting in an impairment loss. Impairment losses are recognised immediately in the Statement of Financial Activities, with the exception of losses on previously revalued tangible fixed assets, which are recognised in other comprehensive income to the extent of any previously recognised revaluation increase accumulated in reserves, in respect of that asset.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be reliably measured or estimated reliably. Creditors and provisions are normally measured after allowing for any trade discounts.

Notes to Financial Statements

for the year ended 31 December 2025

2. INCOME

Income represents funding grants received and receivable from the HSE, ESF funding, FÁS, fundraising events, membership fees, charitable donations, bequests and other income. All income wholly arises in the Republic of Ireland.

There are no unfulfilled conditions and other contingencies attached to grants that have been recognised in income. There have been no other forms of government assistance from which the charity has directly benefited.

3. DONATIONS AND LEGACIES

	Restricted €	Unrestricted €	2025 Total €	2024 Total €
Donations, corporate donations and regular giving	-	79,769	79,769	34,045
Legacies and bequests	-	-	-	-
	-	79,769	79,769	34,045

In 2024, of the total income from donations and legacies, whole amount of €34,045 was to unrestricted funds.

4. ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

	Restricted €	Unrestricted €	2025 Total €	2024 Total €
HSE projects and grants	2,399,100	-	2,399,100	2,364,777
Other projects and grants	52,152	-	52,152	183,996
	2,451,252	-	2,451,252	2,548,773

Income of €2,451,252 (2024: €2,548,773) shows a decrease of €97,521 relating mainly to the decrease in other projects and grants.

In 2024, of the total income from charitable activities, €NIL was to unrestricted funds and €2,548,773 was to restricted funds.

5. EXPENDITURE ON CHARITABLE ACTIVITIES

Activity	Programme Costs €	Direct Salary Costs €	Support Costs (Note 6) €	Total 2025 €	Total 2024 €
Direct provision of self-help groups	125,013	687,517	540,023	1,352,553	1,345,926
Specific informal training and education	52,540	187,087	146,951	386,578	344,359
General awareness raising	295,996	388,145	304,876	989,017	877,085
	473,549	1,262,749	991,850	2,728,148	2,567,370

In 2024, of the total expenditure on charitable activities incurred, €NIL was to unrestricted funds and €2,567,370 was to restricted funds.

Notes to Financial Statements

for the year ended 31 December 2025

6. ANALYSIS OF SUPPORT COSTS

	2025 €	2024 €
Charitable activities:		
Staff and related costs	677,634	625,041
Rent and premises costs	183,273	188,870
Other costs	130,943	165,932
Total	991,850	979,843

7. OTHER EXPENDITURE

	Restricted €	Unrestricted €	2025 Total €	2024 Total €
Governance	53,142	11,580	64,722	57,918

In 2024, of the total other expenditure incurred, €57,918 was to unrestricted funds and €Nil was to restricted funds.

8. EMPLOYEES AND REMUNERATION

The average monthly number of persons employed by the company during the financial year was 37 (2024: 33) and is analysed into the following categories:

	2025	2024
Management	5	4
Administration and support	4	2
Charitable activities	28	27
	37	33

	2025 €	2024 €
The aggregate remuneration comprised of:		
Wages and salaries	1,595,624	1,461,440
Social insurance costs	161,187	153,057
Other retirement benefit costs	68,364	44,850
Life assurance	8,518	7,490
External service providers	43,807	49,016
	1,877,500	1,715,853

The directors serve on the board in a voluntary capacity and received no fees or remuneration for their time spent carrying out these duties. No director expense reimbursements were incurred during the year.

Notes to Financial Statements

for the year ended 31 December 2025

8. EMPLOYEES AND REMUNERATION (continued)

The number of employees whose salaries (excluding employer pension contributions) were greater than €60,000 were as follows:

	2025 Number	2024 Number
€60,001 - €70,000	2	1
€70,001 - €80,000	3	3
€80,001 - €90,000	-	-
€90,001 - €100,000	-	-
€100,001 - €110,000	1	1
€110,001 - €120,000	-	-

Key management compensation

Total management remuneration costs (Gross plus Employers PRSI and pension) of our key personnel, Chief Executive Officer was €122,704 (2024: €118,101) the remaining key personnel Finance Manager, Head of Communications and fundraising, Head of Operations, Head of Programmes and Services were €333,843 (2024: €315,043). The increase in salaries related to the WRC back-dated funds owed to staff. Shine salaries are benchmarked to the HSE salaries where practical.

9. NET INCOME/ EXPENDITURE

	2025 €	2024 €
Net expenditure is stated after charging:		
Operating lease rentals – premises	168,249	172,200

10. TAXATION

The Association is exempt from Corporation Tax due to its charitable status.

Notes to Financial Statements

for the year ended 31 December 2025

11. DEBTORS: Amounts falling due within one year

	2025 €	2024 €
Grant debtors	27,590	62,991
Other debtors	16,786	19,420
Prepayments	61,532	19,192
	105,908	101,603

12. CREDITORS: Amounts falling due within one year

	2025 €	2024 €
Trade creditors	12,284	23,060
Other creditors	15,971	12,201
Accruals	15,435	17,670
Taxation - PAYE/PRSI	39,270	36,933
	82,960	89,864

Notes to Financial Statements

for the year ended 31 December 2025

13. FUNDS OF THE CHARITY

	Balance 01/01/2025 €	Income €	Expenditure €	Funds Transfer €	Balance 31/12/2025 €
Restricted Funds					
Regional Programmes	603,865	1,798,337	(1,884,045)	48,504	566,661
National Lottery	16,899	-	(6,857)	-	10,042
National Programmes	169,086	600,760	(596,259)	-	173,587
Other Projects	166,158	52,152	(305,706)	164,660	77,264
	956,008	2,451,249	(2,792,867)	213,164	827,554
Designated Funds					
Operating Reserves	850,000	-	-	-	850,000
Advocacy Support	75,000	-	-	(75,000)	-
Increase staff capacity	427,208	-	-	(20,531)	406,677
IT Support & Accreditation	18,500	-	-	(18,500)	-
Headline training course	17,494	-	-	(17,494)	-
	1,388,202	-	-	(131,525)	1,256,677
General Funds	71,617	79,769	-	(81,639)	69,747
Total Funds	2,415,827	2,531,018	(2,792,867)	-	2,153,978

The organisation's designated funds are in respect of commitments approved by the Board of Directors. The transfer of reserves amounting to €213,164 is outlined as follows: Due to a funding shortfall from HSE for CHO 9 (DNCC) Shine allocated €48,504 from general reserves to address this deficit. In previous years, Shine designated funds for specific roles in Communications and Administration. The allocation of €164,660 covers the actual costs for these positions in 2025, with the remaining balance carried over to 2026.

Restricted funds of €827,554 represent HSE funding for specific HSE CHO areas, National lottery grants for specific regions and donations received with specific requests that the fund remains within the relevant region.

The trustees have established a reserves policy to ensure the charity can continue to operate effectively and meet its obligations in the event of unforeseen circumstances. The target level of operating reserves has been set at €850,000. This level is considered sufficient to cover potential risks and uncertainties, including fluctuations in income and unexpected costs. As of the year-end, within our reserves of €2,153,978, the charity holds an operating reserve of €850,000. This amount is in line with our targeted level. The trustees regularly review the reserves policy to ensure it remains appropriate and reflects the charity's financial position and future needs.

Notes to Financial Statements

for the year ended 31 December 2025

13. FUNDS OF THE CHARITY (continued)

	Balance 01/01/2024 €'000	Income €'000	Expenditure €'000	Funds Transfer €'000	Balance 31/12/2024 €'000
Restricted Funds					
Regional Programmes	613,745	1,763,408	(1,800,626)	27,338	603,865
Donations	-	500	(500)	-	-
Other Income	-	-	-	-	-
National Lottery	22,834	-	(5,935)	-	16,899
National Programmes	79,426	601,369	(511,709)	-	169,086
Other Projects	179,856	183,496	(299,105)	101,911	166,158
	895,861	2,548,773	(2,617,875)	129,249	956,008
Designated Funds					
Operating Reserves	850,000	-	-	-	850,000
Shine Recovery	4,173	-	-	(4,173)	-
Strategic Research	-	-	-	-	-
Advocacy Support	75,000	-	-	-	75,000
Increase staff capacity	547,681	-	-	(101,973)	445,708
Headline training course	24,910	-	(7,416)	-	17,494
	1,501,764	-	(7,416)	(106,146)	1,388,202
General Funds	60,675	34,045	-	(23,103)	71,617
Total Funds	2,458,300	2,582,818	(2,625,291)	-	2,415,827

The organisation's designated funds are in respect of commitments approved by the Board of Directors. The transfer of reserves amounting to €129,249 is outlined as follows: Due to a funding shortfall from HSE for CHO 9 (DNCC) and CHO 3, Shine allocated €27,338 from general reserves to address this deficit. In previous years, Shine designated funds for specific roles in Communications and Administration. The allocation of €101,911 covers the actual costs for these positions in 2024, with the remaining balance carried over to 2025.

Restricted funds of €956,008 represent HSE funding for specific HSE CHO areas, National lottery grants for specific regions and donations received with specific requests that the fund remains within the relevant region.

The trustees have established a reserves policy to ensure the charity can continue to operate effectively and meet its obligations in the event of unforeseen circumstances. The target level of operating reserves has been set at €850,000. This level is considered sufficient to cover potential risks and uncertainties, including fluctuations in income and unexpected costs. As of the yearend, within our reserves of €2,415,827, the charity holds an operating reserve of €850,000. This amount is in line with our targeted level. The trustees regularly review the reserves policy to ensure it remains appropriate and reflects the charity's financial position and future needs.

Notes to Financial Statements

for the year ended 31 December 2025

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted Funds €	Designated Funds €	General Funds €	Total 2025 €	Total 2024 €
Current assets	827,554	1,256,677	152,707	2,236,938	2,505,691
Current liabilities	-	-	(82,960)	(82,960)	(89,864)
	827,554	1,256,677	69,747	2,153,978	2,415,827

15. LEASE COMMITMENTS

Operating lease commitments:

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 €'000	2024 €'000
<i>Leasehold premises expiring:</i>		
Within one year	-	-
Between two and five years	-	-
	-	-

16. VOLUNTARY SUPPORT GROUPS

The Association provides general support to a number of voluntary support groups throughout the country which are independent of the Association. The activities of these voluntary support groups are not reflected in the financial statements of the Association.

17. RELATED PARTY TRANSACTIONS

There were no related party transactions during the financial year (2024: None). The Directors have not incurred any expenses during the current financial year. (2024: None).

Notes to Financial Statements

for the year ended 31 December 2025

18. FINANCIAL INSTRUMENTS

	2025 €'000	2024 €'000
Financial assets		
Measured at undiscounted amounts receivable.		
Grant and sundry debtors (Note 11)	44,376	82,411
Financial liabilities		
Measured at undiscounted amounts payable.		
Trade and other creditors (Note 12)	28,255	35,261

19. CONSTITUTION

The Association is a company limited by guarantee, not having a share capital. Under the guarantee each member has undertaken to contribute in the event of a winding up, an amount not exceeding the sum of €1 (2024: €1). There were 57 (2024: 53) members at the balance sheet date.

The Association is prohibited by its constitution from the distribution of any of its reserves by way of a dividend or otherwise to its members.

Under the provisions of the Companies Act 2014, the company is exempt from including the word "Limited" in its name.

20. RETIREMENT BENEFITS

	2025 €'000	2024 €'000
Retirement benefit costs	68,364	44,850

The company operates a defined contribution pension scheme for its employees. The assets of the scheme are held separately from those of the company in an independent administered fund. Retirement benefit costs paid during the financial year amounted to €68,364 (2024: €44,850). Balance outstanding as at the financial year end was €15,975 (2024: €12,201).

21. AUDITOR REMUNERATION

The analysis of the auditor's remuneration is as follows:

	2025 €'000	2024 €'000
Fees payable to the company's auditor and its associates for the audit of the company's annual accounts	9,686	9,633
Total audit fees	9,686	9,633

Notes to Financial Statements

for the year ended 31 December 2025

22. RECONCILIATION OF PROFIT/ (LOSS) BEFORE INCOME TAX TO CASH GENERATED FROM OPERATIONS

	2025 €'000	2024 €'000
Profit/(loss) before income tax	(261,849)	(42,473)
(Increase)/decrease in debtors	(4,305)	204,147
(Decrease)/increase in creditors	(6,905)	12,038
Inflow/(Outflow) from operations	(273,059)	173,712

23. POST BALANCE SHEET EVENTS

There have been no significant events since the balance sheet date.

Supplementary Information

(Not Covered by the
Independent Auditor's Report)



Appendix 1: Detailed Operating Statements

for the financial year ended 31 December 2025

	2025 €'000	2024 €'000
Income		
HSE:		
CHO 9 – DNCC	753,412	729,465
CHO 4 – South	329,008	323,767
CHO 2 – West	94,568	93,061
CHO 8 – Midlands	72,458	70,660
CHO 5- Southeast	142,722	140,450
CHO 3 – Mid West	69,451	67,938
CHO 8 and 1 – Northeast	68,807	67,711
CHO 9 – DNCC Disabilities	267,914	270,356
CHO 3 – Secondment of staff	30,867	78,271
	1,829,207	1,841,679
NOSP–Stigma reduction campaign	302,866	297,800
NOSP – Media programme	190,476	184,094
NOSP – Workplace Training	60,573	59,560
Programme donations	46,845	59,915
Grants and co-funding	21,285	33,680
Donations and membership fees	79,769	34,545
Carter Foundation	0	21,545
NOSP-NIMC Income	0	50,000
	701,814	741,139
	2,531,021	2,582,818
Expenditure		
Staff cos	1,833,692	1,666,838
Direct Provision of Support Groups	125,013	102,939
Specific Information Training and Education	52,540	14,680
General Awareness Raising	295,996	333,349
Governance – non-day-to-day activities	64,722	57,918
Support Costs	420,907	449,568
Total	2,792,870	2,625,292
Net Expenditure for the Financial Year	(261,849)	(42,474)

Appendix 2: Analysis of Income

for the financial year ended 31 December 2025

	2025 €'000	2024 €'000
Income		
HSE:		
CHO 9 – DNCC	753,412	729,465
CHO 4 – South	329,008	323,767
CHO 2 – West	94,568	93,061
CHO 8 – Midlands	72,458	70,660
CHO 5- Southeast	142,722	140,450
CHO 3 – Mid West	69,451	67,938
CHO 8 and 1 – Northeast	68,807	67,711
CHO 9 – DNCC Disabilities	267,914	270,356
CHO 3 – Secondment of staff	30,867	78,271
	1,829,207	1,841,679
NOSP–Stigma reduction campaign	302,866	297,800
NOSP – Media programme	190,476	184,094
NOSP – Workplace Training	60,573	59,560
Programme donations	46,845	59,915
Grants and co-funding	21,285	33,680
Donations and membership fees	79,769	34,545
Carter Foundation	0	21,545
NOSP-NIMC Income	0	50,000
	701,814	741,139
	2,531,021	2,582,818

Appendix 3: Analysis of Expenditure

for the financial year ended 31 December 2025

	2025 €'000	2024 €'000
Expenditure		
Staff Costs:		
Wages, salaries and social welfare costs	1,756,810	1,614,498
Other retirement benefit costs	68,364	44,850
Life assurance	8,518	7,490
	1,833,692	1,666,838
Direct Provision of Support Groups:		
Support group running costs	118,213	96,893
National lottery activities	6,757	5,934
Centre programme costs	43	112
	125,013	102,939
Specific Informal Training and Education:		
Education courses	6,470	3,046
External Contractor	18,257	18,000
NIMC	15,639	11,634
Workplace programme	12,174	22,841
	52,540	55,521
General Awareness Raising:		
Media monitoring and rewards	50,598	50,010
Carter Foundation	14,053	20,074
Stigma reduction campaign	193,570	167,788
Contractors	25,550	31,015
Website updates	2,485	7,675
Advocacy strategy	0	5,646
Promotion and Fundraising	9,740	10,300
	295,996	292,508

Appendix 3: Analysis of Expenditure

for the financial year ended 31 December 2025

Governance - non-day-to-day activities of the organisation:

Governance costs	7,165	11,342
Audit fee	9,686	9,633
Professional fees & subscriptions	17,353	11,653
Garda vetting	1,150	450
Bank charges	3,027	1,151
Rebranding	11,581	22,766
Internal Audit	14,760	923
	64,722	57,918

Support Costs:

IWA - Employee Support	11,680	17,777
Rent	168,249	172,200
Insurance	13,542	15,588
Light and Heat	1,482	1,082
Telephone, postage and stationery	31,870	30,018
Canteen and cleaning	3,046	5,807
Travel and General Expenses	77,730	67,703
Staff training and events	15,741	8,034
Recruitment Costs	1,540	1,250
Repairs, maintenance and upgrades	86,300	115,349
Risk register licence	9,727	14,760
	420,907	449,568
Total Expenditure	2,792,870	2,625,291



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