

Carmichael.

# Strategy

## 2026~28



**Guiding nonprofits**  
carmichaelireland.ie

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# About Us

Carmichael is a leading specialist training and support body for nonprofits in Ireland. Our training, support and resources enable our members and partners to be:

- 🔗 Better informed and equipped to carry out their own remits more effectively
- 🔗 Aware of and able to employ best practice for good governance
- 🔗 Better networked with and supported by peer organisations
- 🔗 More efficient and effectively run so that they are trusted by their funders and supporters.

With over 30 years' experience based on a foundation of 40+ resident organisations we provide expert guidance to nonprofits to support them to become more effective and impactful at what they do. We believe good governance is the beating heart of a healthy nonprofit sector.

Carmichael as an accommodation provider also believes that by co-locating in a shared space, pooling resources and tapping into peer support and services, that resident organisations in both Carmichael House and Coleraine House can save time, reduce cost, upskill and thereby, focus more on delivering quality services to their beneficiaries.



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# Context for the 2026 ~ 28 Strategy

This strategic plan was developed over the February-June 2025 period. The operating and external environment during this time was still being dominated by the post global Covid-19 pandemic which had resulted in major changes to the working environment and how services are delivered.

The main changes for Carmichael has been the ongoing dominance of hybrid working by resident members resulting in their much lower use of their offices in the Centre and the delivery of our training services is now primarily online. Also for the previous three years, a major repair programme to address structural issues in Carmichael House was undertaken by the HSE which resulted in the closure for long periods of a number of our meeting rooms and offices of resident members. These factors had led a significant drop in footfall by users of the Centre which were the main contributing factors to operating deficits incurred in the 22-24 period.

However, throughout this period, demand for our training and consultancy services continued to grow and the strategic targets in the 2022-25 strategic plan were achieved. In 2025, our centre based services – office accommodation, meeting rooms and postal services experienced good growth which helped underpin the assumption in the 2026-28 strategy that Carmichael will continue to experience growing demand for its services over next 3 years.

It was also taken into account in the development of the 26-28 strategy, that the current CEO would be retiring and his successor would be taking up the role in Q2 2026. A major checkpoint review of the strategy, its implementation and underpinning assumptions will be undertaken in Quarter 4 of 2026 to identify any changes or adjustments to the strategy that may be required.

The implementation of the 2026-28 strategy will be detailed in the annual operational plans.

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# Mission, Vision & Values



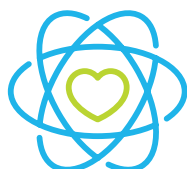
## Mission

To work with nonprofits nationwide to help them to enhance their governance and operational effectiveness, through the provision of advice, impactful services and networking.



## Vision

An Ireland where nonprofit organisations are valued and supported to achieve their goals and positively impact society.



## Values

Our core values inform the approach of Carmichael in achieving its mission and charitable purpose. These are:

- 🔗 **Leadership:** We operate across the sector to inspire and guide nonprofits to achieve operational excellence, build skills and adhere to good governance practice.
- 🔗 **Trust:** We uphold and promote the principles of good governance: integrity, transparency, accountability, effectiveness and leadership.
- 🔗 **Excellence:** We set the highest possible standards of professionalism and expertise in everything we do.
- 🔗 **Innovation:** We embrace new ideas and approaches to solve challenges and improve our services.



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# Key Strategic Objectives

## Services & Supports

Deliver high quality, relevant and accessible services and supports to nonprofit organisations.

## Financial Sustainability

Take appropriate actions to achieve financial sustainability.

## Sector Leadership

Provide sector leadership by exemplifying best practice in good governance and client-centred services and supports.

## Organisational Capacity

Build and strengthen Carmichael's organisational capacity and infrastructure

# Strategic Objective 01

## Services & Supports

Deliver high quality, relevant and accessible services & supports to nonprofit organisations.

Supporting strategic actions	Key deliverable/target
1. Grow and expand our training and consultancy services.	1. €600k income earned in 2028 (+39% on 2024).
2. Increase Centre based income.	2. €575k income earned in 2028 (+16% on 2024).
3. Review relevance and financial sustainability of our current services and support and identify what should be retained, enhanced or ceased.	3. Agreed reconfigured portfolio of sustainable services and supports by Dec 2026.

# Strategic Objective 02

## Financial Sustainability

Take appropriate actions to achieve financial sustainability.

Supporting strategic actions	Key deliverable/target
1. Agree the framework to determine the services to be retained, enhanced or ceased.	1. Resource allocation framework applied to reconfiguration of services & supports.
2. Increase awareness and usage of our services and reach new target audiences.	2. 30% increase in the number of service users by 2028.
3. Increase the sponsorship/funding for the free support services.	3. €29k in sponsorship/funding by 2028.

# Strategic Objective 03

## Sector Leadership

Provide sector leadership by exemplifying best practice in good governance and client-centred services and supports.

Supporting strategic actions	Key deliverable/target
1. Deliver the Good Governance Awards each year.	1. 145 annual entries by 2028.
2. Deliver the mentoring programme each year.	2. 80 mentees annually assigned a mentor by 2028.
3. Deliver Board Chairs Network events each year.	3. Grow membership to 180 by 2028.
4. Build/grow strategic partnerships, collaborations and key stakeholder relationships.	4. Renewed MoU with The Wheel and beneficial relationships with funders and other key stakeholders.

# Strategic Objective 04

## Organisational Capacity

Build and strengthen Carmichael’s capacity and infrastructure.

Supporting strategic actions	Key deliverable/target
1. Ensure continuing compliance with Charities Governance Code and all other applicable legal and regulatory requirements.	1. Ongoing compliance.
2. Continue to prioritise an inclusive work environment to accommodate staff diversity.	2. An inclusive work environment.
3. Develop & implement policy on AI with appropriate governance oversight.	3. Implementation of AI policy and effective and appropriate deployment of AI and IT.
4. Increase Carmichael’s visibility in the sector.	4. 30% increase in service users by 2028.
5. Develop a buildings maintenance plan.	5. Quantify surveyor’s report and building maintenance plan.
6. Implement an ESG policy and action/goal monitoring system.	6. Achievement of the goals and targets set in the ESG and ESP with annual progress updates included in the Annual Report.

# Income & KPI Targets



## 2026-28 income targets for Training & Consultancy services

Income	2026	2027	2028
Customised Programme	€415,000	€395,000	€430,000
Scheduled Training Programme	€110,000	€117,000	€127,000
eLearning	€37,000	€37,000	€43,000
<b>Total Income</b>	<b>€562,000</b>	<b>€549,000</b>	<b>€600,000</b>

# 2026-28 KPI targets for Training & Consultancy services

Events	2026	2027	2028
Customised Programme	250	250	260
Scheduled Training Programme	95	100	105
eLearning	700	700	750
Informal supports	160	160	160
<b>Total Events</b>	<b>1,205</b>	<b>1,210</b>	<b>1,275</b>

## 2026-28 income targets for Facilities services

Income	2026	2027	2028
RM Office Accommodation Rent*	€335,488	€338,825	€342,213
Meeting Rooms & Catering	€149,709	€156,341	€164,158
Postal	€21,970	€26,830	€30,049
Other Facilities services income	€31,014	€33,157	€34,085
<b>Total:</b>	<b>€538,181</b>	<b>€555,153</b>	<b>€570,505</b>

\* Working assumption of rent increases of 1-2% per year- to be approved and confirmed

## 2026-28 KPI targets for Facilities

KPIs Annual Targets	2026	2027	2028
<b>No. of Resident Organisations</b>	43	43	43
<b>Meeting room bookings</b>	1,067	1,109	1,164
<b>No. of organisations using Meeting Rooms</b>	140	145	150
<b>Number of visitors to the Centre</b>	18,000	18,500	19,000

\* Working assumption of rent increases of 1-2% per year- to be approved and confirmed

# 2026-28 income targets for CEO Office & Finance

## Office

Income	2026	2027	2028
Good Governance Awards sponsorship	€18,000	€20,000	€21,000
Mentor programme sponsorship	€4,000	€4,000	€4,000
Board Chairs Network	€4,000	€4,000	€4,000
<b>Total:</b>	<b>€26,000</b>	<b>€28,000</b>	<b>€29,000</b>

## Finance

Income	2026	2027	2028
Payroll services to RMs	€13,646	€13,919	€14,197
<b>Total:</b>	<b>€13,646</b>	<b>€13,919</b>	<b>€14,197</b>

# 2026-28 KPI targets for CEO Office, Finance & CE

## CEO Office

KPIs Annual Targets	2026	2027	2028
GGA assessors, technical assessors & judges	90	95	100
GGA entrants	135	140	145
Mentors	70	75	80
Mentees	60	62	64
Board Chairs Network members	160	170	180

## Finance

KPI Annual Targets	2026	2027	2028
No. of Payroll Clients	20	20	20

## CE

KPI Annual Targets	2026	2027	2028
CE Participants	38	40	40
CE Progression	60%	60%	60%
Organisations availing of Carmichael CE scheme	11	12	12

# Major Risks and Challenges

1. Loss of funding from a statutory funder (Pobal, DRCDG, DSP, HSE)
2. Economic downturn/recession negatively impacting demand for our services and the commissioning of our services by funders
3. Loss of key staff
4. Insufficient capacity to manage demand and ensure the delivery of quality services
5. Increased competition from within the sector and from outside the sector
6. Major structural problem with our building

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**Carmichael is a registered charity in Ireland.**

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CRA Number: 20022464



An Roinn Coimirce Sóisialaí  
Department of Social Protection



pobal  
government supporting communities



Rialtas na hÉireann  
Government of Ireland



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