



2014

The Wheel's Year in Review

Directors' Report

As presented to the members in the complete audited accounts for 2014

Directors

Mary Cunningham
Carol Conway
Sharon Kennedy
Doug Munro (Appointed 5 February 2014)
Mary Cannon (Appointed 14 May 2014)
Austin O'Sullivan
Vincent Keenan (Appointed 14 May 2014)
John Evoy (Appointed 14 May 2014)
Sheena Horgan
Paul O'Sullivan
Leonard Lloyd (Appointed 10 October 2014)
Dermot Me
Joyce Loughnan (Resigned 15 February 2014)
Catherine Hickey (Resigned 14 May 2014)
Etain Doyle (Resigned 14 May 2014)
Catherine Hickey (Resigned 14 May 2014)

Secretary

Austin O'Sullivan

Company number

302282

Registered office

The Wheel
48 Fleet Street
Dublin 2

Auditors

Byrne Curtin Kelly
Verschoyle House
28-30 Lower Mount Street
Dublin 2

Charity Registration Number

20040963

CEO

Deirdre Garvey

Introduction

This report provides a summary of The Wheel's structure, governance and activities for the year ended 31 December 2014.

The directors present their report and financial statements for the year ended 31 December 2014:

Principal activities and review of the business:

The principal activity of the company is to act as a support and representative body connecting community, voluntary and charitable organisations across Ireland. The organisation provides information, training, advice and other supports to members and others across the whole community, voluntary and charity sector and also represents them on cross cutting sector-development issues to Government and other key decision-makers.

Results:

In 2014, The Wheel had an income of €1,244,097 and spent €1,194,923 on services for its members and supporting their needs and those of the sector. Of the total raised, €448,476 was from statutory sources, €366,747 from donations and gifts and €423,313 from income generated by membership and the sector. Statutory support from the core funding schemes from the Department of Environment, Community and Local Government reduced by 3% in 2014. Non statutory income grew by 22% in 2014.

The major elements of expenditure in 2014 were on staffing costs related to: member- services, advocacy, training and information provision and research; and secondly, on the implementation of the National Training Fund co-funded 'Sector Skill' programme of training and supports.

The full results for the year are set out in the Audited Accounts.

Directors:

The information page lists all Directors of The Wheel from Jan 1st 2014.

Books of account:

The company's directors are aware of their responsibilities, under section 202 of the Companies Act 1990 to maintain proper books of account. The directors have discharged this responsibility by appointing professionally qualified accounting personnel with appropriate expertise and have provided adequate resources to the finance function.

The books of account are held at the company's registered office, 48 Fleet Street, Dublin 2.

Auditors:

In accordance with the companies Act 1963, section 160(2), Byrne Curtin Kelly continue in office as auditors of the company.

Important events since the year-end

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

Structure, Governance and Management of The Wheel:

The Wheel is constituted as a company limited by guarantee without a share capital. Its purpose and objects are set out in its Memorandum of Association and how it conducts its business is set out in its Articles of Association. Both of these documents are posted on The Wheel's website and are publicly available from the Companies Registration Office website www.cro.ie and also the Charities Regulatory Authority website (www.charitiesregulatoryauthority.ie).

During 2014 an AGM in March adopted a new Articles of Association. The purpose of the changes related to a Governance Code inspired 'root and branch' review of their quality and appropriateness vis a vis the current high-standards needed, especially in light of The Wheel's position within the voluntary sector.

The Wheel is governed by a board of directors with a maximum number of 12 people. Of these, a maximum of eight people are elected from amongst the company's fee-paying membership and a further four are appointed by the board members. Every board member's terms of office is three years.

Every year at the AGM (usually in May) approximately one third of the board members which are elected from the membership rotate off and are replaced by new Directors, nominated and elected from the company's membership. The process for nominations and voting is laid out in the 'Election Rules' document which is posted on The Wheel's website and made available to all members and a summary is provided in the Supplementary Report. People may put themselves forward for nomination and election after their term of office is up. During 2014 the nominations and election process resulted in three people being elected from amongst the membership to replace three retiring roles.

Four of the places on the board are appointed by decision of the board. During 2014 one of the four seats became vacant, due to rotation off the board at end of term of office. An analysis was conducted of the board post the AGM/election of the three new people and new criteria were developed to fill the vacancy. Similarly to the principles of the process outlined above, the vacancy and criteria were openly advertised and nominations were invited. These were reviewed by the Governance subgroup of the board and subsequently by the board of directors. In September an invitation was extended to a new board member who joined for their first meeting in November. All co-opted places on the board come with a term of office of three years – which may be renewed by decision of the board. All co-opted board members must also become members of the company before they take up their board position.

Board subgroups

The Wheel has five standing board subgroups: Finance & Audit; Policy; Staff & Employment; Member Services; and Governance. In addition, it has a 'remuneration subgroup' which is comprised of the Chair and Vice Chair of the Board plus the Chairs of the Finance & Audit and Staff & Employment subgroups respectively. All subgroups are advisory in nature to the board and all have written terms of reference.

In 2014 the board implemented a decision which had been made towards the end of 2013, namely to invite applications from non-board-members onto the board subgroups. A total of 25 expressions of interest were received and 16 appointments were made. Each new subgroup members was obliged to attend a compulsory orientation and induction session in The Wheel office and all 16 new people attended one of three repeat sessions over the summer of 2014. The new subgroup structures and processes kicked off in September 2014 and have proved to offer very valuable insights and knowledge to the deliberations of the board.

Policies and procedures for the induction and training of board members

All new Board members receive a 'Board Induction Folder' when they become a board member. This contains all the information and documentation that a board member requires including: a Board Handbook, the Board-member Code of Conduct, the governing documents for The Wheel, the strategic plan, board minutes from the previous 12 months, CEO reports from previous 12 months, organisational budget and other relevant documentation. Since signing off on full compliance with the Governance Code (which happened in June 2014), board members also get complete information on how The Wheel demonstrates its full compliance with the Governance Code.

The CEO schedules a 2-hour Induction Meeting with each new board member in the first month to six weeks on the board, at which a sub-set of information customised for each new member is reviewed – all of which is included in the Induction Folder which they will be expected to have read in advance. In 2014 this process was followed for all new board members.

Organisational structure and how decisions are made:

The Wheel has a staff team based in an office in Dublin, and headed by a Chief Executive Officer who reports directly to the board through the Chairperson. A management team of three people report to the Chief Executive, and all other staff report to members of the management team.

As per the 'schedule of matters reserved for the board', decisions reserved for the board to make include:

- The Company's strategic plans and annual operating budgets;
- Projects outside the scope of the strategic plan;
- Business acquisitions and disposals;
- Litigation;
- Appointment/Removal of Subgroup Chairs and Members;
- Appointment/Removal of Chief Executive Officer;
- Appointment/ Removal of Auditors;
- Approval of Borrowing/Finance Facilities;
- Approval of Contracts with term exceeding one year or financial liability on The Wheel exceeding €60k;
- Annual Review of Risk and Internal Control; and
- Approval of new staff positions.

Although the board of directors is ultimately responsible for The Wheel and for the above list, certain duties and responsibilities are delegated from the Board of Directors to the Chief Executive Officer and through her to the staff team. This includes; implementation of the strategic plan; leading and managing The Wheel's staff members, programmes, projects, finances, pricing and all other administrative aspects so that The Wheel's ongoing mission, vision, and strategies are fulfilled within the context of The Wheel's values as approved by the Board of Directors and membership. The CEO is also responsible for preparing materials for Board consideration and for preparing materials for any future strategic planning process.

From time to time, The Wheel agrees to cooperate formally with other organisations on specific projects or in specific work areas. These agreements are often determined by a 'Memorandum of Understanding' or form of written agreement which may be approved by the board of directors. Since 2013 The Wheel's board have asked the CEO to produce a complete list of all formal and informal collaborative partnerships. This is updated annually and is placed on our website in addition to being circulated to all members once a year.

A 'Conflict of Interest and Conflict of Loyalty' policy is in place and observed by the board and is used at every board meeting and subgroup meeting as a matter of course.

Governance Code for Community, Voluntary and Charitable Organisations

The Wheel has fulfilled the recommended guideline actions for compliance for a Type C organisation as defined by the Governance Code for Community, Voluntary and Charitable Organisations (www.governancecode.ie). The formal board decision giving effect to this was made in June 2014 and the one-page fully-compliant document was signed. This is now down-loadable from our website. The Wheel is listed on www.governancecode.ie as one of the fully compliant organisations.

Internal Controls:

The Wheel conducts an annual Risk Review process that is assessed in detail by the 'Finance and Audit subgroup' with senior management and ultimately reviewed and signed off by the board of directors. This process involves identification of the major risks that The Wheel is exposed to, an assessment of their impact and likelihood of happening and a risk mitigation action(s) for each. The full Risk Review that was conducted by the Finance and Audit subgroup in October 2013 was reviewed, updated and adopted by the full board in April 2014.

The quarterly CEO report to the board contains a section on risk analysis for the CEO to update the board about the status of the 3-5 most acute risks to the Wheel. This is reviewed at every board meeting.

Objectives and Activities

The Wheel's governing documents set out that its overall aim is to support and assist the needs of groups and organisations which work for the disadvantaged and/or vulnerable in Ireland.

The Wheel's members adopted a strategy called 'Being the Change' in July 2012 which defines the organisation's vision and mission as follows:

Our vision is of an Ireland where there is a shared idea of, and commitment to realising, a fair and just society; and where the role and contribution of the community and voluntary sector in achieving this is valued and understood.

Our mission is to increase the community and voluntary sector's capacity and capability to play its part in achieving a fair and just society in Ireland. We do this by:

- *Representing the shared interests of community and voluntary organisations*
- *Supporting these organisations to do their work*
- *Promoting the importance of active citizenship as vital in making Ireland a better place to live.*

In the plan, eight strategic objectives are highlighted across four thematic areas and we achieve these objectives through the following core programme areas:

- **Advocacy Programme:** we advocate on cross-sector issues, enabling the diverse interests in the sector to negotiate with key stakeholders on issues of common interest.

- **Networking Programme:** we facilitate the building of networks of people with common interests, and create opportunities for networking across traditional boundaries. We also maintain an up-to-date directory of organisations within the sector.
- **Training and Development Programme:** we make training available to organisations and individuals in the sector and promote the highest standards of operational excellence.
- **Information Services Programme:** we provide information tailored to needs of people working in community, voluntary and charitable organisations.

We also implement the 'Sector Skills' programme, co-funded by the National Training Fund under the Department of Education and Skills. This includes a wide range of training and professional development opportunities as well as a grant-making programme that is run every three years, called the 'Training Links' programme. This latter is used by the successful networks of 10 or more non-profit organisations to fund training programmes in their specific areas of work.

Transparency and public accountability

The Board believes that The Wheel, and all charities should be fully accountable to the general public, providing detailed information on where its funds come from and what they are spent on. We have provided substantial information in the Directors' report for many years and since 2012 report our accounts in accordance with SORP, the international Statement of Recommended Practice for charities. We also publish our accounts on our website www.wheel.ie, under the About Us section.

In early 2014 we significantly enhanced the user-friendliness of our website in terms of how we offer and present information about how we do our work to the casual visitor. A new 'transparency' section was added and any person who now visits the site can see the information that they most want within two-clicks of the home page i.e. How much money do we bring in and from where? How much money do we spend and on what? How much do our senior staff earn? This information has been available for over a decade on our website, but primarily through down loading and reading our Audited Accounts. The new 'transparency section' brings the main information the public want to know into a simple, easy-to-read location only two clicks away from the home page.

We would welcome any suggestions on improving the user-friendliness and public access to information.

APPENDIX A

Achievements and Performance in 2014:

The year 2014 represented a very significant year in the implementation of The Wheel's strategic plan, 'Being the Change'. It brought us over the half-way mark in the plan's 4-year term. The achievements and performance against each of the eight strategic objectives is provided in the Supplementary Report in this document.

Financial Performance against Targets:

The core income from all sources into The Wheel's income and Expenditure account over 2014 was €1,244,097 against expenditure of €1,194,923 over the same period, thus leading to an operational surplus of €49,174 in 2014 as compared with an operational deficit of €23,590 for 2013. (See note 3 for an explanation of other income received that was not taken into the income/expenditure account.)

In relation to financial performance against budget and targets, the following should be noted:

- The original business target was for a balanced budget for 2014 and this was primarily achieved to within xx% in terms of cash-management and operations of a cash-budget.
- Over 2014 we grew our non-statutory income by 22% in 2014 over what was achieved in 2013. This compares with a growth of 18% in 2013 (over 2012 figures); 23.5% in 2012 (over 2011 figures) and 40% in 2011 (over 2010 figures).
- In relation to statutory income, the core statutory grants from the Department of Environment, Community and Local Government were reduced by 6% in comparison with 2013.

Income Diversification

In 2014 we consolidated the growth in our non-statutory income generation and instigated a strategic review of our non-statutory income lines, with a view to developing a new 3-year campaign.

Several scoping exercises were conducted in parallel with the operations and budgetary planning for 2015, and the board took several invest-to-grow decisions in November with respect to the addition of two new staff roles which will provide added value and services to our members which, in turn, cover their costs and add a small level of funds to the general member-services provided.

It noted that securing income the way The Wheel does it, i.e. through large volumes of 'small ticket items', is an expensive way to secure funds, although ultimately more reliable than over-dependence on statutory funding or large grants because it tends to be repeatable income. Thus in diversifying our income we have also actually grown the cost base of The Wheel (in terms of salaries) in order to build capacity in this area. To guide developments in this area, in November the board approved high-level principles which will underpin our continued generation of funds from our activities and these are:

1. The membership of The Wheel gives the organisation its mandate, as well as unrestricted core funding. This implies that additional focus on substantially growing the membership over the next three years should be a primary focus.

2. Core, sustainable funding for The Wheel’s day-to-day operations needs to be generated both from the membership and the day-to-day repeatable services and supports we offer (i.e. the things we do to earn funds).
3. There are core professional services of quality that the membership of The Wheel will require over the next few years. Often these are purchased from the private sector. The Wheel should be developing a competency/offering in selected key areas where it has a competence, so as to be able to offer them to members as a choice should they so wish.
4. The Wheel should ultimately position itself to cease being reliant on funding from ‘general fundraising’ as essential funding for its core operations and within three years, this income line should not appear in the core annual budget.
5. The Wheel should capitalise on its standing in the sector and view it as a core competence which can be leveraged for the gain of our members, whilst also contributing to our financial sustainability. This should be used as a framework to develop opportunities in the income generation space that might not be within our current sphere.

Deal Effect (Ireland) Limited

During 2014 the social enterprise Deal Effect (Ireland) Limited ceased to trade. This was a significant disappointment to The Wheel’s board and the 30+ charities and voluntary organisations which had invested in Deal Effect (Ireland) Limited’s success. The Wheel’s CEO and former Vice Chair sit on the board of Deal Effect (Ireland) Limited and they, as well as the staff of The Wheel and the board invested significant work and time into making Deal Effect (Ireland) Limited a success, but ultimately it ceased trading in March 2014.

Principal Funding Sources:

In 2014, the principle funding sources for The Wheel’s core operations were as described in the tables overleaf. Note that a detailed breakdown of major funding lines is provided in the supplementary information supplied at the end of this document, broken down as per SORP headlines. The table following provides a narrative description and explanation as to the primary / large amounts/sources.

Statutory Income:

Source	Amount	Remarks
Department of Environment, Community and Local Government	€76,640	<p>This was from the ‘National Organisations Grant Scheme’, a stream of funding which has suffered a cumulative 33% cut over the last 6 years, and a 6% cut in 2014.</p> <p>Technically, the period to end June was covered by the above mentioned scheme as the final 6 months in what had been a 3-year funding agreement.</p> <p>During the first half of the year the successor scheme was advertised (though Pobal). Called</p>

		<p>the Scheme to Support National Organisations (SSNO), The Wheel was successful and a two-year funding contract with Pobal was signed in September, with funding provided that covered the period Jul 1st – Dec 31st 2014 in the first instance.</p> <p>Both schemes part-fund the salaries of the CEO, the Membership Officer and the Finance Officer.</p>
	€73,476	<p>This was from the ‘Social Partnership’ grant scheme, a stream of funding which has suffered a 33% cut over the last 7 years, and a 6% cut in 2013. It part-funds the salary and associated costs for the senior role of the Director of Advocacy, as well as some of the direct member-engagement costs associated with this work.</p>
Department of Education and Skills / National Training Fund	€375,000	<p>This funding represents 80% of the total costs of the ‘Sector Skills’ programme of training and supports for people working in community and voluntary organisations. The ‘Sector Skills’ programme has three dimensions:</p> <ul style="list-style-type: none"> • The Training Links network grant programme which part-funded training in 23 networks of 10 or more organisations in 2014. During 2014 a new cycle of funding was announced and an open-call was made. The selections of the successful networks was made in December and initial funding decisions made. • The Leadership Programme which in 2014 was primarily delivered through the two accredited leadership programmes run in partnership with two separate education institutions. • The Learningpoint web-based information services about training in the voluntary sector and which is located at www.wheel/training

Non Statutory Income:

Membership Fees	€168,274	Income from membership fees membership fees which contribute to the costs of supports for members and the sector.
Income from charitable activities	€255,039	Income from a range of charitable activities: training courses; customised training; information and advice publications; Fundingpoint subscriptions; and member affinity programmes.
Donations, sponsorships and grant fundraising	€293,904	Includes various donations / sponsorships for programmes and events, including the Better Together campaign, annual conference sponsorship and specific training / support events.

Funds held on behalf of other initiatives or organisations:

The income shown in the table below was received in 2014 for programmes of work that were specific to 2014 and which were fully funded from the respective sources named. This income and associated expenditure is included in the audited accounts income and expenditure of The Wheel.

Source of funds	Amount	Details
Four members of the 'Social Enterprise and Entrepreneurship Taskforce'	€13,075	Payments of €13,075 to fund the work of the Taskforce. An amount of €11,685 was spent in 2014 by The Wheel, on behalf of the Taskforce, to pay certain contractors for work delivered to the Taskforce.

In addition, The Wheel holds funds on behalf of Vodafone Ireland to enable the Like Charity mobile-text-donations service to provide a 100% donation function to charities. The Wheel performs this service in order to facilitate our members receiving the maximum possible donations from members of the public who donate via their mobile phones using the Like Charity service. Every payment made to Like Charity from the funds held by The Wheel for this service is pre-approved by Vodafone prior to entering into our expenditure approval process in The Wheel. These transactions are not covered in the income and expenditure account for The Wheel.

The Wheel holds funds on behalf of The Advocacy Initiative Legacy. Operations were officially wound down in July 2014 but the website is still maintained and there are plans in place to hold one final event. The Wheel have agreed to manage their remaining funds and activity by contracting for maintenance of the website for 3 years and delivering a one off event.

Reserves Policy and Level:

The Board of The Wheel has set a reserves policy which requires:

- Reserves be maintained at a level which ensures that The Wheel's organisation's core activity could continue during a period of unforeseen difficulty.
- A proportion of reserves be maintained in a readily realisable form.

This takes into account:

- Risks associated with income and expenditure being different from that budgeted
- Planned activity level and potential opportunities
- The organisation's contractual commitments
- The cost associated with potentially having to make staff redundant in an emergency situation

The calculation of the required level of reserves is an integral part of the organisation's annual planning, budget and forecast cycle. The level of reserves is kept under constant review through ongoing financial reporting and production of annual audited accounts.

At the end of 2014, the unrestricted funds were at the level of €303,395 and in the light of this knowledge, the board proceeded to approve an operations budget for 2015 that allowed for an investment of €40,000 of this into the costs associated with new services / value-add for members. The plan being to make the investment in areas of work that will ultimately recover this cost through increased income from member-services.

Investments:

Part of the reserves are lodged with a Deposit line Account with ICS, which is part of the Bank of Ireland Group. The balance at end of 2014 was €103,650.

In May 2013 a donation was received in the guise of an investment in KBI Venture Capital Fund. This was treated as an in kind income and the value at transfer of ownership amounted to €59,129. In November 2014, due to regulatory changes associated with the fund, The Wheel was offered the opportunity to cash in the value of the investment. The board decided to do that and consequently, a cash-payment to the value of €54,962 was received by The Wheel in November/December 2014.

Pension:

The Company has a contributory pension scheme to which all employees are entitled to be members. It is with New Ireland and is a defined contribution plan. The Directors are satisfied that the trusteeship arrangements for the scheme meet all legal requirements and recommendations and have engaged 'General Investment Trust Ltd' to act as Trustees for the pension scheme. A review meeting with the independent financial advisor to The Wheel in this regard was conducted by senior management, and also subsequently by the Staff & Employment subgroup. The results of this review were circulated to all board members. There were no additional/new actions required.

Principal Risks and Uncertainties:

In common with all organisations set up on a non-profit / charitable basis, the company has uncertain income streams coupled with the increasing wage/materials costs that face all companies in Ireland. The directors are satisfied that the risks facing the organisation have been identified and managed through the annual 'Risk Assessment Review' described in more detail earlier in this report.

Health and Safety:

The directors are satisfied that the Health and Safety statement was reviewed during 2014 and that all staff members are aware and understand it and are provided with appropriate training. An updated Health & Safety statement was approved by the board in September 2014.

Plans for Future Periods:

The 'Being The Change' strategy document will shape the plans and direction for The Wheel until 2016 against our eight strategic objectives. A high level summary of the objectives for 2015 can be read in the Supplementary Information. All members of staff have goals which are aligned with these top level goals for the organisation.

APPENDIX B

Plans for Future Periods

The table below reflects a high-lighted summary of the top level priorities of The Wheel in 2015 against each of our eight strategic objectives. All members of staff have goals which are aligned with these top level goals.

<p>1. Build an understanding of the importance of participating in community life and in public decision-making.</p>
<ul style="list-style-type: none">• Publish the People's Conversation Vision for Citizenship; develop and implement advocacy plan for the recommendations- to include engagement with politicians, policymakers, media and other relevant stakeholders.• Publish The Wheel's paper on what effective Public Participation Networks (PPNs) and effective Local Community Development Committees (LCDCs) etc. would look like. Engage with members around the roll out and monitor the quality of the participation. Collaborate with partners (Environmental Pillar, Social Justice Ireland and others) in maximising the effectiveness for communities of the roll-out of PPNs and LCDCs.• Publish and launch The Wheel and NYC\ "Health of Active Citizenship Index"; include the theme of participation and citizenship in Annual Conference 2015.• Support cross-societal initiatives which further the 'active citizenship' agenda'.
<p>2. . Maximise public participation in the development of shared ideas of what a fair and just society is in Ireland.</p>
<ul style="list-style-type: none">• Convene special People's Conversation for Wheel members to form the basis of The Wheel's view of a fair and just society and publish.• Comprehensively review the Better Together concept and integrate the main messages about citizenship/participation/fairness and justice (from People's Conversation) into a new Better Together campaign for 2015. Implement same.• Maintain involvement in, and support where appropriate: Claiming our Future; Advocacy Initiative Legacy & Partners; ESC Rights Campaign with Amnesty; People Talk; Open Government Partnership; European Year of Development (Dachas); Community and Voluntary Pillar. Partner with Civicus, Dachas, IDEA, the Community Platform and Social Justice Ireland in European Year of Development initiative and Millennium Development Goals review process.• Monitor public attitudes towards active citizenship, fairness and justice and charities etc through Irish Charities Engagement Monitor work.
<p>3. Maximise the effectiveness of the community and voluntary sector's voice so that the sector's importance is recognised by the state, the political system and other sectors.</p>
<ul style="list-style-type: none">• Implement an advocacy campaign for each of the three policy priority areas for The Wheel in 2015:<ol style="list-style-type: none">1. Increasing the credibility of CV sector and maintaining public trust and confidence.2. Ensuring the community and voluntary sector's role is valued and adequately funded.

3. Progressing the active citizenship agenda, including a focus on inclusive local government /local development reform and alignment

- Develop our 'networks of interest' to further promote a sense of common purpose and member-driven evidence-based policy work.
- Publish revised Manifesto Document (for The Wheel) vis a vis the next general election; circulate and conduct advocacy around it, engaging with political groupings/parties.
- Develop and roll out an engagement strategy with media in relation to the public image of charities and how they are portrayed in the media.
- Engage proactively with Charities Regulator, ensuring maximum possible support for members during this transition phase.
- Provide practical supports to collaborative 'voice' networks and coalitions (eg Social Enterprise and Entrepreneurship Task Force)
- Publish the sector magazine, Be The Change, in conjunction with partners IFP and also the Editorial Board.
- Continue to work with, and support, coalition(s) of infrastructure groups to coordinate the leadership needed for the sector to strengthen its voice; review goodcharity.ie and create plan (with partners) for further development.

4. Foster Excellent Leadership in the Sector

- Develop and roll out a programme of work within the concept of a 'Leadership Academy' that will focus on developing leadership in the three 'tiers':
 - 1) voluntary board leadership;
 - 2) senior management levels;
 - 3) community activist leadership.

voluntary board leadership:

- Provide supports (training, information, guides) to encourage and help groups to reach the standards embodied in the Governance Code - roll out the Ready for Regulation and Future Builders programmes
- Maintain active engagement on Governance Code Working Group, working with Governance Code Working Group's advocacy strategy to encourage wide scale Adoption

senior management levels;

- Roll out and monitor the accredited leadership development programmes.
- Further enhance and develop the CEO Roundtables' and 'Leadership Networks'
- to enhance leadership in the sector
- Develop new offerings for the 'Leadership Academy', incl in-organisation
- customised leadership progr

community activist leadership

- Provide information, supports and training to enhance the natural i people providing leadership in their communities, through 'business and technical' supports around running organisations and groups effectively, and principles of participation.
 - Set up and implement support and monitoring plans for the current cycle of the 'Training Links' network-led training programme.
- Support initiatives where good leadership is celebrated and recognised.
 - Develop an Advisory Council for the 'Leadership Academy' to advise on strategy re this objective.

5. Promote quality and excellence in the community and voluntary sector to deliver better outcomes for people.

- Develop calendar of training, supports and information to encourage organisations to adopt outcomes-focused planning and measurement in their work (and seek feedback from their service users, with regard to quality and relevance of those services).
- Ensure widespread awareness and usage of our best-practice guides.
- Signpost where outcomes-based training and supports exist and encourage our members to use them.
- Promote adoption of the Statement of Recommended Practice (SORP) for financial account reporting; the Governance Code, the Principles of Good Practice in Fund raising and other quality assurance standards across the sector.
- Develop concept for and write a seventh 'Solid Foundations good practice guide'.
- Review and enhance the 'sign posting' of wheel.ie in order to ensure better access to, and information about training opportunities from all providers.

6. Maximise collaborative working in the sector.

- Review and keep 'live' (i.e. populated with relevant information), the collaborative-working space on wheel. ie in order to be a home for the information and signposting work in this area.
- Demonstrate The Wheel's own commitment to collaborative working through publishing and updating our 'collaboration index' Develop the group procurement project, Resource Point to show that working collaboratively with organisations can secure savings on expenditure.
- Act as 'host organisation' for the Governance Code Working Group and the Information Officer recruited for 2015.
- Roll out the Future Builders collaborative project to support groups in the transition towards an era of charity regulation.
- Deliver the Eircodes Community Outreach programme through a collaborative network of 'Eircode Assistants'

7. Ensure that The Wheel has the systems, structures, processes, procedures and resources to deliver on our strategic objectives

People

- Recruit and successfully induct the new employees in 2015.
- Ensure the team has the capabilities and skills to deliver on the strategic objectives.
- Complete review and updating of Staff Handbook.

Process and systems

- Implement the ICT change programme affecting: fileservers, email system, new CRM as well as a complete review of how these are integrated with the workflows of relevant staff. Ensure necessary project management, support and training throughout.
- Further 'bed in' processes and procedures for interaction and management of work between the business units.
- Ensure best practice followed re Data Protection

Governance

- Complete process to fill vacancies that will arise on the board due to normal rotation.
- Continue to operate in full compliance with the Governance Code. Comply with The Good Practice Principles in Fund raising, putting all relevant documents on our website.
- Review the effectiveness of the expanded subgroup
- Complete annual risk management review for 2015.

Communications

- Implement the Communications Plan, building the public face of The Wheel; and maximising engagement with members.
- Update weekly the media-section of wheel.ie ensuring all activity that is media-related finds a home online.
- Review contract for 'Be The Change' magazine.

Business Development & Sales

- Income Diversification: develop new 3-year targets across all income lines and create implementation plan for each.
- Tightly manage activity and results in order to drive the organisation towards reaching its stretch income targets.
- Ensure ResourcePoint is successful at reducing costs for members and raising income for The Wheel.

Administration

- Conduct facilities management with proactive early-addressing issues with landlord.
- Complete the fit out for the new office space.
- Hold quarterly Health & Safety meetings of internal sub-committee and monitor and report on policy implementation.

Information technology

- Purchase necessary software and tools to implement ICT change programme and ensure adequate training in place.
- Work with the IT provider to ensure proactive management of IT network and tools.
- Introduce/increase IT security including IT Passwords system.

8. Ensure The Wheel involves, adds value, and is responsive to our members.

- Provide members with a range of services compliant with, and based on, the strategy and which are informed by periodic and annual feedback via a number of different mediums e.g. *face* to face, email, online groups, surveys etc.
- Continue to support the implementation of the 'member engagement and accountability policy' and the 'policy development framework' to achieve: (1) better informed members (2) greater involvement from, and deeper engagement with, members (3) better founded policy/advocacy positions and plans and (4) stronger governance
- Strongly encourage our members to adopt the Governance Code and other sector standards.
- Develop and roll out member surveys to ensure ongoing development of programmes that meets expressed need, and to track progress against strategic and operations goals.
- Develop method(s) to enable The Wheel to capture and communicate the social impact of the work of our members
- Devise and implement a regional development plan for Wheel membership programme, along with other membership drives, setting three-year targets for membership numbers.