North Tipperary Development Company

Terms of Reference – Organisational Review

# Background

North Tipperary Development Company (NTDC) is a not-for-profit voluntary organisation with charitable status. It is a local development company responsible for the delivery of a range of rural enterprise, social inclusion, and community development initiatives in the Tipperary North County area. It is a not-for-profit voluntary organisation. The purpose of NTDC is to act as a voluntary, non-profit making, private limited company with a mission to promote social inclusion, promote economic development, increase employment and enterprise opportunities, and promote wider participation in voluntary activity for the people of the area.

NTDC has grown significantly, and now directly employs over 80 people and 150 participants through supported employment programmes across a range of programmes in the North Tipperary area. Staff work delivering the following main programmes.

* Ascend Domestic Abuse Service
* Roscrea Youth Services – UBU, IYJS, Family Support, Youth Counselling
* LEADER, RDP 2024 - 2028
* SICAP 2023 – 2028
* New Arrivals Programme
* Traveller Programme
* Childcare Services
* Local Area Employment Service
* DSP Employment Programmes – Tús/RSS & Community Employment
* Meals On Wheels Services

NTDC aims to promote social inclusion, promote economic development, increase employment and enterprise opportunities, and promote wider participation in voluntary activity for the people of the area. NTDC’s current Strategic Plan is for a 5-year period (2021 – 2025) and the goals and objectives of the Strategic Plan are attached. One strand of the Strategic Plan (Objectives 5.2 and 5.6 specifically) relates to Organisational Development. In view of this NTDC is now seeking to contract an external consultant with expertise in organisational development to assist the Company to review its current structures and resources and develop a plan of action which would facilitate NTDC to maximise its capacity to respond to the needs of communities in North Tipperary in the coming 5 – 10 years.

# Purpose

The purpose of this review is to examine the following:

1. OVERALL ORGANISATIONAL STRUCTURE:
   1. Does the current structure allow the Company to deliver effectively on its goals and objectives?
   2. Does the current structure facilitate the Company to maximise its capacity to work with local communities to promote local development and deliver on its objectives in a manner that is consistent with best practice in the sector?
   3. How does the current funding model support the sustainability of the Company and facilitate it to maximise its capacity to deliver on its vision, mission and goals in a manner that is consistent with best practice in the sector?
   4. What is working and not working within the current structure and how does the structure need to be developed to enable the Company to optimise its capacity to deliver a quality service and achieve its objectives?
2. PERSONNEL RESOURCES AND EXPERTISE:
   1. Is there an appropriate match between the range of programmes and initiatives the organisation is seeking to deliver and the allocation of roles and responsibilities and staff resources (time and expertise) within the organisation?
   2. How does the current funding model impact on the types and range of posts the organisations can put in place and the types of employment contracts the organisation can offer employees?
   3. What needs to be considered in relation to the current structure to allow the Company to address future staffing needs, particularly at management level, and ensure continuity and sustainability of quality service delivery?
3. PHYSICAL RESOURCES/FACILITIES:
   1. Is there an appropriate match between the physical resources current available to NTDC in terms of premises and facilities and the range and type of community-based programmes it is seeking to deliver?
   2. What needs to be considered regarding premises and facilities to enable NTDC to address current and future needs across North Tipperary?
   3. Does the current balance between renting and purchasing properties represent value for money and an effective long-term strategy to the development of facilities?
4. BOARD RESOURCES AND EXPERTISE:
   1. Is there an appropriate match between the mission of NTDC and the current composition of the Board?
   2. Does the current composition of the Board provide the range of knowledge, skills, expertise and representation required to enable the Board to fulfil its fiduciary responsibilities?
   3. How do the sub-structures of the Board assist the Board and the organisation in achieving its Vision, Mission and Goals and fulfilling the organisation’s fiduciary responsibilities?
   4. Do the current sub-structures represent the best use of resources regarding:
      1. The time commitment required by Board members
      2. The staff resources required to service the sub-structures
   5. What is working and not working in relation to the current composition of the Board and sub-structures?

In answering these questions, the review will also recommend any changes required to the present organisational structure and resources to able NTDC to better achieve its vision, mission and goals.

# Objectives

The objectives of the review are to:

* Review the scope of current roles and responsibilities for each programme areas/departments within NTDC and the level of staff and management capacity dedicated to each area.
* Establish whether the roles and responsibilities of core staff are appropriate and achievable, and commensurate with the resources available in terms of staff time and expertise.
* Establish whether the current organisational structure ensures opportunities for staff and management to respond to future organisational requirements, in particular with regard to succession planning.
* Establish to what extent the current premises and facilities available to NTDC facilitate the Company to effectively deliver the programmes within its remit and identify gaps that need to be addressed.
* Establish to what extent the current model of funding facilitates the organisation to effectively deliver on its vision, mission and goals?
* Review the current composition of the Board of NTDC and identify any areas that need to be addressed to maximise the capacity of the Board to fulfil its responsibilities and facilitate NTDC to deliver on its mission.
* Based on the review of the above and considering recommended best practice in the sector:
  + Make recommendations for the development of the organisational structure and resources over the next 5 – 10 years to maximise the capacity of the organisation to delivery on its vision, mission and goals.
  + In making these recommendations, be cognisant of the current and potential financial resources available to NTDC and the financial parameters set down by programme funders.

# Outputs

The consultant/s will prepare a written report of the review undertaken, in which they will have addressed the purpose of the review and will have responded to each of the objectives as outlined above. The Report will be focused and concise, providing details as follows:

* The methodology used in carrying out the review.
* The key findings from the process.
* Make clear recommendations for the organisation, being cognisant of the current and potential financial resources available to NTDC and the financial parameters set down by programme funders.

# Methodology and Timeline

This review will play a key role is facilitating NTDC to deliver on its Vision, Mission and Strategic Goals as reflected in its Strategic Plan. It will be important to ensure clarity and buy-in of staff and Board to this review. The contribution and participation of the CEO and Management / Coordination Team and other frontline staff will be central to the process. The consultant/s will work closely with Management and the Executive Committee in agreeing the final methodology and sources of information, and in gathering information about present ways of working in the organisation.

The consultant/s will use their knowledge of the sector to assist in reviewing NTDC’s organisational structure, ensuring that it is fit for purpose and enables the organisation to deliver on its objectives in a manner that is consistent with recognised best practice in the sector and value for money. S/he will provide regular updates to the Executive Committee and attend meetings of the Committee as required.

This review will be undertaken within a three-month timeframe from the commencement date, with the start and end dates and the Plan of Work agreed in advance between the consultant/s and the Executive Committee on behalf of the Board.

# Tendering Process

There is a tendering process in place to select the consultant/s to carry out this piece of work. In tendering, each party is asked to include the following:

* Details of their expertise and previous experience of the sector and how this will enable the consultant/s to undertake the proposed piece of work.
* An outline of how they propose to carry out the piece of work, and the timeframe within which it would be completed and an indication of the number of days they anticipate allocating to the work.
* Details as to the cost of carrying out this piece of work. Tenders should include a breakdown of all costs associated with carrying out the piece of work. All prices quoted must be all-inclusive. The VAT rate(s) where applicable should be indicated separately.
* Evidence of Tax Compliance.
* Evidence of appropriate insurance
* Evidence of previous experience in the sector.

**Informal inquiries**

Informal inquiries by Friday 22 August at 12.00 noon to Michael Murray CEO [mmurray@ntdc.ie](mailto:mmurray@ntdc.ie) or Monica McElvaney Chairperson [mcelvaney2021@gmail.com](mailto:mcelvaney2021@gmail.com)

**COMPLETED TENDER DOCUMENTS SHOULD BE RETURNED TO:**

Michael Murray, CEO North Tipperary Development Company, Second Floor, Friar’s Court, Nenagh, Co. Tipperary

Alternatively, tenders can be forwarded by email to [mmurray@ntdc.ie](mailto:mmurray@ntdc.ie)

Tender Applications must be submitted by: **Monday 1st September 2025 at 12.00noon.**

## Terms and Conditions

**TENDERING COSTS:** All costs and expenses incurred by Tenderers relating to their participation in this Competition including, but not being limited to, site visits, field trials, demonstrations and/or presentations shall be borne by and are a matter for discharge by the Tenderers exclusively.

**CONFIDENTIALITY:** All documentation, data and other relevant information or material disclosed or furnished by the Contracting Authority to Tenderers during the course of this Competition:

(a) are furnished for the sole purpose of replying to this RFT only.

(b) may not be used, communicated, reproduced or published for any other purpose without the prior written permission of the Contracting Authority.

(c) shall be treated as confidential by the Tenderer and by any third parties (including subcontractors) engaged or consulted by the Tenderer; and

**COMPLIANCE WITH RELEVANT LEGISLATION:** The chosen consultant will be required to provide a signed statement that s/he operates in a manner compliant with all relevant legislation. This including legislation in relation to financial management, employment, data protection, equality status and health and safety.

**CONFLICTS OF INTEREST:** Any conflict of interest or potential conflict of interest on the part of a Tenderer, Subcontractor or individual employee(s) or agent(s) of a Tenderer or Subcontractor(s) must be fully disclosed to the NTDC as soon as the conflict or potential conflict is or becomes apparent. In the event of any actual or potential conflict of interest, NTDC may invite Tenderers to propose means by which the conflict of interest might be removed. NTDC will, at its absolute discretion, decide on the appropriate course of action, which may in appropriate circumstances include eliminating a Tenderer from this Competition or any Mini-Competition or terminating any Services Contract entered with a Tenderer.