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**Tender Opportunity – Consultant for Strategic Review of Organisation Structure and Services**

**Terms of Reference for Consultant**

**1. Background**

Established in 2000, Safe Home Ireland (Safe Home) is a national charity with a global remit, supporting Irish emigrants seeking to return to Ireland. Our services include information provision, an outreach/home visiting service, assistance with exploring housing options for qualifying applicants, and occasional project and policy work.

The organisation’s work is core funded via the Emigrant Support Programme of the Department of Foreign Affairs & Trade, with additional income from corporate donors and occasional project-based grants. The current team comprises four full-time equivalent staff: a Chief Executive Officer (FT), two Outreach & Advocacy Officers (FT), a Coordinator (PT), and an Information and Communications Officer (PT). We also engage external digital marketing expertise.

Our work is guided by a Strategic Plan 2023–2028, which sets out our mission, vision, and priorities, and is communicated through our website and other platforms. We are entering the final year of our current multi-annual funding and preparing for the next funding cycle in Autumn 2025.

To guide this process, we are undertaking a comprehensive strategic review of our organisational structure and services, including an assessment of our service delivery model and alignment with the Strategic Plan. The aim is to ensure the organisation remains sustainable, adaptable, and well-positioned to meet evolving needs.

We are seeking an external consultant to carry out this review and provide independent, expert guidance on our optimal working model and a clear pathway for developing the organisation into the future.

**2. Purpose of the Review**

The review will:

* Assess whether Safe Home’s current organisational structure, services, staffing model, budget, and resource allocation are fit for purpose in delivering our strategic objectives now and into the future.
* Evaluate our current service offering to determine its relevance, impact, and alignment with the Strategic Plan 2023–2028.
* Recommend a practical, phased pathway for developing the organisation over the coming years, ensuring sustainability, innovation, and effective delivery for our client base.

The findings will inform decisions around structure, staffing, remuneration, succession planning, and service development, and will also support engagement with our core funder and other stakeholders.

**3. Scope of Work**

The consultant will be expected to:

* **Review Current Job Descriptions & Responsibilities** – assess existing roles and responsibilities to ensure alignment with the Strategic Plan and organisational goals.
* **Gap Analysis** – identify critical gaps in skills, governance, resources, or systems that could impact service delivery or organisational development, and recommend solutions.
* **Examine Remuneration & Pension Planning** – review current salary levels and structures, and recommend fair and sustainable remuneration, including preparation for the Pension Auto-Enrolment Scheme (2026).
* **Review Current Services** – evaluate the existing service offering, including how services are communicated and accessed via our website and other channels, and assess alignment with the Strategic Plan.
* **Pathway for Development** – outline a realistic, actionable plan for organisational growth and service evolution, including improvements to the website, communications, staffing structure, and operational model.

**4. Deliverables**

The consultant/consultancy will:

* Conduct an initial scoping meeting with the CEO and relevant Board members.
* Undertake a desktop review of current roles, job descriptions, and services.
* Facilitate a round-table discussion with staff (excluding management).
* Produce a **final written report** including:
	+ Analysis of current structure and services, including Strategic Plan alignment.
	+ Evaluation of the website and other communications tools as part of service delivery.
	+ Identification of key risks and mitigation strategies.
	+ Recommendations for revised or new staffing roles, if required.
	+ Remuneration and pension planning advice.
	+ A phased, costed pathway for developing the organisation over the next 3–5 years.
	+ Proposals for next steps, if appropriate.

**5. Consultant Profile**

The consultant or consultancy should demonstrate:

* Proven experience in organisational development, HR management, nonprofit governance.
* Demonstrated track record in organisational review, change management, and service evaluation.
* Strong analytical, facilitation, and communication skills, with the ability to deliver clear, actionable recommendations.
* Knowledge of the not-for-profit sector and experience working with boards and staff teams
* Financial acumen to review budgets, remuneration, and knowledge of the Pension Auto-Enrolment Scheme (2026).
* Relevant qualifications in HR/Organisational Development (CIPD desirable) and/or change management.

**6. Submission Process**

Please submit a **brief proposal** (max three pages) including:

* Relevant experience and qualifications in undertaking this type of work.
* Details of the individual/s who will carry out the work, highlighting relevant skills and experience.
* Proposed methodology and approach to meeting objectives.
* Detailed budget breakdown showing daily rates, estimated days, and VAT (if applicable).
* Details of two recent assignments (with contact information) that may be contacted for references if appointed.

**7. Key Details & Budget**

* **Tender issue date:** 15th August 2025
* **Submission deadline:** Tuesday 2nd September 2025
* **Review to be completed by:** Friday 31st October 2025
* **Budget:** €7,000 (inclusive of VAT)
* **Strategic Plan Summary:** [HERE](https://safehomeireland.com/wp-content/uploads/2024/05/Safe-Home-Ireland-Summary-Strategic-Plan-2023-2028-.pdf) - full plan available on request

**Submissions received after the deadline will not be considered.**

**Tenders should be submitted electronically to:**
Karen McHugh, CEO, Safe Home Ireland; **Email:** karen@safehomeireland.com