

# STRATEGIC PLAN 2021-2025



North Tipperary Development Company 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.

The purpose of NTDC is “to act as a voluntary, non-profit making, private limited company with a mission to promote social inclusion, to promote economic development, increase employment and enterprise opportunities and promote wider participation in voluntary activity for the people of the area”.



# INTRODUCTION

I am pleased to welcome you to this summary version of NTDC's Strategic Plan. In these challenging times of disruptive change, it sets out our course until 2025.

It has come about through the reflection and planning of our board, staff, communities and other stakeholders and I want to thank each of them for their participation in the process.

We look forward to continuing to work with and on behalf of the communities of North Tipperary in the coming years to make our great county even more inclusive, resilient and vibrant.



**Jim Finn**  
Chairperson  
North Tipperary Development Company



# NTDC KEY STATS

65

staff

229

workers on labour  
market programmes

10,264

persons  
supported

177

persons placed into  
employment or  
supported to self-  
employment

195

community groups  
supported/funded

108

training  
courses

30

businesses and  
social enterprises

334

persons who  
experience or have  
experienced  
domestic abuse

140

additional groups allocated  
scheme workers in community centres,  
sports facilities, creches,  
charity shops, care of the elderly,  
Tidy Towns, graveyards.

€3.6m

in LEADER grants allocated to  
120 community projects and enterprises  
(since 2016) to fund tourism, renewable  
energy, food, towns, water resources,  
biodiversity, social inclusion projects

# OUR PROGRAMMES

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**ASCEND Domestic Abuse Service – Tusla**

<https://www.ntdc.ie/programmes/ascend/>

**Better Energy Communities/ Sustainable Energy Communities – SEAI**

<https://www.ntdc.ie/pillar/environment-energy/>

**Community Childcare – DCEDIY**

<https://www.ntdc.ie/programmes/community-childcare/>

**Community Employment – DSP**

<https://www.ntdc.ie/programmes/community-employment/>

**Family Support Programmes – Tusla**

<https://www.ntdc.ie/programmes/family-support-programmes/>

**Local Area Employment Service – DSP**

<https://www.ntdc.ie/programmes/job-club/>

**Outdoor Recreation Walks Scheme (ORIS) – DRCD**

<https://www.ntdc.ie/ntdc-and-oris-funded-by-drcd-support-local-walkway-development/>

**Project Ireland 2040**

<https://www.ntdc.ie/programmes/project-ireland-2040/>

**Rural Development Programme (LEADER) 2014-2020 – DRCD**

<https://www.ntdc.ie/programmes/rural-development-programme-leader-2014-2020/>

**Rural Social Scheme – DSP**

<https://www.ntdc.ie/programmes/rural-social-scheme/>

**Social Inclusion and Community Activation Programme (SICAP) 2018-2022 – DRCD**

<https://www.ntdc.ie/programmes/social-inclusion-and-community-activation-programme-sicap-2018-2022/>

**Traveller Programme – HSE**

<https://www.ntdc.ie/programmes/traveller-programme/>

**Tús Programme – DSP**

<https://www.ntdc.ie/programmes/tus-programme/>

**Youth Diversion Programme – Department of Justice**

<https://www.ntdc.ie/programmes/youth-services/>

**UBU – DCEDIY**

<https://www.ntdc.ie/programmes/youth-services/>

**Youth Counselling (Pilot) – DRCD**

<https://www.ntdc.ie/programmes/youth-services/>

# OUR BOARD

NTDC is a not-for-profit company limited by guarantee, registered as a charity. The Board is responsible for the governance of the company, including its oversight and strategic direction. It comprises directors from community groups, social partners and statutory groups across North Tipperary to ensure the most effective, representative membership.

Director	Sector Represented
Jim Finn (Chairman)	Community & Voluntary
Nancy White (Company Secretary)	Community & Voluntary
Monica McElvaney (Vice Chairperson)	Community & Voluntary
Maura Carey	Community & Voluntary
Patrick Barry	National Social Partner -Thurles Chamber of Commerce
Michael Daly	Statutory -Teagasc
Cllr. Michael Smith	Tipperary County Council - Thurles/ Templemore Municipal District
Cllr. Michael O'Meara	Tipperary County Council - Nenagh Municipal District
Seamus Mullaney	Roscrea Lions Club
Ciaran Kennedy	Tipperary Education & Training Board
Charles Stanley Smith	Environment Pillar
Joe O'Connor	Community & Voluntary
Liam Coffey	IFA

# SUMMARY

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*'meeting you where you are and helping you get to where you want to go'*

## WHO WE ARE

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NTDC is the Local Development Company for North Tipperary.

Led by a board of volunteers, we are a not-for-profit service, registered as a charity.

Our staff and volunteers are all local and we have a presence in every corner of the community through our supported community groups.

**All our decisions are made within North Tipperary by people working for North Tipperary and its local communities.**

## OUR VISION

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**Our Vision for North Tipperary is that each resident and community is valued and a high-quality, sustainable way of living can be attained by all.**

Our vision for our organisation, NTDC, is that we will be a responsive and leading provider of effective support to individuals, communities and enterprises and thereby contribute to the achievement of socially inclusive and sustainable communities while being a great place in which to work.

## OUR MISSION

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**To realise this vision we will provide financial, social, organisational and personal support to communities, enterprises and individuals in rural and urban North Tipperary to assist them in maximising their sustainable potential and in order to enhance the quality of life of all who live and work in the area it serves.**

Under our constitution we are set up *"to promote, support, assist and engage in (a) social development, (b) enterprise development to facilitate rural and urban regeneration, (c) the development of the environment, culture and heritage, (d) community development, designed to benefit and promote the welfare of local communities or to deal with the causes and consequences of social and economic disadvantage and poverty.*

In practice, this means our 65 staff and 220 scheme workers operate social inclusion, community development, employment, enterprise, personal development, environment and energy programmes across North Tipperary.

These also include childcare, youth services, training, job supports, enterprise supports and grants, counselling and family supports, health and wellbeing classes, domestic abuse supports and older person services.

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## OUR APPROACH

The approach of NTDC is bottom-up, community-led, close to the point of delivery and above all, developmental.

**We use participatory methods, enabling communities and individuals to co-create and implement their own solutions.**

We work in partnership with community, statutory, business and agricultural sectors to ensure the best outcomes for communities and individuals.

We follow a model of Community-Led Local Development (CLLD) as endorsed at European and national levels.

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## OUR PRINCIPLES

The principles by which we carry out our work are

**Development and Capacity Building Approach – Sustainability – Collaboration – Innovation – Accountability and Transparency – Leadership**

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## OUR VALUES

We are a Values-Led Organisation that strives for

**Respect - Honesty and Integrity - Continuous Improvement - Inclusion**

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## THE PURPOSE OF OUR PLAN

As a wide-remit, high-impact, evidenced-based, bottom-up organisation, NTDC is responsive to changing needs of its stakeholders. We take time to consult and to plan in order to remain relevant. The 2021- 2025 Strategic Plan has been prepared in order to meet the following goals:

- To address the future of the organisation
- To promote learning and discussion about what is important
- To build commitment to strategic initiatives

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## THE PROCESS OF OUR PLAN

The Plan brings together the voice of our people and the evidence of our research.

The consultations have involved our board, management, staff, key stakeholders, partners and service users facilitated by an independent community planner. Our research has involved gathering the evidence on our population and community from statutory and community sources as well as national and international trends in community service delivery and empowerment.



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## OUR OPERATING ENVIRONMENT

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Life and Society are forever changing and there is never a particularly good or particularly bad time to undertake strategic planning. However, being finalised during the COVID pandemic meant a unique and unforeseen set of circumstances for this Plan. Whilst COVID certainly disrupted the timings and mechanics of the process, it has also brought a focus on what is most important as well as accelerating many trends towards a digital society.

### Our operating environment has many other challenges:

- Many of our programmes and our core costs are only met on a partial basis and with no long-term or even multi-annual basis.
- Funding deficits affect both our service users and our ability to retain highly experienced and committed staff
- We believe in strong and transparent governance but these systems are costly and many funders do not provide a contribution.
- Our service users are facing employment, fuel and food deficits, poor transport and broadband provision, mental health challenges and other facets of social exclusion.
- Our community groups face barriers in recruiting volunteers, funding their programmes, getting insurance and meeting their own compliance obligations.

### There are also many strengths and opportunities for us to draw from such as:

- People – our staff and volunteers know their communities and are committed to them. They have vast experience and have proven agile and responsive across multiple crises such as those caused by the economic crash, COVID and the Ukrainian war.
- Reputation – we are trusted by our service users and appreciated by our partner agencies and funders in Department of Rural & Community Development; Department of Social Protection; Department of Justice; Department of Children, Equality, Disability, Integration and Youth; An Garda Síochána; HSE; Pobal; Tusla; Tipperary County Council; Tipperary ETB; SEAI; Teagasc; TEA and TUS.
- We have a large and varied funding base with over 20 sources of funding.
- NTDC and the Local Development sector generally has much expertise in new and/or growing areas of community delivery such as energy, food, health and well-being, social enterprise, Just Transition, which positions us well to expand the funding base.
- Philanthropic funding is growing larger in community work and NTDC is well-placed with strong reputation and governance systems to attract funding over the CSR (Corporate Social Responsibility) and ESG (Environmental, Social and Governance) activities of potential private sector partners.

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## **WHAT WE WILL DO 2021 - 2025**

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In the next section, you will see how our Goals and Objectives. These will be underpinned by Monitoring & Evaluation and Risk Management frameworks.

Monitoring, evaluation, and review are critical to the successful implementation of any plan or programme and a comprehensive framework is in place to ensure that NTDC continues to be a high-impact, high-learning organisation.

Risk Management is vital to the governance of any organisation. It is in place not to inhibit change but to limit the consequences of the risks associated with such change and to continue meeting the expectations of our funders, service users and other stakeholders.

The Monitoring and Risk Management Frameworks are laid out in the main (non-summary) Strategy Plan.

# OUR GOALS AND OBJECTIVES

Taking into account our Vision, Mission, Values, Principles, Approach and considering our Strengths & Weaknesses and consulted our People and the available Evidence of needs and trends, the following are the strategic goals of NTDC for the period ahead:

## GOAL

### 1

**To contribute positively to the creation and nurturing of existing and new communities which are connected and sustainable**

#### Objective 1.1

That Community Development Workers will be made available to work with local communities to assist them in the ways that are most relevant to them including assisting them to engage and access funding to achieve their potential and aspirations

#### Objective 1.2

That local community resources will be of a high quality and that NTDC will assist communities to enhance such facilities where there is a quality shortfall

#### Objective 1.3

That local communities will become sustainable over time

## GOAL

### 2

**To become a leader in the area of the green economy and sustainable communities in a local development context**

#### Objective 2.1

That NTDC will develop knowledge and expertise on the drivers of sustainable behaviour at a community level

#### Objective 2.2

That NTDC will provide a programme of support to communities to become green

## GOAL

## 3

**To continue to be a leading partner of choice for major funded programmes****Objective 3.1**

That systems and processes are put in place to ensure that funder requirements are so that existing funding is maintained

**Objective 3.2**

That a structure and processes be put in place to identify funding opportunities and facilitate effective and efficient funding applications

## GOAL

## 4

**To raise the profile and enhance the recognition of NTDC as a leading organisation in the area of local development****Objective 4.1**

To develop, resource and implement an integrated promotion strategy for NTDC with clear target audiences and with defined outcomes

**Objective 4.2**

To develop and implement an action plan for networking and relationship building and maintenance with key stakeholders including identified actions for Board members amongst others

**Objective 4.3**

To become members of representative organisations for rural and community development and social inclusion

**Objective 4.4**

To enhance the perceptions of NTDC amongst key stakeholders

**GOAL**  
**5**

**To put in place a system of governance, management, facility provision and staff development which will enhance the organisation's capacity and meet the requirements of all funders**

**Objective 5.1**

To recruit Board members with the skill-sets necessary to support its mission and strategic goals of the company and to more closely reflect the profile of the community it serves

**Objective 5.2**

To establish a management and staff structure which will be effective in the delivery of this strategic plan

**Objective 5.3**

To have in place management systems and processes which will facilitate evidence-based decision-making within the organisation

**Objective 5.4**

To comply fully with the Charity Governance Code and other Regulations

**Objective 5.5**

To have in place an internal communication structure between staff at all levels, management and Board so that a two-way flow of ideas and information is facilitated.

**Objective 5.6**

To have available the building and technological resources required to facilitate the effective and efficient delivery of the organisation's services now and into the future

**Objective 5.7**

To have in place and implement a robust risk management policy at all levels within the organisation

**Objective 5.8**

To develop and regularly review a risk register for the organisation and to identify and implement appropriate risk mitigation measures

**GOAL**  
**6**

**To proactively engage with existing and potential partner organisations in order to develop business opportunities and achieve the objectives of NTDC as well as those of partner organisations**

**Objective 6.1**

That existing relationships with current partners be developed and built on

**Objective 6.2**

Carry out a review of potential new relationships and prioritise those which are likely to be most beneficial

**GOAL**  
**7**

**To continue to build sustainable supports and services targeting children, young people, parents and families.**

**Objective 7.1**

Enhance the access of young people and families to the services provided

**Objective 7.2**

That barriers to participation in these programmes be identified, quantified and addressed

**Objective 7.3**

To support cross collaboration within programmes delivered by NTDC's staff and with other agencies and stakeholders to develop comprehensive responses to child, young people parents and family needs

**Objective 7.4**

That the existing programmes of Ascend Domestic Abuse, Roscrea Youth Service , NTDC Traveller Programme, SICAP and Community Creches are supported to continue to grow and develop





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