



INVITATION TO TENDER.

Appointment of Strategic Planning Consultant

Introduction

Siamsa Tíre is a registered charity and national cultural organisation based in Tralee, Co. Kerry. Founded in 1974, Siamsa Tíre developed theatrical productions rooted in traditional arts practice that gained national and international audiences. The theatre and arts centre, opened in 1991, now operates as a contemporary, multi-disciplinary venue, producing house, and creative learning hub serving local, national, and international communities.

Following a period of significant organisational change, restructuring, and stabilisation, Siamsa Tíre now wishes to appoint an experienced strategic planning consultant to lead the development of a new multi-year strategy to guide the organisation into its next phase of artistic, organisational, and community development.

This strategy will build on the achievements and learning of the 2023–2026 Strategy & Business Plan and will articulate a clear, ambitious, and sustainable vision for the future.

Context

Between 2022 and 2024, Siamsa Tíre undertook an extensive strategic and organisational review process in response to financial and operational challenges. This resulted in a comprehensive Strategy & Business Plan (2023–2026), supported by Kerry County Council and the Arts Council, which has since been substantially implemented.

This period has included:

- organisational restructuring and governance strengthening
- repositioning as a regional theatre and arts centre
- diversification of programme and audiences
- renewed emphasis on community engagement and creative learning
- stabilisation of financial and operational systems

With this stabilisation phase well underway, Siamsa Tíre is now seeking to define its next strategic chapter: one that is outward-looking, artistically ambitious, deeply rooted in community, reflective of history and aligned with national cultural policy.

The successful consultant will be expected to work closely with the Board, CEO, staff, artists, funders, and stakeholders to shape this future-focused strategy. The process is expected to be both analytical and creative, resulting in a strategy that is not only robust and implementable, but also inspiring and accessible to a wide range of stakeholders.

Purpose of the Commission

The purpose of this commission is to develop a new organisational strategy that will:

- articulate a clear artistic and organisational vision for Siamsa Tíre
- define Siamsa Tíre's role locally, regionally, and nationally
- identify strategic priorities across artistic programme, creative learning, community engagement, operations, governance, and sustainability
- provide a practical implementation framework
- support long-term organisational resilience, relevance, and impact

The strategic planning process should meaningfully explore and respond to a set of core questions that will help define Siamsa Tíre's next chapter. These include, but are not limited to:

- What is Siamsa Tíre's distinctive artistic and cultural role locally, regionally, and nationally over the next five to seven years?
- How can the organisation continue to honour its heritage while supporting contemporary, diverse, and evolving artistic practices?
- What artistic, community, and creative learning priorities should define the organisation's next phase of development?
- How can Siamsa Tíre deepen and broaden its relationships with artists, audiences, young people, and communities across Kerry and beyond?
- What organisational structures, partnerships, and resources are required to support long-term artistic ambition and sustainability? How will the organisation be resourced to achieve the vision?
- How can the organisation strengthen its impact, resilience, and relevance in a changing cultural, social, and economic environment?
- What does success look like for Siamsa Tíre by the end of the next strategy period, and how will it be measured?

The successful consultant will be expected to translate reflection on these questions into a clear, inspiring, and practical strategic framework. The strategy should position Siamsa Tíre to respond proactively to evolving artistic, societal, and funding contexts, while strengthening its role within the national cultural landscape

Scope of Work

The consultant will be expected to design and deliver a strategic planning process which includes, but is not limited to:

a) Review & Analysis

- review of previous and current strategy documents
- organisational and environmental benchmarking
- review of programming, audiences, operations, and resources
- policy context review (Arts Council, local authority, Fáilte Ireland, national frameworks within a stakeholder context)

b) Consultation & Engagement

- facilitated sessions with Board and staff
- structured engagement with artists and community stakeholders
- consultation with funders and strategic partners
- audience and community input (methods to be proposed by consultant)

c) Strategy Development

- vision, mission, and values articulation
- strategic goals and priority actions
- artistic and organisational positioning
- implementation and resourcing framework
- success indicators and evaluation approach

d) Delivery

- draft strategy document
- facilitated review process
- final published strategy
- summary presentation to Board and stakeholders

Deliverables

The consultant will be expected to deliver:

- a consultation and engagement plan
- interim findings report
- draft strategy document
- final strategy

- feedback and guidance for design and presentation of the final strategy document (*see note below*)
- implementation framework and roadmap
- presentation to Board and senior stakeholders

**While not essential, consultants or teams with relevant design and document production skills may include this as part of their proposal, with associated costings clearly outlined. Where design is not included, the consultant will be expected to provide clear guidance and content direction for an external designer.*

Consultant Profile

Essential

Siamsa Tíre is seeking a consultant (or consultancy team) with:

- demonstrable experience developing strategies for arts and cultural organisations
- strong strategic thinking and analytical capability
- understanding of Irish arts policy and funding environments and extensive experience of working in the Irish Arts sector
- strong facilitation and stakeholder engagement expertise
- experience in organisational change contexts
- ability to translate consultation into clear, actionable strategy
- excellent written communication and report-writing skills

Desirable

While not essential, additional skills in design and document production would be considered advantageous.

Consultants or teams with the capacity to develop the visual design and layout of the final strategy document may include this as part of their proposal, with associated costings clearly outlined.

Where such skills are not provided, the appointed consultant will be expected to supply clear content structure and briefing guidance to support an external designer.

Governance and working relationships

The consultant will report to the CEO and work closely with a Board-appointed steering group. Siamsa Tíre will facilitate access to relevant documentation, personnel, and stakeholders. The consultant will be expected to work collaboratively and sensitively within a complex arts and community context, and to uphold the values and public responsibility of Siamsa Tíre as a national cultural organisation.

Timeframe

It is anticipated that the strategy process will take approximately 3 months and commence in June 2026.

Tenderers should outline:

- proposed methodology
- indicative timeline
- key milestones
- consultation approach

Siamsa Tíre is committed to a strategic process that is inclusive, transparent, and grounded in meaningful consultation with artists, communities, partners, and stakeholders.

Budget

Tenderers are invited to submit a detailed fee proposal inclusive of all costs.

Submission requirements

Proposals should include:

- consultant profile and relevant experience
- proposed methodology and workplan
- examples of comparable strategic work
- fee proposal
- references

Assessment Criteria

Following a compliance check, proposals will be evaluated by an assessment panel using the following weighted criteria:

1. Understanding of the Brief & Organisational Context – 20%

Demonstrated understanding of Siamsa Tíre's history, recent organisational evolution, operating environment, and the purpose of this strategic commission.

2. Proposed Methodology & Process Design – 30%

Quality, clarity, and robustness of the proposed approach, including:

- consultation and engagement methodology
- strategic development process
- timeline, phases, and deliverables
- evidence of inclusive and participatory practice

3. Relevant Experience & Track Record – 20%

Demonstrated experience delivering strategic plans for arts and cultural organisations, including examples of comparable projects and evidence of successful outcomes.

4. Consultant / Team Capacity & Skills – 15%

Suitability of the consultant or team, including facilitation skills, analytical capacity, understanding of the Irish arts context, and ability to deliver within the proposed timeframe.

5. Value for Money – 15%

Clarity, transparency, and competitiveness of the proposed fee, and the balance between cost, quality, and scope.

Proposals will be ranked based on the combined weighted score. Shortlisted consultants may be invited to interview.

How to apply

Interested consultants are invited to submit a proposal that includes:

- A short consultant profile and relevant experience
- A statement outlining understanding of this brief and organisational context
- A proposed methodology and workplan, including consultation approach and indicative timeline
- Examples of comparable strategic projects delivered
- A detailed fee proposal (inclusive of all costs)
- Contact details for two referees

Submissions should be made electronically in PDF format via this link

<https://forms.gle/j7T2Pyu1ghf42fYp8>

Any questions relating to the process can be directed to ceo@siamsatire.com with the subject line:

“Strategy Consultant Tender Siamsa Tíre”

Tender opens: Tuesday April 21st 2026

Deadline for submissions: Friday, 22nd May 2026 at 12.00 noon

Siamsa Tíre reserves the right to shortlist applicants and to invite shortlisted consultants to interview.