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# **[Insert Local Authority] Local Sports Plan**

**Introduction**

[Insert Local Authority] is leading on the development of a Local Sports Plan for the County. This plan reflects our commitment Under Action 8 of National Sports Policy 2018- 2027. The intention of Action 8 of the National Sports Policy is to develop an overarching national vision and to set objectives for each local authority’s approach to sport, physical activity, planning, recreation, local sports partnership, national governing bodies for sport, outdoor recreation, active travel, facilities, systems, environments; all of which relate to how people are or can be active in each county.

By sport we mean all forms of physical activity which, through casual or organised participation, aims at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels. This means our plan will consider all forms of recognised sport physical activity (recreational and competitive) from exercise and fitness, playing sports, walking, dancing and cycling to structured participation in schools and clubs.

[Insert Local Authority] is looking to appoint a consultant or agency to support the development of its Local Sports Plan. Specifically, [Insert Local Authority] wishes to engage a consultant to undertake the following services:

**Part A**

* Carry out a strategic review of the sport and/or recreation function including current structures, programmes, target groups and metrics for the function (comprising sport, physical activity and recreation) in the context of the wider community development objectives of each local authority and based on consultation with relevant staff, service users, local groups/clubs/schools, sports agencies and stakeholders.
* Produced a detailed analytical report showing the findings of the review and recommendations for operational, structural, collaborative and other required service enhancements

**Part B**

* The development of a five-year, branded Sports and physical activity plan that aligns with national and local public health and physical activity policy and objectives; and,
* The development of an associated implementation framework identifying optimal operational structures, detailing the required sports, recreation and physical activity actions, particularly in relation to key target groups, and the recommended key performance indicators for effective delivery of the strategy.

**Part A Strategic Review**

The review element of this work, through consultation, quantitative and qualitative analysis and expert knowledge of best practice, will examine the strengths, weaknesses, opportunities and risks and ultimately the effectiveness of the local authority’s current approach to sport and physical activity provision, including:

* current sport & physical activity services by the Sports and Recreation Units (if applicable) and the Local Sports Partnership and the intended priorities and target cohorts for same
* existing internal operational structures and field working arrangements
* external stakeholder linkages, including formal agreements with local, regional and national sporting bodies and operational arrangements with clubs, groups and individuals
* community awareness and impact of current services and gaps in service provision for which potential demand is identified
* current financial supports including subsidy arrangements, voluntary contributions, grants, facility access etc.
* synergies, or otherwise, of the Sports function:
  + within the Community Department including with the Community Development. team, Community Infrastructure/Facilities, Age Friendly programmes, Health & Wellbeing initiatives, Social Inclusion work etc.
  + with relevant other Council sections and departments, including Transport (Active Travel), Public Realm, Communications Office etc.

It will also reference and analyse the current sport & physical activity services in the context of:

* the existing relevant policy landscape for sport, physical activity including active travel, public health, including Sláintecare, Age Friendly Ireland and Healthy Ireland strategies
* Sports facility provision in the County and demographics, population and neighbourhood growth together with associated requirements and needs for a growing and diverse population.
* Any additional recommendations that the successful tenderer proposes.

The review will result in a formal report being provided to each local authority that will include a series of strategic, evidence-based recommendations that will provide optimal responses to its findings in all of the areas listed above.

[insert local authority] wishes to work collaboratively with the appointed consultant to develop the local sports plan. The following key deliverables and activities have been identified in developing a strategic review element:

|  |  |  |
| --- | --- | --- |
| Activity | Notes | Accountable Body |
| Securing the buy in and participation of all Council directorates/departments in the Local Sports Plan Process by forming a local sports plan steering committee | A slide deck template is available, setting the local sports plans in a national context  A terms of reference is available for the local sports plan steering committee | Local authority or Appointed Consultant |
| Carry out a systems mapping exercise to identify existing internal operational structures, external stakeholder linkages, financial supports and subsidy arrangements, synergies with key strategies and policies across the Council. | A systems mapping template is available | Local authority or Appointed consultant |
| Develop and distribute online surveys targeting: a) residents, b) stakeholder organisations and c) children and young people | Survey templates are available for each stakeholder survey.  A communications template is available to help inform the distribution of the survey. | Local authority |
| Carry out semi structured interviews with representatives of various council departments (active travel, planning, public realm, community, housing, sports function, LSP, parks, facility management teams etc) as well as Local Development Company, Education & Training Board and major facilities/sporting organisations in each local authority | The consultant will need to agree the list of stakeholders to be engaged with the appointed local authority representative | Appointed consultant |
| Carry out semi structured interviews with representatives of National stakeholders including National Governing Bodies of Sport, Sport Ireland, Active Disability Ireland etc. | The consultant will need to agree the list of stakeholders to be engaged with the appointed local authority representative | Local Authority |
| Carry out Thematic Workshops with stakeholder organisations in the Local Authority. These can be organised geographically (i.e. per electoral area) or thematically (i.e. social inclusion, sports clubs, youth, education) | The consultant will need to agree the list of stakeholders to be engaged with the appointed local authority representative | Appointed consultant |
| Develop a strategic review report that provides an analysis of the consultation findings as well as highlighting the socio economic, strategic and policy context (locally, regionally and nationally) that the Local Sports Plan will operate in. | A template national strategic context document is available. | Appointed Consultant |

Part A will result in a formal report being provided to the local authority that will include a series of strategic, evidence-based recommendations that will inform the subsequent local sports plan.

**Part B Strategic Plan**

The review report will be the basis upon which the successful tenderer will be required to draft a proposed five-year Local Sports Plan, to provide:

* a strategic vision and high-level objectives for the local authority’s sports function to provide an optimal strategic direction in response to the review findings and that is consistent with the local authority’s corporate plans, national and local sports and physical activity policies;
* recommended organisational and staff structures, and associated resource allocations, for enhanced and cohesive service delivery and to maximise regional collaboration and other appropriate opportunities.  This should include mapping organisational resources to identified priorities, including defined objectives and geographical areas for field working resources.  It should also signpost improved synergies and collaborative working with relevant other local authority functions and statutory, community and voluntary agencies;
* Strategies to maximise the use of local sports and recreational facilities and for shared and collaborative working with relevant stakeholders;
* Recommended performance measures referenced to baseline data, specifically identifying key target cohorts and associated indicators;
* An opportunity for consistency of brand and enhanced internal/external communications strategies for the Sports Function.

The following key deliverables and activities have been identified in developing a strategic plan element:

|  |  |  |
| --- | --- | --- |
| Activity | Notes | Accountable Body |
| Presentation of findings from the strategic review to the relevant Local Sports Plan committee and/or other council representatives | n/a | Appointed Consultant |
| Carry out facilitated strategic planning workshops with representatives of various council departments (active travel, planning, public realm, community, housing, sports function, LSP, parks, facility management teams etc) to establish a vision, framework and headline actions for the local sports plan | A strategic framework template is available, providing high level strategic themes and a bank of recommended strategic priorities | Appointed consultant |
| Carry out semi structured interviews and/or further facilitated discussions as required to a) identify headline actions, b) establish KPIs and c) identify resource/operational and structure implications | n/a | Appointed Consultant |
| Facilitate presentations of the draft local sports plan to Senior Management Teams, Directors of Service and other groups as required adopting and implementing feedback | n/a | Appointed Consultant |
| Finalise the local sports plan content and facilitate any final sign off process through SPCs and full Council committees | n/a | Appointed Consultant |
| Produce a highly visual, designed public facing document suitable for publication on council websites or in print | n/a | Local authority or Appointed Consultant |

Part B will result in publishable final local sports plan, signed off by the Local Authority elected representatives.

**Budget and Timelines**

It is expected that the review will start in [insert date] and that the final report, recommendations and draft Local Sports Plan will be completed within six months of work commencing.

The proposed budget for this work is not envisaged to exceed [insert budget] excluding VAT. The work should include the following:

* project management approach and methodologies for the required services together with project team members to be assigned to each, including a summary of their relevant skills, experience and proposed project role, to demonstrate sufficient expertise to meet the requirements.
* Methodologies, approaches and priorities for data analysis and effective stakeholder consultation with sufficient and appropriate representatives of all key internal and external stakeholders including internal staff, sports club, community groups/organisations, schools, current service recipients, partner agencies especially Sport Ireland and local sports, leisure and community facilities.
* project timeline, identifying key milestones, consultation meetings schedule, progress updates (including formal mid-stage and final stage updates to each local authority’s nominated project manager and Sport Ireland project lead) and commitment to delivery of a final recommendations, draft strategy and associated implementation framework within four months of project commencement.
* indicative key performance measures for pre- and post-project service evaluation, identifying key current and future data sources
* sufficient detail on the basis and rationale for the proposed approach for the above requirements where necessary
* the tenderer’s previous experience in service evaluation and strategy development as well as a statement on organisational development and strategic planning capabilities.
* the proposed key liaison/contact person for the local authority and Sport Ireland for the duration of the project.

These above requirements and tasks represent the essential activities to be undertaken for this project but are not intended to be an exclusive or exhaustive list of requirements and does not preclude the tenderers from including or proposing additional elements in their tender response that will enhance the overall service offering.

**Conclusion**

These templates were created by Sport Ireland with the support of 8 Local Authorities (Carlow, Cavan, Clare, Dun Laoghaoire Rathdown, Dublin City, Fingal, South Dublin) and S3 Solutions in 2024.

Contact [participation@sportireland.ie](mailto:participation@sportireland.ie) with any queries.

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