



Request for Tenders Strategic Planning Process

**Development of the Kilkenny Recreation & Sports Partnership
Strategic Plan 2026 - 2030**

Introduction

The Board of Kilkenny Recreation & Sports Partnership (KRSP) wishes to engage a consultant to facilitate the development of KRSP's 5th Strategic Plan. The consultant will facilitate all aspects of the review of the previous Strategic Plan 2022-2025 and the preparation and development of a new comprehensive and concise strategic plan for 2026-2030 including the writing of same to final stage.

Background

Background to the Local Sports Partnership Initiative

Sport Ireland (then The Irish Sports Council) in its first strategy, A New Era for Sport 2000-2002, proposed the establishment of a nationwide network of Local Sports Partnerships (LSPs) that would promote participation in sport at a local level. An initial pilot of 8 LSPs were established in 2001 and is now a full network with 29 LSPs in Ireland. Our work as a Local Sports Partnership is categorised by Sport Ireland into three main functions - the provision of information, the facilitation of education and training opportunities, and the development and implementation of programmes and events that encourage increased levels of participation.

Background to Kilkenny Recreation & Sports Partnership

Kilkenny Recreation & Sports Partnership (KRSP) was established in 2004, as one of the third phases of the LSP initiative, to plan, lead, and co-ordinate the development of sport and physical activity in County Kilkenny. KRSP strives to achieve this through close working with sporting bodies, community and voluntary groups, and statutory agencies.

Our Board of Directors and Staff

KRSP is a company limited by guarantee which is governed by a Board of Directors from local agencies and community organisations. The KRSP Board is responsible for the strategic direction of the organisation and for monitoring and reviewing the delivery of our Strategy. The KRSP Team is employed to carry out the work of KRSP and to work with our many partners to support and develop opportunities to participate in sport and physical activity in Kilkenny.

Context in which we work

Kilkenny Recreation and Sports Partnership (KRSP) works to assist in the achievement of national goals for sports participation and physical activity, supported by funding and investment from Sport Ireland and our partner agencies.

The National Sports Policy 2018-2027 sets a target to raise adult participation in sport to 50%. KRSP plays a crucial role in supporting this by focusing on increasing engagement among groups who are currently underrepresented in sport. Of the 57 actions outlined in the policy, 26 directly relate to sports participation, highlighting the significance of Local Sports Partnerships in delivering inclusive and accessible programmes.

Kilkenny Recreation & Sports Partnership Request for Tenders for KRSP Strategic Planning Process

Our Strategy development is also informed by national strategies such as Sport Ireland Strategy, Sport Ireland Participation Plan, National Physical Activity plan and locally by partner agencies strategies and plans.

As part of this national direction, local authorities have been asked to develop Local Sports Plans, with support from Sport Ireland and in collaboration with groups such as KRSP. Kilkenny County Council is leading on this work locally. Additionally, KRSP is actively contributing to the development of Kilkenny's Outdoor Recreation Plan, part of a national strategy aimed at improving access to and planning for outdoor activity across the county.

KRSPs Current Strategy - The following presents KRSP's current strategic priorities from our KRSP Strategy 2022 to 2025.

Our Vision

KRSP's vision for Kilkenny is **Getting Kilkenny Active**.

Our Values

- **Empowering:** We will work to unlock potential by motivating, inspiring and building skills and confidence in communities, clubs, organisations and volunteers
- **Integrity and Accountability:** We will be professional, open, honest, and transparent in how we operate. We will do the right things in the right ways to Get Kilkenny Active
- **Enjoyment:** Sport and physical activity should be fun. Enjoyment, enthusiasm, optimism and positivity will be at the heart of our approach
- **Evidence Informed:** We will use evidence-informed programmes to improve the lives of those we work with in order to achieve most impact in the community
- **Diversity and Inclusion:** We will embed a culture of diversity and inclusion across the organisation by proactively targeting those most excluded and those who face the most barriers to participation.
- **Together:** We will collaborate internally and externally to optimise the quality of our work and help people in Kilkenny become active and stay active

Our KRSP Pillars

- ✦ Active Empowerment
- ✦ Active Governance
- ✦ Active Partnerships
- ✦ Active Promotion
- ✦ Active Places
- ✦ Active People

A full copy can be accessed here: [KRSP-Strategy-2022-2025.pdf](#)

Strategic Planning Process

The Board of Kilkenny Recreation & Sports Partnership (KRSP) wishes to engage a consultant to facilitate the development of our next strategy. In particular, we are seeking a consultant(s) that can gather relevant information from a range of sources to inform the organisation's decision-making around strategy development. The successful consultant(s) will be required to work in close collaboration with the CEO of KRSP and the KRSP Strategy Committee throughout the strategic planning process.

Consultancy

The strategic planning process will require consultation and facilitation of a series of one to one and focus group consultation meetings/workshops (online and in person as appropriate), online surveys etc, with key individuals and organisations with a stake in KRSP, including:

- Consultation with the CEO/Strategic Planning Committee in the form of 3 meetings (ideally face to face) and as necessary, email and telephone communication. One of these to include a meeting with the full staff team.
- Board development and planning workshop(s) with the KRSP Board involving debate on vision, mission, goals, objectives and key issues for sport and recreation.
- Consider and utilise recommendations made through the interim strategic review process which was conducted in 2024/2025 by KRSP Board & Staff.
- Consultation process with key stakeholders to include funders, general public /end users, agencies / partners groups and organisations and relevant sectors as agreed with KRSP utilising various methods of consultation.

Output

The core outputs of the consultancy will be:

- i. A strategic review of the key learnings and recommendations from the strategic period 2022-2025 and a summary of the current situation, challenges and opportunities to inform the next strategic period.
- ii. A comprehensive, evidence-informed strategic plan for KRSP, covering the period 2026- 2030.

The strategy will be developed initially in draft for presentation to the Board of KRSP before its finalisation. It will be important that KRSP's strategic plan can demonstrate clear alignment with national policy priorities for Local Sports Partnerships.

Timeframe

The expected commencement date is 2nd June 2025, and the timeframe for completion of the work is four months, to be completed by 30th September 2025.

Requirement of Tender Process

Kilkenny Recreation & Sports Partnership is inviting each applicant to set out, in a proposal, a process by which the information needed to complete the review and the new strategy will be gathered. Each proposal should be realistic and achievable within the available timeframe and limited budget. The tasks to be undertaken and completed should

Kilkenny Recreation & Sports Partnership Request for Tenders for KRSP Strategic Planning Process

be clearly set out, as well as the level of back up support needed from KRSP to complete the tasks within the timeframe.

Consultants should have the following experience to submit a tender:

- Knowledge, skills and experience in organisational strategic review and planning
- Knowledge, skills and experience in Sport and Physical Activity and a clear understanding of LSPs and their operating model(s).
- Knowledge, skills and experience of working with sporting or community organisations and an understanding of the development of organisational growth.
- Knowledge, skills and experience in research and community-based consultation.
- Experience in and commitment to working collaboratively, ensuring transparency and respect in all aspects of the work.

Response to the Tender must include:

- Approach to and methodology for undertaking the consultancy
- Process/ timetable listing key milestones and dates for meeting the deadline
- Description of team, expertise and experience
- Detailed budget including VAT and all associated costs to the project
- Rates for time charges (see **appendix 1**)
- Identification of any conflicts of interest
- Referees: Contact details must be supplied for 2 referees that the management group can contact who has used the proposed consultant for similar/ related work.
- Applicants should include current tax clearance and submit evidence of relevant professional indemnity and insurance details.

Lodging a Tender

- Consultants responding to this brief are required to nominate a lead person from their organisation as a point of contact.
- Consultants are required to provide details of all key staff and experience in the provision of these services.
- Late proposals will not be considered.
- All supporting material and documentation should be included in the response.
- All costs associated with the consultant's response to the Request for Tenders will be the responsibility of the consultant.

Tender Acceptance

- KRSP is not bound to accept the lowest, or any tender and will award the contract to its best advantage.
- All unsuccessful tenders will also be advised of the result.
- Unless otherwise expressly agreed, there shall be no binding contract between the tender and the KRSP unless or until, a written contract is signed by both parties.

KRSP Expressly Reserves the Right to

- Extend the time of lodgement of responses to the Request for Tender and/ or to vary the timings and process for their Request for Tender.

Kilkenny Recreation & Sports Partnership Request for Tenders for KRSP Strategic Planning Process

- Vary any requirements of the services required for the Request for Tender.
- Following evaluation, accept or reject any or all responses to the Request for Tender.
- Seek and obtain clarification of any responses to the Request for Tender, including additional information.
- Request providers to amend their responses.
- Accept any proposal in part or in total.

Tender Evaluation Process

Initially the tender proposals will be checked for compliance with the Request for Tender conditions. Potential consultants will be assessed both on their tender proposal and if required, a follow up interview.

They will be assessed against the following major attributes: (see **appendix 2**)

1. Interpretation of the brief and proposed methodology (400)
2. Proven capability and experience in research, consultation and relevant field of work (300)
3. Capacity to complete the work within the stated timeframe (150)
4. Cost (150)

Budget

The budget available for the total project is €10,000 (Including VAT and expenses).

Please outline clearly all fees. A detailed breakdown of costs associated with all elements of the project should be submitted. A current tax clearance certificate will be required. This contract will be awarded on the basis of a fixed price contract, and as such, all costs must be quoted (and clearly indicated) as a fixed price in Euro.

The successful consultant is expected to work within the agreed budget and report regularly on budgetary issues.

Payments will be made in three instalments as follows:

- 30% of budget upon signing of contract
- 30% at the mid-point of the consultancy as agreed with the strategy committee and
- 40% upon submission of final draft strategy as agreed with the strategy committee.

Copyright and Confidentiality

The consultant will be required to assign copyright of the report to KRSP. Copyright for any illustrations or other material used should be cleared by the consultant. Sections of the report may be made available for public use by KRSP.

*Kilkenny Recreation & Sports Partnership
Request for Tenders for KRSP Strategic Planning Process*

Contact

Please return completed tender to Nicola Keeshan, CEO by e-mail only.

E-mail	nicola@krsp.ie
Phone	087 0516033

For queries or further details contact: Nicola Keeshan, CEO, KRSP.

Closing Date: 12 Noon, Wednesday, 21st May 2025

Appendix 1

Rates for Time Charges

Grade	Hourly Rate
Consultant	€
	€
	€

Appendix 2

Marking Scheme

KRSP Strategic Plan 2025-2030

Area	Marking Scheme
1. Interpretation of the Brief and Proposed Methodology	400
Outline your approach	100
Outline your methodology	150
Outline your understanding of the deliverables	150
2. Proven Capability and Experience in Consultation and relevant field of work (Provide CV's of the person(s) to be assigned to the project detailing)	300
Roles and Responsibilities	150
Qualifications	150
3. Capacity to complete work within stated timeframe	150
4. Cost	150
Total Marks	1,000