

COMHAIRLE NA TUAITHE

INVITATION TO TENDER

Support Services for Development of a
National Outdoor Recreation Strategy

A contract for the supply of:

Supports to the development of the National Outdoor Recreation Strategy including best practice research, trend and future analysis, examination of strategic context and consultation framework and delivery throughout the project term

Date Issued: 16th Dec 2020

Contents

1.	Introduction	3
1.1	Comhairle na Tuaithe	3
1.2	Form of Tender	3
1.3	Tender Response.....	5
1.4	Tender Format	5
1.5	Shortlisting/ Supplier Presentation.....	6
1.6	Best and Final Offer	6
1.7	Evaluation Criteria.....	6
2.	Requirements and Timescales.....	6
2.1	Introduction	6
2.2	Key Requirements.....	8
2.3	Deliverables	8
2.4	Timeframe.....	10
3.	Project Management and Cost.....	11
3.1	Project Manager.....	11
3.2	Cost	11
4.	Commercial Information	12
4.1	Company Information.....	12
4.2	References.....	12
4.3	Confidentiality	13
4.4	Intellectual Property Rights	13
4.5	General Welfare.....	13

1. Introduction

1.1 Comhairle na Tuaithe

Comhairle Na Tuaithe (CNT) was formed in 2004 to address three priority areas:

- access to the countryside,
- developing a countryside code and
- developing a countryside recreation strategy.

In September 2006, Comhairle na Tuaithe published Ireland's first National Countryside Recreation Strategy. ([link to online Strategy document](#))

Comhairle na Tuaithe's vision for countryside recreation, as expressed in the 2006 strategy is a countryside, which welcomes all visitors who practise responsible use of the resource, and where the rights and responsibilities of both landowners and recreational users are respected and the necessary funding and structures are in place to deliver a recreation service.

In 2019 the Minister for Rural and Community Development provided the members of CNT with a fresh mandate and an updated vision:

“To be an effective collaborative body which supports the development of outdoor recreation activities for social, health and economic benefits, and which promotes sustainable and responsible use of the outdoors where the rights and responsibilities of both landowners and recreational users are recognised and respected.”

Comhairle na Tuaithe:

- has an advisory role of in relation to the sustainable development of the outdoor recreation sector in Ireland.
- is comprised of representatives of farming organisations, recreational users of the countryside and State bodies with a responsibility for, or interest in, outdoor recreation and the countryside

Arising from this, CNT has commenced the work to develop a new National Outdoor Recreation Strategy and has formed a Working Group to lead this important project.

1.2 Form of Tender

1.2.1 Contracting body & Project reporting

This tender is being issued on behalf of Comhairle na Tuaithe's Working Group with financial support from the Dept of Rural and Community Development.

For the purposes of this tender, the contracting body will be Coillte, who are acting as agent on behalf of Comhairle na Tuaithe and the Working Group writing the new strategy document.

However, the successful applicant arising from this Invitation to Tender, will report to the Chair and Vice-Chair of the Working Group.

1.2.2 *Document Purpose*

The purpose of this ITT is to invite proposals from suppliers for delivery of services in support of the development of a new national outdoor recreation strategy for Ireland.

This document gives the details of the services required and explains how interested bodies/ companies/ consultancies can respond to this invitation to tender.

1.2.3 *Document Audience*

Consultants, bodies or suppliers who work in the relevant field and who can demonstrate a thorough knowledge of the outdoor recreation sector in Ireland and expertise in strategic planning and thinking.

1.2.4 *Register Your Interest*

Please note that anyone intending to submit a response to this tender must register their interest in doing so

no later than **5pm on Wednesday 23rd Dec 2020** by email to:

recreation@coillte.ie with the subject line: **NORS Intention to Tender**

Please use the form at Appendix A to respond.

1.2.5 *Document Queries or Changes*

All enquiries relating to this tender or any request for changes to this tender must be submitted no later than **5pm on Wednesday 13th Jan 2021** by email to:

recreation@coillte.ie with the subject line: **NORS Queries on Tender/ Request for Change to Tender**

Any queries and answers will be notified to all registered applicants.

In the event of an agreed change, all registered applicants will be notified. If the request is rejected, the registered applicant making the request for change will be informed by return.

Please note that if you have not registered your interest as described in 1.2.4 above, you may not be informed of tender changes and may therefore submit an inaccurate or invalid tender response.

1.2.6 *Document Return*

The proposal must be delivered no later than **5pm on Friday 22nd Jan 2021** and distributed in the following manner:

One copy in electronic format (PDF) to:

recreation@coillte.ie with subject line: **NORS Response to Tender**

You must submit the requirements described at Section 1.4 below.

It is the responsibility of the potential suppliers to ensure the proposal is delivered on time.

1.2.7 *Disclaimer*

Every care has been taken in preparing this Invitation to Tender (ITT). However, no responsibility or liability will be accepted by Comhairle na Tuaithe or its members, Coillte or the Dept of Rural and Community Development (DRCD) as to the accuracy or completeness of the documentation contained herein. Any liability however arising is expressly disclaimed. It is the responsibility of all tenderers to satisfy themselves with the terms of this ITT prior to submitting their response.

1.3 Tender Response

The proposal should be valid for no less than 120 days from the date of submission.

A response to the ITT does not commit Coillte, or the CNT Working Group to any course of action resulting from its receipt.

Potential suppliers must accept that Coillte or the CNT Working Group, may at its discretion:

- Reject a submission
- Reject any proposal that does not conform to the instructions and specifications contained herein
- Accept a proposal after the final submission date
- Accept a proposal in part, or enter post tender negotiations with the successful supplier
- Enter contract discussions with a preferred bidder

The potential supplier will be responsible for all costs incurred in the preparation and submission of a tender response to this ITT, and for all costs incurred in subsequent presentations and negotiations (if any) with Coillte or the CNT Working Group.

Coillte or the CNT Working Group is not obliged to accept the lowest or any tender submitted in its response to this ITT. Coillte or the CNT Working Group will provide feedback to unsuccessful tenderers if desired.

If any additional elements or works to support or deliver the strategy development are identified by the applicant during preparation of the tender, they should be detailed and costed in the tender submission.

1.4 Tender Format

All tenders should adhere to the following structure:

- Executive Summary Introduction
- Project approach and methodology
- Timeline, key milestones, and project deliverables
- Cost and Pricing Schedule (see Appendix C)
- Project risk register (a summary and rating of the key risks to successful delivery of the project)
- Relevant experience of the potential supplier and the assembled team

- Commercial information (see Section 4 for the information required in this section)

Potential suppliers may add additional sections or sub-sections, as long as the structure outlined above is present.

1.5 Shortlisting/ Supplier Presentation

There may be a requirement to shortlist and to invite suppliers to present their responses in the form of an online meeting.

Coillte or the CNT Working Group reserve the right to require any potential supplier to attend this meeting to present their submission in detail.

Presentations will be made via Microsoft Teams meeting if required.

1.6 Best and Final Offer

The price range for this project is between €20,000 and €25,000 excluding VAT. Potential suppliers are advised that an award may be made without additional discussion and should present their best offer in the application as cost has a high weighting in the evaluation criteria.

A resource plan should be provided in Appendix C including day rates.

1.7 Evaluation Criteria

The ITT response will be evaluated using the following criteria:

Criteria	Weighting
Cost	30%
Methodology, project plan, timescales, and proposed deliverables	25%
Recent relevant experience including strategic planning, recreation planning, research and consultation	25%
Understanding of the project requirements and commitment to delivery within timeframe	15%
Overall quality of the submission	5%

2. Requirements and Timescales

2.1 Introduction

This ITT is issued by Coillte on behalf of Comhairle na Tuaithe and the Working Group.

Terms of Reference (TOR) have been developed for the CNT Working Group delivering the strategy. From the TOR, the following extract gives context as to the purpose of the strategy.

Purpose of Strategy

The National Outdoor Recreation Strategy will provide a vision and an overarching framework for the growth and development of outdoor recreation in Ireland, drawing together the many strategies, programmes, agencies and elements in Ireland's outdoor recreation sector around a shared vision.

The strategy should assist with and guide:

- *Managing the increased demand for outdoor recreation in a sustainable way which respects and protects landowners, landscapes, heritage and fragile natural environments.*
- *Providing high-quality, accessible and inclusive outdoor recreation experiences for enhanced well-being, social and economic benefits.*
- *Information accessibility and availability, so as to encourage responsible recreational behaviour.*
- *Managing, maintaining and resourcing our outdoor recreation services and facilities.*
- *Creating opportunities for rural communities and landowners to benefit from the economic value of outdoor recreation activity.*

Again, taken from the TOR, the role of the Working Group gives context:

The role of the Working Group is to develop a National Outdoor Recreation Strategy on behalf of Comhairle na Tuaithe, to include the following:

- *Agree a definition of Outdoor Recreation for the purposes of the Strategy;*
- *Agree the principles to underpin the new Strategy, which builds on the NCRS (2006);*
- *Develop a Vision for the growth and development of outdoor recreation in Ireland;*
- *Ensure there is broad on-going consultation within the outdoor recreation sector;*
- *Take cognisance of emerging trends within the outdoor recreation sector;*
- *Draft a National Outdoor Recreation Strategy for agreement with Comhairle na Tuaithe, and for approval by the Minister for Rural and Community Development and the Government.*

The TOR also state that:

The Strategy itself:

- *Should have SMART objectives (Specific, Measurable, Attainable, Realistic and Time-bound).*
- *Should include indicative costing for programmes within the strategy (e.g., overall cost) and its outputs.*
- *Should include actions for delivery across all relevant Departments, State agencies and other participating stakeholders across a 5-year timeframe.*
- *Should be a guiding framework for those involved in planning and managing outdoor recreation.*
- *Should be used as a basis to determine value to society/ economy/ environment for future investment in outdoor recreation infrastructure.*

2.2 Key Requirements

2.2.1 Background

The Working Group has determined that while it will be responsible to set context and background, draft vision and principles to underpin the new strategy and indeed, to prepare draft text for the strategy, there is a need to engage external assistance with several elements of the strategy development and delivery.

2.2.2 Stages towards delivery

The Working Group has proposed the following stages towards delivery of the strategy. They are not definitive and may be changed as the work advances.

Step	Topic	Who
1.	Agree principles to underpin the strategy	WG
2.	Review of current strategy – key learnings	WG
3.	Definition and vision for Outdoor Recreation	WG/ EXT/CNT
4.	External Environment Analysis & Future Foresight	EXT
5.	Define Success	WG/ CNT/ EXT
6.	Develop Communications Framework	WG/EXT
7.	Consultation Stage – CNT/ sectoral/ stakeholders/ public	EXT/WG/DRCD
8.	Draft Strategy	WG/DRCD/ EXT
9.	Final Consultation Stage – Stakeholder and public consultation (non-statutory consultation)	EXT/WG/DRCD
10	Final Draft Strategy	WG with EXT support
11	Final sign-off	WG/CNT/ DRCD
12	Conclude & Launch	WG/DRCD

WG = Working Group
 EXT = External assistance
 CNT = Comhairle Na Tuaithe

2.3 Deliverables

This section outlines the deliverables; we anticipate agreeing these in full with the successful supplier. Taking from the table above, the key work packages to be delivered by the successful applicant are:

Stage 3 - Definition and Vision for Outdoor Recreation

- Work with the Working Group to agree a definition for Outdoor Recreation and to define a draft vision for the strategy informed by experience and reference to other similar strategies.

Stage 4 - External Environment Analysis & Future Foresight

- Strategic context - A detailed desk-based examination of outdoor recreation's contribution to the delivery of relevant national and regional strategies and policies should be undertaken. In turn it should also identify how such strategies and policies impact the strategic development of outdoor recreation, for example access legislation. This work package should conclude with key themes under which existing key strategies and policies can be grouped. For example, several strategies may have a focus on health and well-being, community development, economic development, recreation provision and management, rural development, environmental protection, etc.
- International best practice – Critical factors for success - The strategy should be informed by international best practice. Desk research and consultation should identify a minimum of 3 countries or regions that have demonstrated an excellent track record in strategic development of outdoor recreation, which must have relevant learnings applicable in Ireland. This should not only provide case studies for each but also identify their critical success factors. Recommendations should be provided as to how these critical success factors can be applicable to the Irish context.
- Future Foresight - It is essential recommendations relating to future investment are cognisant of emerging international trends in outdoor recreation. This will ensure recommendations relate not only to the current environment but also the future horizon. Desk research should be undertaken to identify key trends – these may include:
 - Evolving needs, motivations and requirements for specific activities
 - Key areas of growth and decline in demand

Stage 5 - Define Success

- This work package should agree an emerging strategic vision and objectives with the Working Group and through a workshop with strategic stakeholders. Cognisance should also be taken of emerging strategies and policies as many of those currently in existence may expire during the timeframe of a National Outdoor Recreation Strategy.

Stage 6 – Develop Communications Framework

- How should the preparation of the strategy be communicated during its development stage, to ensure buy-in as fully as possible from all stakeholders, delivery agencies and Govt Departments?
- How can their ideas and inputs be captured, assessed, evaluated and incorporated into the strategy?
- This framework should detail how consultation at stages 7 and 9 should be developed and executed. (Full adherence to Govt's **National**

Framework for living with Covid-19 guidelines must be observed when considering communication and consultation methods/ techniques)

Stage 7 - Consultation Stage 1 – Idea generation

- The successful applicant will be responsible to develop and deliver this key consultation stage in liaison with the Working Group
- The outputs from this stage should be captured, assessed, evaluated and incorporated into Stage 8.

Stage 8 - Draft strategy

- Support the Working Group in drafting the strategy document with support on layout and content, graphic design and preparation of infographics, data, case studies, etc to illustrate the document.

Stage 9 - Consultation Stage 2 – Stakeholder and public consultation (non-statutory consultation)

- The successful applicant will be responsible to develop and deliver this stage in liaison with the Working Group
- The outputs from this stage should be captured, assessed, evaluated and incorporated into Stage 10.

Stage 10 – Final draft strategy

- Support the Working Group in drafting the final strategy document with support on layout and content, graphic design and preparation of infographics, data, case studies, etc to illustrate the document.

2.4 Timeframe

The indicative timeframe for delivery of this project is:

Step	Topic	Complete by
1.	Agree principles to underpin the strategy	Jan 2021
2.	Review of current strategy – key learnings	Jan 2021
3.	Definition and vision for Outdoor Recreation	Feb 2021
4.	External Environment Analysis & Future Foresight	March 2021
5.	Define Success	March 2021
6.	Develop Communications Framework	April 2021
7.	Consultation Stage 1 – idea generation	April 2021
8.	Draft Strategy	June 2021
9.	Final Consultation Stage 2 – stakeholder and public consultation (non-statutory consultation on emerging draft)	June 2021

10.	Final Draft Strategy	July 2021
11.	Final sign-off	August 2021
12.	Conclude & Launch	August 2021

3. Project Management and Cost

3.1 Project Manager

The successful supplier shall appoint a Project Manager/Coordinator from the start of the project who is required to demonstrate experience in implementing similar projects.

All potential suppliers shall provide a full breakdown of costs to meet the full requirement. All costs for the Project Manager/Coordinator and all associated administration in support of the tender should be included within the schedule of costs.

The Project Manager/Coordinator will be responsible for gathering all required information to the agreed specification, working with the Chair/ Vice-Chair to ensure the project meets its stated aims and objectives.

The successful supplier's responsibilities shall include:

- Scoping the work packages required to implement the solution to the stated needs.
- Attending relevant Working Group project meetings – one per month
- Delivering the research, communications and consultation stages.
- Supporting the Working Group in the preparation of the National Outdoor Recreation Strategy
- Liaison with Working Group and Chair/ Vice-Chair and DRCD.
- Liaison with the Chair/ Vice-Chair to ensure the scheduling of resources is appropriate and timely.
- Preparation and quality assurance of all outputs.

Please state if any project management method(s) are used by your organisation, e.g. MS Project, other?

3.2 Cost

It is expected that payment for the project will be made using agreed milestones contained within the contract. The pricing schedule for this tender is in Appendix C and must be detailed and completed in full in the tender response.

At least 20% of total fees will be retained until final sign-off which will occur following completion of the final draft strategy at stage 10 and will be subject to satisfactory completion of all works.

Costings should include expenses but exclude VAT. However, the appropriate VAT rate should be indicated.

The Pricing Schedule in a potential supplier's tender should clearly show the cost of each phase of the work.

Tenders should also outline the day rates of each team member assigned to the work, the number of days they will spend on the project and the total cost of their time. All costs are to be quoted in Euros.

For each phase of work, the pricing schedule should be detailed in full.

Please indicate the number of weeks needed to deliver each phase and the proposed duration to complete the project, working within the indicative timeframe given above.

In the event that any unanticipated ad hoc work is identified by the consultants beyond the final agreed contract sum, this must be agreed by email with the Chair of the Working Group and is chargeable at agreed day rates.

Where additional works above the requirements of this tender are requested by the Working Group, this will also be communicated by email to the successful bidder.

4. Commercial Information

4.1 Company Information

Please supply the following information in your tender:

Company information to be provided
Full Company Name
Company Contact Name
Address
Telephone
Contact email address
Company web site address
Company number
Legal status and the name of the holding company (if a subsidiary)
Year of formation of the trading company
Copies of all information currently in the public domain relating to any merger or acquisition involving the company

4.2 References

Suppliers must provide two references, ideally from customers for whom similar services have been delivered recently. For each, please provide the details requested below.

Reference 1	
Company Name	
Address	
Contact Person	
Contact Telephone No.	

Summary of work	
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Reference 2	
Company Name	
Address	
Contact Person	
Contact Telephone No.	
Summary of work	

Coillte will expect to make its own enquiries with the references provided and will not contact referees without seeking prior consent.

4.3 Confidentiality

All information contained within this document is confidential to Coillte. The recipient of this document is bound by this document and the information contained within it.

This document may not be disclosed to any third party.

No potential supplier shall, without the written approval of Coillte, reproduce this document in whole or in part.

No potential supplier shall, without the written approval of Coillte, provide information to any third party that relates to any part of the response process.

No potential supplier shall, without the written approval of Coillte, provide information to any third party for the purpose of press releases, social media posts or information for inclusion in publications. The potential supplier will not reference Coillte in any publication.

Any breach of these confidentiality obligations will, without exception, preclude the potential supplier from being considered any further in this tender process.

4.4 Intellectual Property Rights

Copyright to all documented deliverables will pass to Coillte upon payment of final invoice.

4.5 General Welfare

Any person working on a Coillte property will be required to comply with Health and Safety rules governing each site. The potential supplier must provide a copy of the Health and safety policy and their training certificates.

All accidents must be reported to Coillte.

Appendix A – Confirmation of Response

**REGISTER YOUR INTEREST
IN RESPONDING TO
COMHAIRLE NA TUAITHE INVITATION TO TENDER**

Please return by 5pm on Wednesday 23rd December, 2020

We hereby register our interest in responding to the Invitation to Tender document and have read Coillte's standard terms and conditions

[\(link to Coillte Terms and Conditions\)](#).

Company: _____

Signature _____

Position/Name _____

Date _____

The nominated person responsible for any communication prior to return of tender response is:

Name: _____

Email: _____

Telephone: _____

Appendix B – Document Terms

- This ITT does not try to fully define supply and contract conditions.
- The successful applicant must have a valid tax clearance certificate.
- No contract for the supply of the services between any potential supplier and Coillte will exist until Coillte's duly authorised representatives have signed a formal written agreement for the supply of the services to Coillte.
- The requirements stated in this ITT, along with the successful supplier's proposal or response to this document shall form the basis of the formal written agreement entered into by Coillte with the supplier.
- Any subsequent deviation from any representation in the successful supplier's proposal, including but not limited to those on lead times, delivery, performance and service expectations, may result in rejection of the tender and termination of negotiations with the successful supplier.
- Neither the issue of this ITT, nor Coillte's acceptance of any response or proposal, nor any subsequent correspondence entered into between Coillte and any potential supplier, will constitute an offer to enter into any contract.
- It is mandatory that potential suppliers provide the cost information outlined in Appendix C with their bids.

Appendix C – Pricing Schedule

Name	Role	Number of days	Day rate (€)	Expenses	Vat rate	Total

**END
OF
INVITATION TO TENDER**