

GOOD PRACTICE

The Outsourcing of Sport Activities Management



City
Guimarães

Organization
Tempo Livre Guimarães

Country
Portugal

Mission
Management agility and flexibility against municipal management, autonomy and broad range of expertise and technical resources.

Target Group
Guimaraes Community

Highlight
Successful delegation of sport facilities and activities management to an external operator

Timeframe
On-going and renewed every year since 1999

Budget
€ 3 million a year.



Objectives

By outsourcing sport activities management, the City of Guimarães looks for:

- *Management agility*, which allows immediate responses to community problems and needs, quickly and efficiently providing services although maintaining the accuracy and budgetary control, as opposed to models of municipal management, more inflexible, monolithic and extremely bureaucratic.
- *Broad and diverse technical resources*, covering different areas of expertise (education, sport, communication, management, administration, health) and involving a technical team that contributes to the provision of quality services with dynamic innovation and creativity focus.
- *Profitability*, through the constant stimulation of services and promotion of sports activities with high participation rates, seeking new markets, competitive pricing, permanent innovation and creativity.
- *Quality*, thanks to the provision of high quality investment in human and technical competence (employees). Services are oriented towards customer satisfaction and loyalty.



Main Features (description, location, staff and volunteers, etc)

Tempo Livre was established in 1999 as a cooperative, under the Guimarães Municipality initiative. It is a legal person of public law that comprises 65 cooperative members – including local clubs, institutions, associations, social organisms, individuals and the Guimarães Municipality as the leading member. Its 82 employees are distributed by technical departments: sports, administrative, maintenance & logistics, communication & management services.

Its field of action is based on two fundamental axes:

1. *Management of Guimarães sports facilities:* multi-purpose hall, swimming pools, sports halls, water fun park and running track.
2. *Sports Management:* this includes the development of sport in Guimarães through social and sport projects, leisure activities, sporting events and sport for all promotion. Tempo Livre fosters equal opportunities of access to informal and non-competitive sport and promotes a wide range of initiatives that increase participation in physical activity.

The action program is developed based on studies, quantitative and qualitative evaluation of the services and opinion indicators, information collected from users of the sports facilities and practitioners of informal sport.

Evaluation and monitoring of the Tempo Livre work is done by governing representatives with delegated tasks appointed by the City Council.

Thus, the work of Tempo Livre fits a strong feature of public interest, obvious in some of its most prominent interventions:

- *Tempo Livre integrates the local committee for the protection of children and youth at social risk, collaborating with the institutions, performing activities of integration and inclusion for disadvantaged youth and families;*
- *Socially regulated participation rates that consider the specific needs of different social groups;*



- *Assiduous collaboration with the local social institutions, both in the provision of sports facilities and in support on events and activities' organization;*
- *Promotion, through social exchange, of sports medical care (including informal practitioners);*
- *Promotion, share and dissemination of the values of sports ethics and fair play in all sports and physical activities, thus creating the importance of preserving these values within the community.*

Activities comprise:

- *Senior Activity*, which aims to provide the elderly population of Guimarães a regular, adequate and targeted physical activity for improving life quality, combat inactivity and increase levels of independence and autonomy;
- *Sports Vacations*: Leisure activities' programs for young people aged between 6 and 14 years held annually during of school holidays (Easter , summer and Christmas);
- *Community Games*, an initiative launched under the European City of Sport Guimarães 2013 and that seeks to boost sport in Guimarães parishes;
- *Sport Medical Support Center*, a pioneer project in the field of sports medicine and supported by the Portuguese state. Through this service, thousands of athletes (high competition, federated, students and citizens who engage in regular physical activity) receive ongoing medical care (assessment and counseling in sports). This service is charged according to the social purpose.

Key Outcomes and Results

Tempo Livre meets the needs and interests expressed both by the municipality and the community, not only reducing bureaucracy, but also bringing competence, innovation, rigorous and regular management methods, monitoring & evaluation and profitability.

The satisfaction of the Guimarães municipality regarding the work developed is reflected in the renewal of contracts for services provision over the past 14 years.



The working model of Tempo Livre and the relationship with the municipality and community is an example of agility in sports management, recognized in the country by specialists. The virtues of this format, through agility, autonomy and quantity/quality services, have become one of the most cited examples.



The incorporation of cooperative members representing, besides the municipality, several public and social institutions (clubs, associations and individual citizens), reflects a very relevant social range.

Tempo Livre is now known for its dynamic and creative approach in innovation and implementation of strategies for sport and sporting activity revitalization. Guimaraes saw, through Tempo Livre:

- *the development of new practices* via the promotion of contact days with new sports (rugby, synchronized swimming, figure skating, korfbal);
- *the diversification of the sport offer*: facilitated access to a wide range of classes (indoor and outdoor), physical activities, with particular attention to the trends of modern sport in order to attract different age groups and genders;
- *the organization of sports events* such as hiking, senior physical activity, mini Olympics, marathon swimming, cycling and athletics.

Thanks to an ongoing communication strategy, using different channels and supported by an updated agenda, Tempo Livre has a very regular presence in the media. The (permanent) activities raise media attention and the link with the media has been fed by a mutual trust relationship which has resulted in the consolidation of a high level of awareness around Tempo Livre.

More information:

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