

Invitation To Tender

August 2025

Procurement of an organisation to collaborate with National Governing Bodies of Sport, Sport Partnerships, and National Partners in Wales to strengthen their operations, improve execution and build long-term effectiveness by improving efficiencies and effectiveness in how they operate.

Documents comprising this tender:

- Section 1: Introduction**
- Section 2: Information and Instructions**
- Section 3: Conditions of Tender**
- Section 4: Requirement Details & Response**

Section 1: Introduction

Background

The Sports Council for Wales (known by its trade name Sport Wales) was established by Royal Charter dated 4 February 1972. It is financed by annual funding from the Welsh Government and from income generated from its own activities. It is the main adviser on sporting matters to the Welsh Government and is responsible for distributing Welsh Government and National Lottery funding to sport in Wales.

Sport Wales is the national organisation responsible for developing and promoting sport and physical activity in Wales at both community and elite levels. It is also responsible for the distribution of significant amounts of grant funding across a broad portfolio of sports activity in Wales.

Sport Wales is one of 48 public sector bodies in Wales which are subject to Welsh Government's Well-being of Future Generations (Wales) Act 2015. Accordingly, Sport Wales has developed its own well-being objectives. Audit Wales is charged with auditing these organisations to assess the extent to which well-being objectives and the five ways of working that the Act promotes, have been delivered.

We aim to not only improve the level of sports participation at grassroots level but also provide our aspiring athletes with the support required to compete successfully on the world stage.

Sport Wales currently operates over four locations in Wales; the sites include our two National Centres, situated in Sophia Gardens, Cardiff and Plas Menai, Caernarfon (in partnership with Parkwood & Legacy Leisure); and satellite offices located in Deeside and Llanelli.

Funded Partners are located across Wales in various locations.

For further information about Sport Wales, please visit: www.sport.wales

Requirement Overview

Background

Over the past year, Sport Wales has supported various partners with their resilience. The sector faces increasing pressures and competing priorities and responsibilities, with limited resources. There is a recognition that current working methods are not always as efficient and effective as they could be.

A group of funded organisations have put themselves forward to review their operating procedures and methods with the clear intent of becoming exemplars of best practice within the sector. Each organisation has different starting places and are different sizes and scales with varied structures and resource levels. The organisations selected to participate, have been due to their varied size and nature.

Opportunities to improve

The scope of this work includes, but is not limited to, considering improvements within the following areas:

- *Governance and Board Effectiveness*
- *Behaviours, culture and environment: how these effect the organisations' ability to improve efficiency and resilience*
- *Collaboration and innovation opportunities across the sector and beyond*
- *Policies and processes*
- *Strategic and operational planning and delivery – clear long-term goals, structures, allocation of resources etc*
- *Risk Management*
- *Technology and AI: High costs and low adaptability from outdated tech.*
- *Ways of working – remote v operational, more efficient ways of working and use of staff resources.*
- *Communication Issues: Misunderstandings and delays due to inefficient/outdated communication methods and channels.*

Requirement Overview

We (Sport Wales), on behalf of the sector, are looking to recruit an organisation that can work with the following partners and Sport Wales to look at improving operational efficiencies, highlight good practise and potentially identify patterns across organisations. The partners are listed below with a short biography in appendix:

- *Hockey Cymru*
- *Mid Wales Sport Partnership*
- *Cricket Wales*
- *Golf Wales*
- *Welsh Triathlon*
- *Sport Wales Governance team*

NB There may be the opportunity to expand this work out across the whole of Sport Wales. This should be quoted for separately within an expression of interest.

This work will explore, but not be limited to:

- *Organisations ambitions and strategic objectives, pain points and change opportunities*
- *Examples of efficient working that can be shared as good practise*
- *Feedback: Gather insights from employees, stakeholder and members as relevant*
- *Data Analysis: Use insight and evidence to identify performance issues.*
- *Process Mapping: Visualise workflows to find bottlenecks.*
- *Technology Assessment: Evaluate and understand current technology tools and potential for greater efficiency*

- *Cross-Functional Collaboration: Encourage teamwork and collaboration across departments (and potential across partners)*
- *Benchmarking: Compare with industry standards.*
- *Continuous Improvement Programs: Implement methodologies such as Lean or Six Sigma*

Output

We would expect the successful company to compile an organisation report for each participating organisation, with a small number of impactful priorities that each organisation can take forward. Sport Wales would expect a high-level report that could be used with the broader sector.

Experience

A successful organisation would need to shape and advise on these work areas and should be able to demonstrate:

- *Experience of identifying and implementing change across organisations*
- *Effective relationship management – managing delicate conversations, potential sensitive areas of work and conflict management*
- *Experience in working with organisations of different sizes, structures and maturity to guide and advice on efficiencies and potential solutions*
- *Expertise in organisational efficiency – the identification of pain points, good practise, identifying solutions based on each organisations capability and capacity*
- *Forward thinking approaches including use of technology and AI*
- *The ability to understand the culture of the organisation and identify how to support its development linked to operational efficiency and effectiveness*
- *Find patterns and any opportunities for collaboration across organisations*

Organisations

Mid Wales Sport Partnerships

In partnership with Sport Wales, the Mid Wales Sport Partnership (MWSP) was recently established and incorporated Summer 2024 to enhance access to physical activity across Powys and Ceredigion. Our emerging vision is to “Create Healthier Communities and Transform Lives through Active Lifestyles.”

The establishment of Regional Sport Partnerships presents a timely opportunity to address local challenges with tailored, region-specific solutions that reflect the unique needs of Mid Wales (Ceredigion and Powys) communities.

MWSP operates as a private company limited by guarantee, governed by a robust and transparent framework. Our Board currently comprises six Directors and two Observers, with capacity for up to four additional Directors, ensuring a maximum of ten members. The Board is made up of dedicated volunteers who provide governance and strategic oversight. 60% of Board members speak Welsh as their first language,

and 80% identify as Welsh learners, with 100% of the Executive team fluent in Welsh language. Inclusion and language remain central priorities in our thinking, communication and organisational culture.

The operational team currently includes one Executive member (Regional Director), with a Partnership and Programme Manager joining in September, and a part-time Partnership Support Officer role due to be recruited to strengthen capacity.

MWSP Strategic areas of focus within in our first operating year are:

- Relationship Building*
- Capability Framework and Governance Improvement*
- Strategy Development*
- Regional Identity*
- People Development*
- Stakeholder Mapping*
- Monitoring and Evaluation*
- Roll out of Innovation Fund to support new initiatives and partnerships*

we actively shape our operating model, we are exploring how to deliver with impact and equity across a region facing significant challenges related to access, infrastructure, and delivery capacity. Efficiency and effectiveness are live design questions for us. Participating in this programme would provide an opportunity to explore these questions in a focused, supported, and collaborative way, enabling us to develop inclusive approaches that are truly fit for the realities of Mid Wales.

Sport Wales Governance Team

This team consists of six members of staff and are responsible for two key elements of work:

- To support the development of partners governance to ensure that they maximise the impact on sport in Wales*
- To ensure that partners are fit to receive public funding by adhering to the 'capability framework'*

The team work with approx. 70 partners ranging from proactive support, collaboration, reactive 1-1 support, risk management including safeguarding and finance. They also work across the UK on governance areas.

Alongside this, current Sector resilience work has been undertaken to support the sector with income generation, shared service opportunities and opportunities for potential different operating models within Welsh sport.

Hoci Cymru – Championing the Growth of Hockey in Wales

Hoci Cymru (Hockey Wales) is the national governing body responsible for the development, promotion, and governance of field hockey across Wales. Dedicated to igniting a passion for hockey, Hoci Cymru works at every level of the sport from grassroots participation to elite international performance, ensuring that hockey is accessible, inclusive, and inspiring for all.

With a clear vision to Ignite a passion for Hockey. Hoci Cymru supports clubs, coaches, players, volunteers, and officials through a range of opportunities to engage, compete and perform. The organisation is instrumental in developing youth talent pathways, increasing opportunities for women and girls in sport, and driving equality, diversity, and inclusion within the hockey landscape.

At the performance level, Hoci Cymru oversees the national men's and women's teams, who compete in major European and global competitions, proudly representing Wales on the international stage. The organisation also plays a vital role in talent identification and high-performance coaching, helping to nurture future stars of the sport.

Beyond competitive achievement, Hoci Cymru is committed to using hockey as a vehicle for positive social change. Through partnerships with schools, communities, and local authorities, the organisation promotes physical wellbeing, mental health, and life skills, emphasising the wider benefits of sport participation.

With a dedicated and passionate team, Hoci Cymru continues to grow the profile of Welsh hockey, ensuring the sport reflects the values of teamwork, respect, and excellence. Whether introducing the game to a child for the first time or supporting elite athletes to reach their full potential, Hoci Cymru is at the heart of Welsh hockey, connecting people, places, and passion through sport. To learn more or get involved, visit: www.hockeywales.org.uk

Cricket Wales

Cricket Wales is the national governing body for cricket in Wales, dedicated to making Cricket A sport for all. Their mission is to protect what's precious and revolutionise the future by building a sport that is inclusive, united, and forward thinking. Rooted in the values of Together, Lead, and Care, Cricket Wales aims to create a game where everyone, regardless of age, gender, background, or ability, feels respected, welcomed, and inspired to take part.

From grassroots clubs to national initiatives, Cricket Wales is committed to developing people and culture, supporting thriving clubs, revolutionising the women's and girls' game, providing fit for purpose facilities, and creating captivating ways to engage with cricket. Their long-term focuses on transforming lives and communities through cricket by enhancing opportunities, wellbeing, and sustainability. As leaders in ethical governance, safeguarding, and equality, diversity, and inclusion, Cricket Wales strives to ensure that every individual in the cricketing community can flourish and feel they truly belong.

Vision and Strategy launched in June 2025 is [Cricket Wales – Cricket In Wales](#)

Welsh Triathlon

Welsh Triathlon is the National Governing Body (NGB) for triathlon in Wales, responsible for overseeing the sport's development, governance, and performance pathways across the country. It plays a vital role in nurturing talent, supporting grassroots participation, and promoting triathlon as a sport for all.

Welsh Triathlon's vision is to develop a triathlon community that enhances the well-being of current and future generations in Wales. This vision is underpinned by its strategy, which focuses on three strategic pillars:

- *Success Supporting athletes to achieve their potential at all levels, from grassroots to international podiums.*
- *Inclusion Ensuring triathlon is accessible and welcoming to all, regardless of background or ability.*
- *Sustainability Building a resilient and environmentally conscious sport that contributes to the long-term health of communities.*

The strategy aligns with the Well-being of Future Generations (Wales) Act 2015 and Sport Wales' Vision for Sport, aiming to tackle social inequalities and promote physical and mental well-being through sport

Welsh Triathlon works in partnership with clubs, coaches, volunteers, and event organisers to deliver a vibrant calendar of events and development opportunities. It is also home to the National Triathlon Performance Centre Wales (NTPCW), which supports elite athletes on their journey to international success.

Golf Wales

Wales Golf is the national governing body for golf in Wales, committed to growing and supporting the game at every level. We provide leadership, guidance, and services to golfers and clubs across the country.

Our work spans grassroots development to high performance, helping new players get started and supporting elite athletes to reach their potential. We organise competitions for amateur golfers of all ages and abilities, and work closely with clubs to improve facilities, access funding, and build sustainable futures.

Golf in Wales is becoming more accessible and diverse, and we're helping to drive that change. Our purpose is to secure golf's position as a thriving sport both now and into the future, and our values, which inform everything we do, indicate our commitment to benefit anyone who wishes to access our sport: fun, real, inclusive, collaborative, and excellence.

Our vision of golf as a sport for fun, for sport, for life is driven by our strategy, Everyone's Game.

SECTION 2: INFORMATION AND INSTRUCTIONS TO TENDER

Tender Specification

We would be looking for work to be completed by End of February 2026. Hours of work to be determined in tender submissions.

TIMESCALES

This is the tender submission timescales:

- Deadline for tender submissions is 12 noon on Monday 1st September 2025*

- b. *Shortlisted individuals / organisations invited to talk through tender on either 11th or 12th September 2025*
- c. *Award of tender – by 16th September 2025*
- d. *Review of work with Sport Wales – approx. every 3 weeks.*

You must ensure that the submission of your tender fully meets the requirements laid down in this document (section 4).

As a minimum requirement, answers to the weighted questions in section 4 to be entered in the relevant places. Any additional information can also be submitted but will not form part of the weighted question marking.

***You will be scored against the criteria listed in the table in section 4.
Shortlisted individuals/organisations will also be called for interview following your submission to clarify responses within the tender.***

The contract will start on, or around the 22nd September 2025 for a period of 6 months.

Payment

Payment will be made according to a schedule to be agreed between Sport Wales and the successful contractor(s). Payment for work completed to the satisfaction of Sport Wales will be made within 30 days of receipt of a correctly submitted invoice. No employee of the contractor shall be considered a salaried appointment to Sport Wales, however paid.

SUBMISSION REQUIREMENTS

Tenders should be submitted to Sport Wales via Sell2Wales. All candidates must follow the pro forma layout detailed below (Section 4) regarding both information supplied and structure of presented information.

*Tenderers must submit their tender by responding to the selection criteria outlined in section 4 with any supporting documentation via Sell2Wales by **12 noon on Monday 1st September 2025.** Entries received after this time will not be considered.*

To comply with Sport Wales's regulations for the submission of tenders, you must ensure your tender is submitted in accordance with the following requirements. Failure to do so, which includes not having uploaded or submitted your tender by the closing time, is likely to invalidate your tender.

Communication with Sport Wales

All requests for further information, clarification or any other approach to Sport Wales in respect of this tender must be made via the Sell2Wales portal.

Contract Term and End

The contract term will run for a maximum of 6 months from 15th September 2025

Any contract which may be awarded will be transacted in accordance with Sport Wales's terms and conditions of contract. (Refer to section 3)

Criteria for selection and Award

Any contract awarded because of this tender will be awarded to the provider, who is able to successfully demonstrate the ability to provide an efficient, competent, reliable and cost-effective solution to our requirements.

Breakdown of scoring

The scoring will be evaluated by a panel comprising employees of the Sport System Directorate:

The contract will be awarded to the candidate(s) who can successfully demonstrate the ability to deliver the most economically advantageous tender. The evaluation of tenders will be based on a split of 20% for fees and charges (Commercial Response) and 80% on the quality (Service Provision and Experience).
Tender costs are to be submitted excluding VAT.

Section	Percentage weighting
Quality (Service Provision & Experience)	80%
Commercial (Fees & Charges)	20%
Total	100%

Payment Terms and Conditions

Sport Wales will apply 30 days payment terms to this award. In your tender response please confirm acceptance of these payment terms.

Confidentiality

As part of your tender submission, you should provide a statement of assurance of confidentiality and independence. This will not be scored but the existence of a suitable statement will be a condition of award.

Tenderers are reminded that any relevant conflicts of interest that arise in relation to this tender should be revealed during the tender process and that failure to do so will result in the termination of the contract.

This specification document sets out Sport Wales's current service requirement. It is possible that during the life of the contract changes will arise, for example in the nature and volume of the work and the timescale or other requirements. Changes to the Specification will be implemented by issuing written amendments to all those affected by the changes.

SECTION 3: CONDITIONS OF TENDER

By submitting a tender, you are acknowledging and agreeing in full to the following conditions:

- a. *The contents and requirements of the tender documentation have been read, understood and, where required, complied with.*
- b. *This is a bona-fide tender, and that the prices and / or sums herein have not been adjusted or unfairly influenced by any arrangements or agreements with any third party.*
- c. *You have not nor will not prior to any contract award communicate with others except the tendering organisation with regard to the tendered amount or specific details thereof except where the disclosure of this information is required to obtain information in support of our bid.*
- d. *You have not and will not enter into any arrangement or agreement that could lead to others not submitting a tender or influence the tendered amount submitted by others.*
- e. *You have not and will not offer any inducement, financial or otherwise, directly or indirectly to any person or third party in any way to influence any tender submitted or part thereof.*
- f. *The principles and requirements of this certificate have or will have as soon as reasonably practicable been brought to the attention of any and all sub-contractors, suppliers or associates connected with this tender.*
- g. *You are hereby offering to enter into a contract with Sport Wales in accordance with the requirements contained in this tender and for the costs and charges contained in your tender response.*
- h. *Any and all matters, whether technical, operational, commercial or contractual where your tender response does not comply, either fully or in part, with the requirements of this tender are clearly defined in a document to be headed 'Tender Qualifications' and submitted as part of your tender response.*

SECTION 4

REQUIREMENT DETAILS & RESPONSE

Service Provision and Experience:

This section has a weight of 80%. The responses to these questions will be scored by an evaluation panel using the score guidance 0, 1, 3 or 5 (0 being the lowest and 5 being the highest), using the matrix detailed below.

Score 0 where	No response or response not relevant to the question or question not answered
Score 1 where	Poor Response - Answer has partially addressed the question but lacks evidence of provision sought. Lack of real understanding of the requirement or evidence of the ability to deliver
Score 3 where	Acceptable Response - The response complies with the question and provides evidence requested
Score 5 where	Excellent Response – addresses the question directly with clear evidence to support answers. The tenderer demonstrates that they can meet or exceed the requirement

The score for each question will be multiplied by the weight to provide a weighted score. The total weighted score will then be apportioned to the overall quality score (80%).

Commercial:

The lowest priced bid received will be awarded the maximum weight (20%). All other bids will be scored proportionally against the winning bid.

Please ensure that you answer each question directly.

Question Text	Answer	Question Score	Question Weight
SERVICE PROVISION AND EXPERIENCE (80%)			
1. Please provide details of your background, knowledge and areas of expertise related to this topic area		5	3
2. Please outline how this work would be delivered and the methodology you would use		5	3
3. Please list any relevant contracts (with examples), including references, that you currently or previously have had in Wales / UK relevant to the work areas.		5	2
4. Please outline how you would ensure a high level of quality is maintained throughout all your work, including, where appropriate, the qualifications of those staff you intend to deploy. Please supply CVs / biographies of consultants who will be providing the work.		5	2
5. Please outline how you would manage any potential conflicts of interest.		5	1

6. Sport Wales is committed to addressing inequalities within sport. Please outline what steps you have taken to ensure equal opportunities for all within your organisation.		5	1
COMMERCIAL RESPONSE (20%)			
1. Please provide the consultant daily rate based on a 6 month contract Travel and Subsistence will be subject to agreement.		5	1