

Invitation to Tender to Support Sport Wales's Service Mapping Project

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Glossary of Terms

This glossary provides definitions of key terms and concepts used throughout the Invitation to Tender and its supporting documents. It is intended to support clarity and shared understanding between all parties involved. Where technical, contractual, or sector-specific language is used, the glossary offers accessible explanations to ensure consistency in interpretation and to aid effective contract management.

The terms listed here are not exhaustive but focus on the most critical elements relevant to the structure, performance, and governance of this agreement.

Service Map

A visual or descriptive representation or catalogue showing all the services an organisation provides, how they connect, and who uses them. It helps make sense of what exists, where overlaps or gaps occur, and how users experience them.

Parent-Service

A broad or high-level service area that brings together several related sub-services. For example, “Funding and Grants” might be a parent-service containing several specific grant programmes or investment services across varying audiences and recipients.

Child-Service

A more specific or detailed service that sits within a parent-service. It usually supports a particular user journey or audience, such as an individual grant application process or investment stream.

Taxonomy

A structured way of organising services into a clear hierarchy, usually grouping related services under broader “parent-services” with more specific “child-services” beneath them. A taxonomy provides a consistent, logical framework for naming, categorising, and understanding how services relate to one another across an organisation.

Digital & Service Design Team

Sport Wales’ internal multidisciplinary team responsible for supporting the design, delivery, and improvement of services. The team brings together expertise in service design, user research, digital capability, technology solutions, data protection, and operational delivery to help ensure services are effective, user-centred, and aligned with organisational priorities.

1. **Background**

- 1.1 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.
- 1.2 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.
- 1.3 Sport Wales is one of 44 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.
- 1.4 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.
- 1.5 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.
- 1.6 Sport Wales has established a dedicated Digital & Service Design Team, comprising specialists in service design, user research, development, technology solutions, data protection, and digital and technology programme management. The team's purpose is to enhance services across the organisation - primarily through digital means - to ensure they are efficient, joined-up, and meet the needs of users. Working internally across all areas of Sport Wales, the team leads on improving how services are designed, delivered and experienced.
- 1.7 The Digital & Service Design Team is leading this commission on behalf of the organisation. The work forms part of a broader effort to move from a reactive model of supporting individual service improvements to a more strategic, organisation-wide approach that ensures Sport Wales services are consistent, connected, and focused on delivering the greatest value and impact.

1.8 The immediate project team will consist of Steffan Berrow [Service Design & Development Lead] and Paul Batcup [Digital Programme Lead] as Project Managers and Product Owners, and Rhian Evans [Assistant Director Communications and Strategic Digitalisation] as Project Sponsor.

2. Overview of the Requirement

2.1 Sport Wales is seeking to commission a suitably qualified and experienced partner to help us develop a comprehensive understanding of the services we provide, including how they connect and perform. We want to establish a clear, organisation-wide view of our services to identify where things are working well, where duplication or gaps exist, and where improvements could deliver the greatest benefit.

2.2 This work will involve defining and mapping our services to create a shared and visual understanding of how they fit together. It should support us to move from a reactive to a more strategic, proactive position - enabling the Digital and Service Design Team and Sport Wales more broadly to make informed decisions about which services to prioritise, invest in, and improve.

2.3 Through this commission, we aim to produce an artefact or suite of artefacts that collectively form a service map or catalogue of services. This will help the organisation to see and communicate the impact of its services, understand the relationships between them, and maintain a live picture of how the service landscape evolves over time.

2.4 Ultimately, the work should provide the foundation for a more consistent and connected user experience across Sport Wales services, and a more coherent organisational understanding of how those services are delivered, managed and improved.

2.5 This specification sets out our requirements for this work and invites tenders from suppliers with the capability and experience to deliver it.

3. Objectives

3.1 Bringing together both operational and strategic perspectives, the overarching objective of this commission is to develop a clear and shared understanding of Sport Wales' services and how they collectively contribute to delivering impact across the organisation.

3.2 Specifically, the objectives are to:

2.7.1 Define what constitutes a “service” across Sport Wales and develop a shared language and understanding among colleagues.

2.7.2 Develop a clear taxonomy by grouping related services into logical ‘parent-services’ with defined individual, child-services beneath them.

- 2.7.3 Map each parent- and child-service to show how they operate and fit together, where dependencies exist, and how they perform – producing a completed service card for each child-service.
- 2.7.4 Highlight areas of duplication, inefficiency, or opportunity to improve user experience, consistency, and alignment with organisational goals.
- 2.7.5 Assess the contribution and significance of each parent- and child-service – including financial considerations, impact on participation and performance outcomes, and alignment with strategic priorities – to help understand the value each service delivers and where its contribution could be strengthened.
- 2.7.6 Build organisational consensus and buy-in, engaging colleagues across senior leadership, operational, and specialist areas (including finance, technology, and data protection) to ensure shared ownership of the outputs.
- 2.7.7 Provide evidence and tools to support informed decision-making, enabling Sport Wales to strategically prioritise service improvements and allocate resources where they will have the greatest effect.
- 2.7.8 Lay the foundations for a service-first culture, moving away from siloed departmental perspectives toward a more connected and joined-up view of how Sport Wales delivers value.
- 2.7.9 Ensure sustainability beyond the life of the project, by setting out clear recommendations for ownership, governance, processes, and if appropriate, software to maintain and ensure the service map remains ‘live’.

3.3 Together, these objectives will help Sport Wales move from a reactive to proactive service improvement – grounded in a clear service landscape, supported by a consistent taxonomy, mapped services, and completed service cards - to shape future priorities, inform planning, and strengthen decision-making at all levels.

4. Scope of Work

- 4.1 The appointed supplier will design and deliver a structured programme of work that defines, groups, maps, and assesses Sport Wales’s services, producing a validated service taxonomy, mapped service landscape, and completed service cards.
- 4.2 The supplier will agree a delivery plan, engagement approach, and proposed methods with the project team at the outset.
- 4.3 **Service Definition & Mapping**

- 4.3..1 Facilitate collaborative research with Sport Wales staff to co-create a shared and operational definition of “service” suited to Sport Wales’s diverse activities and services.
- 4.3..2 Develop a hierarchical taxonomy of Sport Wales services, organised into parent-services and child-services through collaborative workshops and analysis.
- 4.3..3 Develop a clear service map that visually shows relationships, structure, and dependencies across all parent- and child-services.
- 4.3..4 Validate the drafted service map and taxonomy with relevant teams and stakeholders to ensure accuracy, completeness, and organisations alignment.
- 4.3..5 Produce a completed service card for every child-service, refining the service card template in collaboration with the Digital & Service Design Team, and capturing agreed fields such as purpose, owners, users, resources, systems, maturity, impact, and other performance indicators.
- 4.3..6 Identify and visualise interdependencies, overlaps, and pain points, highlighting where underperforming or “misfiring” services affect others and the wider system.
- 4.3..7 Capture ownership, inputs, and outcomes for each service to support ongoing management and accountability.

4.4 Research & Benchmarking

- 4.4..1 This work will draw primarily on existing data and evidence held by Sport Wales, with only light-touch additional data collection where strictly necessary and agreed in advance.
- 4.4..2 Undertake data exploration and research to understand current service performance. The supplier will work with the project team at Sport Wales to identify performance measures e.g. financial performance, impact against resource, customer satisfaction, Sport Wales Strategic Intents etc.
- 4.4..3 Benchmark service performance internally (across functions) and, where possible, externally against sector or public-service comparators.
- 4.4..4 Translate insights into clear problem statements, opportunity areas, and success indicators.

4.5 Stakeholder Engagement

- 4.5..1 Bring together individuals and teams with interdependent or complementary roles and use techniques to surface shared challenges and opportunities.

- 4.5.2 Engage all levels of the organisation, from operational staff to subject matter experts, to strategic and senior leadership, to the executive team.
- 4.5.3 Provide clear documentation of findings and decisions for future use.
- 4.5.4 Present findings through clear, accessible outputs and artefacts [e.g., taxonomy, service map, service cards, insight summaries, and recommendations] that can be easily understood and used across the organisation.
- 4.5.5 Engagement should be efficient and proportionate, using workshops, focused conversations, and collaborative activities rather than extensive individual interviewing unless agreed.

5. ***Deliverables***

- 5.1 The supplier will deliver, as a minimum:
 - 5.1.1 A validated Sport Wales service definition.
 - 5.1.2 A complete service taxonomy [parent- and child-services].
 - 5.1.3 A mapped service landscape showing relationships, dependencies, and overlaps.
 - 5.1.4 A completed service card for every child-service.
 - 5.1.5 Light-touch, high-level service flow diagrams for each child-service [not full-service blueprints].
 - 5.1.6 A summary of insights, issues, gaps, and opportunities.
 - 5.1.7 Proportionate benchmarking findings [internal and external, where feasible].
 - 5.1.8 Editable versions of all artefacts, diagrams, maps, and service cards.
 - 5.1.9 Recommendations for governance, ownership, maturity, and sustainability.
 - 5.1.10 Clear next-step options and recommended priorities for future phases of service mapping, service improvement, including how this or future work could support wider organisational planning and change.
 - 5.1.11 A final presentation and pack for leadership and the executive team.
 - 5.1.12 A final written report [or slide deck] that synthesises findings, insights, taxonomy, maps, and recommendations into a coherent narrative.

6. *Supplier Requirements*

- 6.1 Suppliers must demonstrate:
 - 6.1..1 Proven and demonstrable expertise in service mapping, cataloguing, and developing parent-child service taxonomies for complex public body, non-profit, or sport organisations.
 - 6.1..2 A track record of facilitating workshops and collaborative activities with diverse stakeholder groups, including operational staff, subject-matter experts [e.g., finance, governance, technology solutions], and senior leadership.
 - 6.1..3 Demonstrable experience measuring and presenting service performance and impact, using a range of quantitative and qualitative indicators [e.g., financial, participation, performance, demand, user experience].
 - 6.1..4 Ability to translate complex systems and services into clear, actionable visuals and artefacts, including service maps, catalogues, and accessible documentation suitable for non-technical audiences.
 - 6.1..5 Evidence of delivering sustainable outputs, where artefacts [maps, taxonomies, templates] were successfully adopted and maintained independently by the client organisation.
 - 6.1..6 Experience using data-informed design approaches, drawing on existing evidence insight and performance data.
 - 6.1..7 Robust approaches to handling sensitive information, with data-governance practices compliant with the Data Protection Act 2018 and UK GDPR.
 - 6.1..8 Strong written and verbal communication skills, including experience producing clear final reports, executive-level presentations, and practical recommendations for next steps.

7. ***Submission of Responses / Timetable***

7.1 The proposed procurement timetable is set out below. Note that the dates provided are indicative only and Sport Wales reserves the right to revise them at any time during the process without liability.

Activity	Date	Responsible
Invitation to Tender (ITT) published on Sell2Wales	14 th January 2026	Sport Wales
Deadline for clarification questions (ITT stage)	13 th February 2026	Tenderer
Deadline for tender submission	22 nd February 2026	Tenderer
ITT Assessment / Scoring	23 rd February 2026 to 5 th March 2026	Sport Wales
Notification of Outcome / Issue Contract Award Notice	6 th March 2026	Sport Wales
Commencement of Contract	23 rd March 2026	Sport Wales / Supplier

7.2 Clarification questions (queries) in relation to the tender are to be submitted via the Sell2Wales post box. The deadline date for clarification questions in relation to the tender is 13th February 2026.

7.3 Tender submissions are to be submitted in electronic format to the Postbox facility on sell2wales.gov.uk by 23:59 on 22nd February 2026. Responses received after the deadline may not be considered.

7.4 A Suppliers' Postbox user guide is available under the 'Help and Support' section of the Sell2Wales website.

7.5 Should tenderers encounter any issues when submitting clarification questions, please use the Sell2Wales support function.

7.6 Responses may be received in Welsh or English. Responses submitted in Welsh will not be treated less favourably than those submitted in English. All subsequent correspondence/communication will be conducted in keeping with the language of the submitted response.

8. ***Confidential Details***

8.1 The tenderer (whether their submission is accepted or not) and all other recipients of the Invitation to Tender document (whether they submit a tender response or not) shall treat the details of this document as private and confidential.

8.2 Any submission received in response to this Invitation to Tender shall be treated likewise by Sport Wales, except where requested in compliance with the Freedom of Information Act 2000.

9. *Expenses and Losses in Tender*

9.1 Tenderers must bear all the costs associated with the preparation and submission of their tender submission and any further costs incurred prior to award of the contract.

9.2 Sport Wales will not be responsible for expenses or losses that may be incurred by a tenderer in the preparation and submission of their tender response and in their participation in the procurement process, regardless of the conduct or outcome of the tender process.

9.3 Sport Wales reserves the right to terminate the tender process at any time or to award, or not to award, all or part of the agreement and shall not be liable for any costs incurred by the tenderer resulting from this action.

10. *Acceptance of Tenders*

10.1 Sport Wales will review all tenders received/uploaded via the Sell2Wales portal by the deadline date.

11. *Contractual Commitment of Bid*

11.1 Except for manifest error, or as may otherwise be expressly agreed by both Sport Wales and the tenderer, the content of submitted bids will be deemed to be binding upon the tenderer and open for acceptance by Sport Wales.

11.2 Prior to submitting their bid, tenderers are responsible for ensuring that its staff, and those of any sub-suppliers, are fully aware of all the technical, commercial and legal requirements relating to this procurement.

11.3 A tender should be valid for acceptance for a period not less than 120 days from the date of submission.

12. *Conditions of tender*

- 12.1 By submitting a tender, you are acknowledging and agreeing in full to the following conditions:
- 12.2 The contents and requirements of the tender documentation have been read, understood and, where required, complied with.
- 12.3 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.
- 12.4 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 your bid.
- 12.5 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.
- 12.6 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.
- 12.7 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.
- 12.8 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.

13. *Changes to the Specification and Requirements*

- 13.1 Scope of Work (section 4) and Deliverables (section 5) set out the Sport Wales requirements in full. It is possible that during the life of any implemented agreement that changes to the Scope of Work and / or Deliverables will arise.
- 13.2 Changes to either the Scope of Work or Deliverables will be requested and agreed upon by both Sport Wales and Supplier and only be carried out once an addendum to the contract and agreed Scope and Deliverables been signed by both Sport Wales and the Supplier.

14. Payment Terms

- 14.1 In adherence to the Procurement Act 2023 payment will be made within 30-days of receipt of valid invoice, quoting valid Purchase Order, with invoices to be issued in accordance with the payment scheduled agreed before or at contract award.
- 14.2 For an invoice to be considered valid and acceptable for payment it must be sent electronically (i.e. via email) and must include the following information as minimum:
 - The name of the Supplier;
 - A description of the goods, date carried out, services and/or works supplied to Sport Wales;
 - The sum requested; and
 - A unique invoice reference / number.
- 14.3 All invoices are to be submitted to finance@sport.wales.
- 14.4 Should an invoice be considered invalid and/or the sum payable is disputed the Supplier shall be notified as soon as practicable and the 30-day payment term will be considered on-hold until all queries are resolved.

15. Security

- 15.1 The successful Supplier must adhere to the obligations of a "Data Processor" as specified in the Data Protection Act 2018 (DPA 2018) and retained EU GDPR 679/2016, Article 28. In line with the Data Protection Act 2018, Chapter 2, the Supplier is responsible for ensuring that all personal data processed while delivering services, goods, or works under this agreement is handled in compliance with the standards set out in Chapter IV.

16. Welsh Language

- 16.1 Although the work is internally focused and not user-facing, the Supplier must ensure that any outputs or materials intended for wider, external circulation are compliant with Sport Wales' Welsh language commitment if required. No Welsh-language delivery is anticipated for this commission, however.

17. Contract Management & Governance

- 17.1 Project Initiation Meetings will be held between Sport Wales and the appointed Supplier at the outset of the contract to confirm detailed deliverables, refine

timescales, agree project governance, and establish key communication protocols to ensure successful delivery.

17.2 Commercial Details

17.2.1 Contract Length: 4 months

17.2.2 Expected Contract Value: £60,000 excluding VAT [over the course of the contract length]

17.3 Break Clauses:

17.3.1 A break clause to be applied at Sport Wales discretion if the delivery of the project falls short of the agreed upon meeting of the project's requirements, scope of work, and deliverables.

17.3.2 Break clause(s) to be added and applied at Sport Wales discretion throughout the contract based on Supplier performance [*these break clauses and performance levels are to be agreed at the contract award stage*].

17.4 Responsibilities

Sport Wales will provide access to data and resources already collected and make available members of the internal team to undertake additional research as required.

17.5 Record Keeping and Reporting

17.5.1 The Supplier will be required to manage all Sport Wales data appropriately, in-line with UK GDPR, the Data Protection Act 2018, the Freedom of Information Act 2000 and the Welsh Language Act 1993.

17.5.2 The Supplier must agree not to use or disclose Confidential Information provided in preparation of the Plan, and to be bound by Sport Wales confidentiality policies. This may include entering into a standard non-disclosure agreement.

17.6 Governance

17.6.1 Sport Wales will appoint a Contract Manager to act as the direct point of contact between itself and the successful Supplier.

17.6.2 The Supplier must also appoint a dedicated Contract Manager to act as the direct point of contact between their organisation and Sport Wales (i.e. a dedicated named Account Manager).

17.6.3 The Supplier must also appoint a Project Manager to oversee the delivery of the project [if not incorporated into the role of the Contract Manager]. The Project Manager must have detailed understanding of Sport Wales' requirements.

17.7 Quality and Performance Management

- 17.7.1 A detailed and achievable delivery timetable will be agreed between Sport Wales and the Supplier and implemented for use.
- 17.7.2 Unless otherwise agreed by Sport Wales, where the Supplier's performance against the delivery plan fails to achieve agreed performance requirements, Sport Wales may instruct them to provide proposals to resolve the underperformance in the form of an improvement plan.
- 17.7.3 The Supplier shall provide their proposals within fourteen days of this instruction. Such proposals shall include, but not be limited to, an explanation of the root cause of the underperformance, key action points to remedy the situation and a timescale by which the underperformance will be rectified.
- 17.7.4 Sport Wales shall give an instruction to resolve the underperformance either by accepting the Supplier's Improvement Plan or by instructing how otherwise the underperformance is to be addressed.

17.8 Entry and Exit Planning

- 17.8.1 If the details of a contract cannot be agreed between Sport Wales and the preferred Supplier, Sport Wales reserves the right to explore awarding the contract to the second-highest scoring tenderer.
- 17.8.2 *Note. That the process of potential award to the second highest scoring tenderer in the event that an award does not go to the preferred Supplier shall be initiated at the sole discretion of Sport Wales.*
- 17.8.3 A project initiation meeting will be held to determine outputs and timescales in detail.
- 17.8.4 At the end of the contract the outgoing Supplier will be required to return documents which are no longer required for legal or regulatory purposes and to give assurance to Sport Wales that all other documentation and data has been destroyed / deleted.

18. Assessment Process

18.1 Overview of Invitation to Tender Assessment Process

- 18.1.1 The Assessment Process is comprised of one stage, namely the full invitation to tender.

18.1.2 Tenderers are required to use the response templates provided as part of the tender pack. Tenders which are submitted without the use of the provided templates will not be considered.

18.2 Invitation to Tender

18.2.1 Tenderers must provide detailed responses and supporting evidence in how they meet each of the project's requirements. Tenderers must respond to the full set of requirements, providing evidence where possible.

18.2.2 Please use the following documents to provide tender responses:

- 'Project Requirements – response template'
- 'Commercial – response template'
- 'Form of Tender'

18.2.3 Each requirement must be answered clearly using the templates provided. Responses and evidence provided outside of the templates will not be considered within the scoring of the tenderer's response.

18.2.4 Supporting evidence, such as examples of past work or plans of how to deliver this project should be included where possible.

18.2.5 Tenderers must provide a clear and transparent breakdown of all costs associated with the delivery of this commission. All costs should be quoted in GBP and exclusive of VAT.

18.2.5.1 *Project Delivery Costs*

All costs associated with the design, delivery, and management of the work, including:

- Project management and coordination
- Research, engagement, and facilitation activities.
- Analysis, synthesis, and production of outputs and artefacts.
- Preparation and delivery of presentations, show-and-tell sessions, and final reporting.

18.2.5.2 *Resource Costs*

A breakdown of resource allocation and day rates for each role (e.g., project lead, service designer, user researcher, analyst, or other specialist). Please include the estimated number of days assigned to each role.

18.2.5.3 *Travel and Subsistence*

Any costs associated with travel, accommodation, or subsistence necessary to deliver the work (if applicable). Sport Wales operates a hybrid working model and expects most engagement to be conducted virtually; any physical attendance should be agreed in advance.

18.2.5.4 *Workshops and Engagement*

Costs associated with designing and delivering workshops or engagement sessions with Sport Wales staff and stakeholders, including preparation of materials and facilitation.

18.2.5.5 *Optional or Additional Services*

Tenderers may include any optional or value-added activities that they believe would enhance the project outcomes (e.g. additional research, training, or implementation support). These should be clearly itemised and costed separately.

18.2.5.6 *Cost assumptions*

Tenderers must specify any assumptions underpinning their pricing, including:

- Currency and tax position (e.g., VAT inclusive or exclusive)
- Price validity period
- Any cost dependencies or conditions

18.3 Tender Evaluation

18.3.1 Tenders will be evaluated based on a combination of the tenderers ability to fulfil the project's requirements and commercial criteria. The evaluation will be weighted as follows:

Evaluation Area	Weighting (%)
Ability to fulfil project requirements	80%
Commercial	20%

18.3.2 Ability to fulfil project requirements (80%)

18.3.2.1 The assessment of the tenderer's ability to fulfil the project's requirements will consider how well the tenderer is able to demonstrate how they the full range of requirements for this project.

18.3.3 Commercial Evaluation (20%)

18.3.3.1 The commercial assessment will focus on overall value for money, considering:

- Total cost of the work and support
- Clarity and completeness of the pricing schedule

18.3.3.2 The commercial component will account for 20% of the overall evaluation score, ensuring cost is a significant but not overriding factor in the selection process.

18.4 Tender Scoring

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

18.4.2 Tender responses will be evaluated based on both quality and price.

18.4.3 The quality of each response will be assessed against the defined scoring scale, with scores ranging from 0 (no response or irrelevant response) to 5 (excellent response). Tenderers are expected to provide detailed, evidence-based answers that demonstrate their understanding of the requirements and their ability to successfully deliver.

18.4.4 The pricing element will account for 20% of the total score. The lowest priced bid received will automatically receive the maximum score for price. All other bids will be scored proportionally against the lowest bid, ensuring a fair and consistent assessment of value for money.

18.4.5 Both quality and price will be weighted and combined to determine the overall score for each tenderer

18.4.6 Scoring chart

Score Value	Score Description
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 requirements sought. Lack of real understanding of the requirement or evidence of the ability to deliver.
Score 2 where	The response addresses the question but provides limited detail or weak evidence. There is some understanding of the requirement, but confidence in the ability to fully deliver is only partial. The response is better than poor but does not meet an acceptable standard.
Score 3 where	Acceptable Response - The response complies with the question and provides evidence requested.
Score 4 where	The response addresses the question directly with relevant and sufficient evidence to support the answer. The tenderer shows they can meet the requirement and potentially exceed it in some areas, though not to the comprehensive or exceptional level required for a score of 5.

Score 5 where	Excellent Response - Address the question directly with clear evidence to support answers. The tenderer demonstrates that they can meet or exceed the requirement.
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18.5 Scoring weighting

18.5.1 Each requirement within this tender has been assigned a priority level to reflect its importance to the successful delivery of the system. The weighting matrix below outlines how each priority level contributes to the overall evaluation:

- *Essential (Weighting: 3)* – These are must-have requirements that are critical for success. The system cannot function or be accepted without these. Failure to adequately meet essential requirements may result in a low score.
- *Desirable (Weighting: 2)* – These are important requirements that provide significant value and improve the overall system but are not strictly critical for the minimum level of acceptable operation.

18.5.2 Tenderers should ensure their responses carefully address all requirements, with particular focus on those marked a 3, as they carry the greatest weighting in the evaluation process.

19. Requirements

19.1 This section sets out the Requirements that form the basis of this procurement.

19.2 Project Requirements

Service Mapping & Taxonomy Requirements			
Requirement no.	Requirement	Weighting	Max Score
1.	The supplier must demonstrate experience defining services in complex organisations and co-creating operational service definitions with staff	3	15
2.	The supplier must demonstrate experience developing hierarchical service taxonomies, including parent-child structures	3	15
3.	The supplier must outline their approach to grouping services into parent-child categories through collaborative workshops and analysis	3	15
4.	The supplier must demonstrate experience producing visual service maps that show relationships, dependencies, and structure across multiple services	3	15
5.	The supplier must detail how they will validate the draft taxonomy and service map with stakeholders to ensure accuracy and completeness	3	15
6.	The supplier must demonstrate experience producing service cards or catalogues, including how they define fields such as purpose, users, ownership, systems, resources, maturity, and performance indicators	3	15
7.	The supplier must describe how they will refine the service card template collaboratively with Sport Wales	3	15
Performance, Insight, & Benchmarking Requirements			
Requirement no.	Requirement	Weighting	Max Score
8.	The supplier must demonstrate experience analysing service performance using quantitative and qualitative measures (e.g., financial, participation, user experience, demand)	3	15
9.	The supplier must describe their approach to using existing organisational data and insight to assess service performance	3	15

10.	The supplier must demonstrate experience translating performance insight into clear problem statements and opportunity areas	3	15
11.	The supplier must describe how they will deliver proportionate benchmarking, including how they will identify appropriate internal and external comparators	3	15
Stakeholder Engagement & Co-Design Requirements			
Requirement no.	Requirement	Weighting	Max Score
12.	The supplier must demonstrate experience facilitating workshops and collaborative activities with diverse stakeholder groups, including operational teams, subject-matter experts, and senior leadership	3	15
13.	The supplier must describe how they will deliver efficient, proportionate engagement (e.g., workshops, focused conversations) without relying on extensive individual interviews	3	15
14.	The supplier must demonstrate how they will involve specialist areas such as finance, governance, technology, and data protection	3	15
15.	The supplier must demonstrate experience securing organisational buy-in and supporting culture change through co-design and engagement	3	15
Communication, Visualisation & Output Requirements			
Requirement no.	Requirement	Weighting	Max Score
16.	The supplier must demonstrate the ability to present complex systems and services in clear, accessible visual formats	3	15
17.	The supplier must provide examples of service maps, catalogues, or diagrams they have produced for similar organisations	3	15
18.	The supplier must demonstrate strong written and verbal communication skills, including experience producing executive-level slide decks and final reports	3	15
19.	The supplier must describe how they will ensure all outputs (taxonomy, service cards, service map, insights, recommendations) are accessible to non-specialist audiences	3	15
20.	The supplier must confirm they will provide editable versions of all artefacts and materials	3	15
Sustainability, Governance, & Handover Requirements			

Requirement no.	Requirement	Weighting	Max Score
21.	The supplier must demonstrate experience producing deliverables that can be adopted and maintained independently by a client organisation	3	15
22.	The supplier must describe how they will develop clear recommendations for ownership, governance, and ongoing management of the service map	3	15
23.	The supplier must outline how they will ensure the sustainability of outputs beyond the life of the project	3	15
24.	The supplier must describe how they will identify and recommend next-step options for future phases of service mapping, service improvement, or organisational change	3	15
25.	The supplier must demonstrate robust data-governance practices compliant with the Data Protection Act 2018 and UK GDPR	3	15
26.	The supplier must describe their approach to handling sensitive information and working with internal datasets	3	15
27.	The supplier must describe how they will transfer knowledge and build capability within Sport Wales to enable colleagues to understand, use, and maintain the service taxonomy, service map, and related artefacts.	2	10

20. Checklist of response documents to return

20.1 Please respond to each of the requirements set out in section 19 by 22nd February 2026, using the response templates provided with this invitation to tender.

20.2 The following table summarises the documents which tenderers should complete and return.

Document title	By when?	Additional info
Project Requirements – response template	22/02/26	For completion by tenderer
Commercial – response template	22/02/26	For completion by tenderer

Form of Tender

22/02/26

For completion by tenderer