



INVITATION TO TENDER

Collaborative pilots aimed at building greater Reach and Relevancy for British Olympic and Paralympic Sport

(Part of the 'System Master Planning' change programme for the British Olympic and Paralympic sporting system)

Ref: UKS-25-02

INSTRUCTIONS

1. ABOUT UK SPORT

UK Sport is the trading name of The United Kingdom Sports Council which was established by Royal Charter on 19 September 1996.

UK Sport (UKS) are the nation's trusted high-performance experts, powering our greatest athletes, teams, sports and events to achieve positive success. Through strategic leadership and investment of National Lottery and Government funds, UK Sport has transformed the high-performance sporting system, winning more Olympic and Paralympic medals than ever before and is recognised as one of the top nations in the world for event hosting capabilities.

UK Sport's purpose is to lead high-performance sport to enable extraordinary moments that enrich lives and aims to work collaboratively with partners to deliver its mission to create the greatest decade of extraordinary moments, reaching, inspiring and uniting the nation.

Additional general information about UK Sport can be found at <http://www.uksport.gov.uk>

2. INVITATION TO TENDER (ITT)

Context

UK Sport is on a mission to create the greatest decade of extraordinary sporting moments, reaching, inspiring and uniting the nation. As we've set out in our strategic plan ([Strategic Plan 2021-31 | UK Sport](#)), one of our ambitions is to grow a thriving sporting system, supporting our sporting community across the UK to be ever-more collaborative, setting a diverse, ethical and sustainable agenda for tomorrow.

In the past 18 months, we have been working with Chairs and CEOs of approximately 50 British National Governing Bodies (NGBs) of Olympic and Paralympic sports, as well as wider system partners, to discuss and agree a set of actions to help future-proof our sporting system in the face of significant pressures. We have called this programme of change 'System Master Planning' and further information can be found [here](#).

One of the key areas for change emerging from the discussions with partners was to explore the opportunity to improve the reach and resonance of Olympic and Paralympic sport.

Across the British Olympic and Paralympic landscape, there are a multitude of different sporting bodies who each tell an individual and, at times, joined-up story. UK Sport funds over a thousand elite Olympic and Paralympic athletes, from towns and cities right across the UK, competing almost every day across the world, supported by a series of global events on home soil. At the time of the Olympic and Paralympic Games, we unite and coalesce around one big moment.

However, outside of Games time, there is little profile for athletes and sports and, where there is profile, it tends to be fractured and delivered at a local rather than central level. As a result,

there is no real cohesive 'fanbase' for British Olympic and Paralympic Sport, despite those individuals, teams and sports being amongst the nation's greatest sources of pride when they compete at the Games.

UK Sport have recently undertaken a piece of work to overcome these challenges and understand the opportunity to improve the reach and relevancy of the Olympics and Paralympics through a centralised storytelling service that is on during and between Games. This work has provided us with a series of recommendations and an approach to deliver better and more frequent engagement. The report will be shared with the successful provider.

Following the recommendations, UK Sport would now like to test the approach through a series of pilots. Therefore, we are looking for a creative agency to support UKS and selected NGBs to provide technical expertise and support to the three pilots, outlined in Appendix 1.

Structure of ITT

2.1 The ITT is divided into the following sections:

- **Instructions** – this contains UK Sport's general tendering requirements and other information on the tendering process and the evaluation criteria that Tenders will be evaluated against.
- **Specification** – this describes the service/quality standards required to provide the Services (Appendix 1)

3. TENDER TIMETABLE AND CONTRACT PERIOD

3.1 UK Sport proposes the following timetable for the award of the Contract. This is intended as a guide and whilst UK Sport does not intend to depart from the timetable, it reserves the right to do so at any time:

Date	Activity
15 November 2024	ITT published
21 November (5pm)	Deadline for tender clarification questions. We will attempt to send all questions and responses to all supplier who have submitted questions by COP 22nd November.
29 November (Midday)	Deadline for receipt of tenders
W/C 2 December (Likely to be the 5 of December)	Post-Tender interviews (may include presentation for shortlisted bidders if required)
W/c 16 December	Contract Award

W/C 6 January (TBC)	Project Kick Off
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4. **EXPRESSIONS OF INTEREST**

4.1 The tender opportunity will be advertised via the following outlets:

- Contracts Finder - <https://www.contractsfinder.service.gov.uk/>
- UK Sport website - www.uksport.gov.uk/tenders

5. **CONTRACT**

5.1 The contract shall run for the term agreed with the Preferred Bidder unless terminated in accordance with the terms of the contract.

6. **DISCLAIMER COSTS AND EXPENSES AND DISCONTINUANCE OF TENDER**

6.1 Nothing in this ITT binds UK Sport to accept a Tender and award a contract. UK Sport reserves the right to discontinue this Tender at any time during the ITT process and not to accept a Tender or award a contract.

6.2 UK Sport shall not be liable to the Tenderer in any way whatsoever for the Tenderer's costs and expenses incurred during the tender process from its discontinuance or in relation to which a contract is not awarded.

6.3 The Tenderer is responsible for preparing all information necessary for the preparation of its Tender and all costs, expenses and liabilities incurred by the Tenderer in connection with the preparation and submission of its Tender shall be borne by the Tenderer.

6.4 Tenderers shall ensure that they are familiar with the nature and extent of the obligations they will incur if their Tender is accepted.

7. **INFORMATION AND QUERIES**

7.1 Tenderers should carefully read all the documents in this ITT and fully acquaint themselves with the requirements in this ITT. A Tenderer may, by written communication to the Contact Officer, request clarification or further information in connection with the ITT. UK Sport will reasonably endeavour to answer all written enquiries prior to Tenders being submitted. UK Sport reserves the right not to respond to a request for information or clarification.

7.2 UK Sport reserves the right to disseminate information that is materially relevant to all Tenderers, even if the information has only been requested by one Tenderer, subject to the duty to protect any Tenderer's commercial confidence in its responses.

7.3 The deadline by which to submit clarification questions and requests for further information is 5pm on the 21st of November.

7.4 All enquiries in connection with this ITT must be made in accordance with paragraphs 7.1 and 7.3 above. UK Sport reserves the right to reject any Tenderer that attempts to obtain information through any other route.

Contact Officer Name: Lewis Evans, System Master Planning Manager

UK Sport, 6th Floor, 10 South Colonnade, London E14 4PU

E mail: lewis.evans@uksport.gov.uk

8. PREPARATION OF TENDER

8.1 This ITT has been prepared by UK Sport for the sole purpose of enabling Tenderers to submit Tenders to UK Sport. No guarantee can be given, however, and no representation is made, as to the accuracy of information contained within it and it is each Tenderer's responsibility to obtain for itself at its own expense all information which it deems necessary or desirable for the preparation of its Tender. UK Sport does not accept any liability, which might result from any inaccuracy of or omission from any such information. All information supplied by UK Sport in connection with this ITT shall be treated as confidential by the Tenderer, except where, as determined by UK Sport, such information may be disclosed: -

8.1.1 by the Tenderer in so far as it is necessary for the preparation, submission and evaluation of Tenders; and/or

8.1.2 by UK Sport in exercising its rights, powers, duties and obligations in relation to the exercise of its functions and to facilitate public access to information.

9. FREEDOM OF INFORMATION AND TRANSPARENCY

9.1 Under the Freedom of Information (FOI) Act 2000 and the Environmental Information Regulations 2004 the public have a general right of access to information held by UK Sport. This right of access to information not only includes information about UK Sport contracts but also procurement arrangements with potential Tenderers. This right does not extend to information which is confidential and/or commercially sensitive or otherwise "exempt" from disclosure under FOI. As a consequence, only information that is genuinely confidential or commercially sensitive or is otherwise exempt FOI information may not be disclosed under FOI.

9.2 Tenderers are therefore required to identify those areas in their Tender that they consider are confidential and/or commercially sensitive, giving reasons and evidence (where relevant) including proposed dates for lifting confidentiality in respect of those areas. The extent to which this information shall be held in confidence by UK Sport and for how long may be subject to discussion as part of the Tender process and during post-tender negotiations (if any). Unsuccessful Tenders will be disposed of in accordance with UK Sport's document retention and disposal policy.

9.3 UK Sport reserves the right to hold all or any information contained in a Tenderers' Tender, in confidence, or to disclose it whether or not it is identified as commercially sensitive by the Tenderer where confidentiality or disclosure is necessary to comply with UK Sport's legal duties and lawful discretion generally or in relation to the tender process.

10. PREPARATION AND DELIVERY OF TENDER DOCUMENTS

10.1 UK Sport reserves the right not to accept the lowest or any Tender.

10.2 The tender documents must be sent to: lewis.evans@uksport.gov.uk

10.3 Tenders shall remain open for acceptance for a period of 60 days (sixty days) from the Tender submission date.

11. REFERENCES

11.1 References are required and UK Sport reserves the right to contact referees (two per Tenderer) during the ITT period.

12. TENDER EVALUATION

12.1 Prior to evaluating Tenders, UK Sport will carry out an initial review of each Tender to confirm completeness and compliance with the requirements of this ITT and may, at its discretion, reject a Tender which is incomplete and/or non-compliant.

12.2 UK Sport will carry out a Tender evaluation after the closing date for receipt of Tenders. Tenders will be evaluated against the following weighted factors:

12.3 Tender Evaluation Criteria

Criteria	Weighting (%)
Value (Pricing and Value in Kind)	40%
Quality of the services	30%
Relevant experience	20%
EDI and Sustainability	10%
Total	100%

12.4 The basis for the scoring of Tenders will be in accordance with the following scale:

1	Unsatisfactory
2	Marginal
3	Satisfactory

4	Very Good
5	Excellent

13. **STAFFING ISSUES AND TUPE**

13.1 UK Sport is neither the transferor nor transferee of the staff employed by its current contractors in the circumstances of any policy/contract awarded as a result of the procurement process of which this ITT forms part of.

13.2 Tenderers should satisfy themselves as to the application of the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") to this requirement and should make suitable provision for the implications (if any) of TUPE.

14. **NON-CONSIDERATION OF TENDER**

14.1 A Tender may not be considered if:

14.1.1 it is not in accordance with these instructions or is in breach of any instruction or clause set out elsewhere in the ITT; or

14.1.2 it makes or attempts to make any variation or alteration to any of the ITT save where authorised in writing by the Contact Officer; or is expressly permitted; or

14.1.3 the Tenderer fails to provide within 7 days any relevant documentary evidence requested by UK Sport and not supplied with the Tender held by any signatory to the Tender; or

14.1.4 it has attempted or does attempt to make its Tender conditional on the acceptance by UK Sport of any other Tender contract or proposal; or

14.1.5 it does not comply with paragraph 11.

15. **REJECTION OF TENDER**

15.1 UK Sport may reject any Tender (which shall be without prejudice to UK Sport's legal remedies) submitted by a Tenderer who has:

15.1.1 made a misleading or false declaration in any of the Tender Forms. Tenders must read the Declaration of Criminal Convictions, Tax Affairs and Controversial Situations carefully and immediately inform UK Sport if they are having difficulty completing it.

15.1.2 directly or indirectly canvassed any official of UK Sport concerning the acceptance of any Tender or who has directly or indirectly obtained or attempted to obtain information from any such member or official concerning any other tender.

15.1.3 fixed or adjusted the prices shown in accordance with any agreement or arrangement with any other person.

15.1.4 communicated to any person other than UK Sport the amount or approximate amount of the price shown in its tender, except where such disclosure is made in confidence in order to obtain quotations necessary to the preparation of the Tender or for the purposes of insurance or the guarantee referred to in the ITT.

15.1.5 entered into any agreement with any other company, firm or individual so that the other company, firm or individual refrains from submitting a Tender or limits or restricts his price or anything similar.

15.1.6 made or offered to make any type of payment or gift to any UK Sport employee or member or to anyone else where or not the person is directly connected to UK Sport directly connected with this Tender exercise.

15.1.7 offered or given or agreed to give any officer or member of UK Sport any gift or consideration of any kind as an inducement or bribe to influence its decision in relation to the tendering procedure.

15.1.8 not been willing to commit to creating social value, by working towards improving its environmental sustainability and its approach to Equality, Diversity and Inclusion (EDI)

In the context of the Declaration of Criminal Convictions, Tax Affairs and Controversial Situations please note:

Tenderers will be excluded from the tender process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if tenderers have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations (except where this is disproportionate e.g. only minor amounts involved).

If Tenderers have answered "yes" to question 2 of the declaration on the non-payment of taxes or social security contributions, and have not paid or entered into a binding arrangement to pay the full amount, Tenderers may still avoid exclusion from this Tender if only minor tax or social security contributions are unpaid or if a Tenderer has not yet had time to fulfil your obligations since learning of the exact amount due. If Tenderer is in that position, please provide details using a separate document. Tenderers may contact UK Sport for information about how to do this before completing this form.

UK Sport reserves the right to use its discretion to exclude a Tenderer where it can demonstrate the Tenderer's non-payment of taxes/social security contributions where no binding legal decision has been taken.

The word "Tenderer" for these purposes shall be deemed to include any and all persons employed by the Tenderer or who are purporting to act on the Tenderers behalf whether the Tenderer is aware of their acts or not.

16. TENDER MATERIAL

16.1 ITT Material means information (including for example, presentation slides, drawings, handbooks, manuals, reports, instructions, specifications and notes of pre-tender clarification meetings, in whatever form or medium), issued to Tenderers by UK Sport or on its behalf, or to which Tenderers have been given access, for the purposes of responding to this ITT. Tender Material remains the property of UK Sport or other owners and is released solely for the purpose of tendering. The Tenderer shall notify UK Sport without delay if any additional Tender Material is required for the purpose of tendering.

16.2 If a tender is submitted to UK Sport, the Tender Material may be retained by the Tenderer until the result of the competition is known.

16.3 The Intellectual Property Rights in Tender Material may belong to UK Sport or a third party. The Tender Material may only be used for the purpose of responding to this invitation to tender and shall not be copied or disclosed to anyone other than employees of the Tenderer involved in the preparation of the tender, without the prior written approval of UK Sport. If the Tenderer discloses the Tender Material other than to employees involved in the Tender preparation or uses the Tender Material other than for the purpose of Tendering, UK Sport, or the third-party owner, may suffer damage for which compensation may be sought from the Tenderer.

17. PUBLICITY AND BRANDING

Tenderers shall not make any advertisement, public statement or press announcement in relation to this Tender or award of the contract should they be successful. A joint public statement and press announcement will be made at a date agreed between the successful tenderer and UK Sport.

18. EQUALITY, DIVERSITY AND INCLUSION AND HUMAN RIGHTS

The Contractor shall not unlawfully discriminate within the meaning and scope of the provisions of the Race Relations Act 1976, the Sex Discrimination Act 1975, Equality Act 2010, Disability Discrimination Act or any statutory modification or re-enactment of those acts relating to discrimination in employment or in delivery of the Services.

The Contractor shall take all reasonable steps to ensure that all employees or agents of the Contractor and all sub-contractors employed in the performance of the Services do not unlawfully discriminate as set out in this clause.

The Contractor must promote equal opportunities in all activities covered by this agreement and have, and actively demonstrate a written equal opportunities policy statement. The Contractor must make the policy statement available to UK Sport when it is requested in writing. The Contractor must put into effect any provision which it may agree with UK Sport relating to equal opportunities and comply with all statutory duties and legislation relating to equal opportunities.

The Contractor shall provide such information as the UK Sport may reasonably request for the purpose of assessing the Contractor's compliance with this clause.

19. ENVIRONMENTAL SUSTAINABILITY

The Contractor must operate in an ethical and environmentally sound way. As a minimum requirement the contractor must adhere rigorously to all relevant human rights, labour, social values and environmental laws.

The Contractor shall provide such information as UK Sport may reasonably request for the purpose of assessing the Contractor's compliance with this clause.

20. TENDER RESPONSE

Applications

Interested parties should provide a submission (no more than 20 pages) to lewis.evans@uksport.gov.uk by no later than **midday 29th of November** outlining:

- Your understanding of the brief (appendix 1) and core insights you offer;
- Your approach to deliver the three pilot projects outlined in appendix 1;
- A detailed breakdown of your budget - We would like to understand the breakdown of paid media vs agency/content production fees across pilot project 1 and 2;
- Why we should consider your agency including credentials and relevant experience, clients and work – please include links to case studies if applicable;
- The team who would work with us going forward;
- The added value you bring as an agency (and any offer of value in kind) and where you see opportunities for this work.
- UK Sport seeks to work with leading, responsible suppliers. We'd like to understand your own commitments in the spaces of EDI, Sustainability and Wellbeing in line with our ambitions to 'power positive change'.

Personnel CVs may also be submitted but must be included within the **20-page limit** noted above. All submissions should be in either word or pdf format. All questions and responses will be anonymised and shared with all parties who have expressed an interest at that juncture.

Budget

For this project, tenderers should work to an indicative budget figure of **£530,000 - £650,000 (incl. VAT)** over the contract period. Although we have provided indicative figures (detailed below), we would like to hear from agencies on how they believe the budgets should be divided across the pilot projects, especially for the pilot project 1 - Engage (Name TBC) and Pilot 2- athlete creator network. The budget for pilot 3-Athlete Platform and Reach Training is fixed.

We are also keen to understand the additional value you could bring to the project if the budget was to increase.

Appendix 1 - Specification

UK Sport is looking for expertise to support the delivery of three pilot projects (outlined below). The preference is to have one provider supporting all three projects, but UKS will consider separate submissions for this work (e.g. Pilot 1+2 or Pilot 2+3). The scopes and indicative budget for each project are outlined below. Although the budgets and specification is outlined in this document, UK Sport would be interested to hear different budget splits, approaches and potential delivery models from suppliers.

Pilot Project 1 – Engage (Name TBC)

UK Sport is looking for an organisation to provide centralised service provision for a group of urban sports (currently Skateboard, Basketball, BMX and Climbing). The project will include working with the NGBs of these sports (currently Skateboard GB, British Cycling, British Basketball, and British Mountaineering Council) to activate Sport England's BeInspired database, capture content, distribute and tell the stories of the sport and their athletes. This group of NGBs play a key role within our Major Events Strategy, [Making Live Sport Matter](#). We will be looking to grow the fanbase for these sports to help successfully win and deliver multiple major events in the UK.

The Ambition

Work with a group of urban sports to build and engage a fanbase within the UK through the development of a fan database and establishment of a centralised and significantly enhanced content production and distribution service (including sport and athlete storytelling).

Objectives

The pilot will have some high-level objectives which will be scoped during phase one of the project. These objectives will potentially include:

- Grow UK Sport and Sport England's BeInspired database (>500k) and deliver more personalised, relevant and effective marketing messages to customers (approximately 1.4m currently on the BeInspired database with varying preferences).
- Grow the NGBs' and athletes' social media channel following and engagements (exact KPIs to be scoped during phase one of this project).
- Proof of concept to see if a centralised approach can be applied to a wider range of sports, to drive wider relevancy and reach of Olympic and Paralympic sport.

What we will learn

- The impact of having a centralised fan database (with clean data and relevant contact permissions) to reach and engage with our fanbase in a relevant, personalised and effective way.
- Determine how NGB databases and our own BeInspired database intersect, and the best way to communicate to fans across each.
- Whether a centralised content and distribution service is a beneficial model in driving fan engagement activity across sports (would include impact of adopting an athlete-focused approach in our O&P fanbase strategy).
- Whether growing an engaged fanbase impacts our ability to host successful events e.g. increased ticket sales/audience/broadcast reach and added value for potential

commercial partnerships, etc. UK Sport has a list of several major events it will be targeting in the next cycle (until 2029 and beyond), which will be shared with the successful organisation.

- Whether we can work with NGBs to build a unique brand proposition around an event and understand the impact this has on our ability to reach and engage with a diverse and wide fanbase.

How will it be delivered

- Agency-led content creation and distribution (as part of a multi-pilot contract to drive efficiencies). However, UK Sport would like to hear other suggested models from suppliers.
- Working with UK Sport, Sport England and group of NGBs.
- Activation of Sport England's BeInspired database.
- Careful identification of content, athletes and channels.
- Use the opportunity of events to showcase this group of sports (and help make events a success by growing an audience of potential ticket purchasers).

For this project, we have identified four phases as outlined below, although it is expected that phases 2 and 3 will cross over and happen in conjunction. Although we have outlined an approach below, we would like suppliers to demonstrate their creativity and approach to meet the ambition and objectives.

Phases	Objectives
Phase 1 - Planning	<ul style="list-style-type: none"> • Work with UK Sport and the NGBs to agree hypotheses to test, objectives, KPI measures (including baselines), and the approach. • Work with UK Sport and Sport England to review BeInspired database to understand its benefits, what could it improve and the potential opportunity. • Work with UK Sport and Sport England to agree the approach to activate the BeInspired database – including a segmentation strategy. Some initial discussions and thinking have been completed and will be shared with the successful organisation. • Work with UK Sport and NGBs to agree on channels (e.g. social media and BeInspired) and develop a content strategy/narrative and distribution model. This will need to factor in key events that UK Sport is targeting.
Phase 2: Build	<ul style="list-style-type: none"> • Work with UK Sport and Sport England to revamp the look and feel of the template sign up process and communications that are used by BeInspired. It is expected that this will be for the group of sports only and not for all the BeInspired content and communications. • Work with athletes and NGBs to execute the content strategy developed in phase 1 (Planning). This will include:

	<ul style="list-style-type: none"> ○ Work with the NGBs and athletes to capture content – it is expected that the agency will capture and also support the athlete to capture content. ○ Provide editorial support to the NGBs and athletes for various forms of content, including videos, interviews, behind-the-scenes footage, and social media posts. ○ Ensure all content aligns with the agreed brand identity and messaging. ○ Work with athletes and NGBs to build content in the lead up to key event milestones.
Phase 3: Delivery	<ul style="list-style-type: none"> • Work with athletes and NGBs to execute the distribution strategy (developed in phase 1 - Planning) and the content produced (developed in phase 2- Build). This will include: <ul style="list-style-type: none"> ○ Activate BeInspired to reach and engage with fans in a relevant, personalised and effective way. ○ Work with key digital and broadcast channels to enhance and extend reach of the content. It is expected that this will include owned channels (NGB, Athlete, key stakeholders), paid media channels, and earned media channels.
Phase 4: Monitor and Evaluation	<ul style="list-style-type: none"> • Monitor the progress of the pilot against the agreed KPIs and benchmarks set during phase 1 – planning. • Provide a summary of the pilot which should include: <ul style="list-style-type: none"> ○ Reporting on the agreed KPIs ○ Summary on the impact of the pilot, which will include: <ul style="list-style-type: none"> ▪ Impact of building and activating a central fan database. ▪ Impact the pilot has had on the followership and engagements of the selected NGBs and their athletes. ▪ Impact the pilot has had on our ability to secure events – including securing bids, event attendance, commercial position etc. ○ Lessons learned on the channels and the type of content utilised during the pilot e.g. what worked for different audiences.

Project Budget:

For this project, tenderers should work to an indicative budget figure of **£325,000 - £375,000 (incl. VAT)** over the contract period. Please provide a breakdown of your costs to the deliver against the objectives and phases.

We may look to bring other NGBs into the project on an ad-hoc basis to access high quality centralised support for their fan engagement/content requirements. Therefore, we are keen for each bid to contain 'rate cards' to demonstrate the cost of providing similar services to other

organisations. Please also provide additional services that you may be able to provide (e.g. Broadcasting production).

We are also keen to understand the additional value you could bring to the project if the budget was to increase.

Timeframes: It is anticipated that the pilot will run for approximately 24 months.

Pilot Project 2 - Athlete Creator Network

UK Sport is looking for an organisation to support the creation of an Athlete Creator Network. The network will include up to 6 athletes (TBC – will be different from the athletes in pilot project 1) to find, tell and distribute the stories that create greater athlete relevance and engagement. The Creator Network will work with athletes and NGBs to capture content, distribute and tell stories of the sport and athletes.

The Ambition

Transform the followership and engagements of up to 6 Olympic and Paralympic Athletes by significantly enhancing relevant content production and distribution via a centralised service.

Objectives

The pilot will have some high-level objectives which will be scoped during Phase one of the project. Some initial thinking has been undertaken, which can be seen below:

- Increase social media followership of each athlete by 5x within 9 months.
- Increase engagements for each athlete by 500% within 9 months.

What we will learn

- The impact of adopting an athlete-focused approach in our Olympic and Paralympic fanbase strategy.
- The best approach to working with athletes and their representatives (if applicable)
- The resources and tactics required to transform athlete followership.
- Whether a centralised content and distribution service is a beneficial model in driving fan engagement activity across sports.
- A greater understanding of what our audiences are looking for, and what resonates across different channels.

How will it be delivered

- Agency-led content creation and distribution (as part of a multi-pilot contract to drive efficiencies). However, UK Sport would like to hear other suggested models from suppliers.
- Working with UK Sport, Sport England and group of NGBs and athletes.
- Careful identification of athletes, sympathetic to performance needs, recognising role of agents, and considering potential for a different type of underlying agreement with these athletes.

For this project, we have identified four phases as outlined below, although it is expected that Phases 2 and 3 will cross over and happen in conjunction. Although we have outlined an

approach below, we would like suppliers to demonstrate their creativity and approach to meet the ambition and objectives of the Athlete Creator Network.

Phase	Objectives
Phase 1 – Strategy and Planning	<ul style="list-style-type: none"> • Work with UKS to agree hypothesis to test, objectives and KPI measures (including baselines) of the athlete creator network. • Work with UKS to agree the athletes that will be included in the athlete creator network (UKS and NGBs have already identified a number of athletes) including agreeing athlete access. • Work with UKS, NGB, and athletes to develop content strategy/narrative and distribution model. • Explore the opportunity of bringing onboard partners/sponsors to the Athlete Creator Network.
Phase 2: Content Production	<ul style="list-style-type: none"> • Work with athletes and NGB to execute the content strategy developed in phase 1 (Strategy and Planning). This will include: <ul style="list-style-type: none"> ◦ Work with the athletes to capture content – it is expected that the agency will capture and also support the athlete to capture content. ◦ Provide editorial support to the athletes for various forms of content, including videos, interviews, behind-the-scenes footage, and social media posts. ◦ Ensure all content aligns with the agreed brand identity and messaging.
Phase 3: Delivery	<ul style="list-style-type: none"> • Work with athletes and NGBs to execute the distribution strategy (developed in phase 1 -Strategy and Planning) and the content produced (developed in phase 2- Content production). This will include: <ul style="list-style-type: none"> ◦ Work with key digital and broadcast channels to enhance and extend reach of the content from athletes. It is expected that this will include owned channels (NGB, Athlete, key stakeholders), paid media channels, and earned media channels. ◦ Influencers and publishers will be actively sought out to host or distribute our content through syndication agreements. This is to extend reach, meaning, and meet demand where it lies.
Phase 4: Monitor and Evaluation	<ul style="list-style-type: none"> • Monitor the progress of the pilot against the agreed KPIs and benchmarks set during phase 1 – strategy and planning. • Provide a summary of the pilot which should include: <ul style="list-style-type: none"> ◦ Reporting on the agreed KPIs. ◦ Summary on the impact of the pilot on athletes’ and NGB/Sport followership and engagements.

	<ul style="list-style-type: none"> ○ Lessons learned on the channels and the type of content utilised during the pilot e.g. what worked for different audiences. ○ Models to continue the athlete network following the 9 months period.
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Project Budget:

For this project, tenderers should work to an indicative budget figure of **£175,000 - £225,000 (incl. VAT)** over the contract period. Please provide a breakdown of your costs to deliver against the objectives and phases.

We are also keen to understand the additional value you could bring to the project if the budget was to increase.

Timeframes: It is anticipated that the pilot will run for approximately 9-12 months.

Pilot Project 3 – Athlete Platform and Reach Training

In an increasingly digital world, UK Sport wants to ensure that funded athletes are equipped to safely navigate and maximise the opportunities that the use of social media can bring.

UK Sport is looking for an organisation to support the production, delivery and/or licensing of a curriculum that will support funded athletes to maximise their digital presence and platform.

UK Sport sees this as a combination of the 'Project 2 - Athlete Creator Network' (details above) but to provide clarity for this tender, we have separated the deliverables. However, UK Sport expects the athlete social media training to learn from the athlete creator network pilot and be adapted where necessary.

Deliverables:

- A curriculum for UK Sport funded World Class Programme athletes regarding social media use and maximisation. We envision this curriculum including the core foundations of an athletes' platform and reach. For example:
- Brand building
- Online safety
- How to monetise digital platforms
- Utilising social media for commercial partnerships
- Community management
- Content strategy and best practice – algorithms, frequency, athlete voice
- Examples of when social media has been used effectively by athletes.
- Please note this is not an exhaustive list and we expect the curriculum to represent the breadth of different channels available for athletes to use i.e. Instagram, TikTok and YouTube.

- Forming part of the 'core offer' of athlete support available to funded athletes via the Learning Arena (Digital learning platform), UK Sport would like to understand the potential formats of what the curriculum could look like i.e. an on-demand video workshop series, guidance document, toolkits and/or face to face workshops. If the latter, please indicate at what cost this would be to deliver in the future.

Project Budget:

For this project, tenderers should work to an indicative budget figure of £30,000 - £50,000 (incl. VAT) over the contract period.

We are also keen to understand the additional value you could bring to the project if the budget was to increase to £75,000.

Timeframes: Deliverables to be received by Friday 28 February 2025. Noting UK Sport would like to revisit the curriculum provided and its contents following the conclusion of the athlete creator network pilot (timelines are above).

Appendix 2 – EDI and Sustainability Procurement Questionnaire

All sections of this questionnaire must be completed for any company to be considered for any quote or to tender for a UK Sport contract. Sections A focuses on the minimum Equality, Diversity and Inclusion standards we expect all our suppliers to meet. Section B outlines UK Sports EDI monitoring questions. Section C outlines our environmental sustainability expectations.

All contractors with 7 or more staff will be required to complete this section of the EDI and Sustainable Procurement Questionnaire, regardless of the contract requirements.

Section A – Equality, Diversity, and Inclusion Requirements

1. Do you have written policies in place to ensure that you as an employer and as a service provider comply with your statutory obligations under the equality legislation, which applies to Great Britain, or equivalent legislation in the countries in which you employ staff?	YES	NO
2. Does your equal opportunities policy cover:	YES	NO
a) racial discrimination	YES	NO
b) gender (sex) discrimination	YES	NO
c) disability discrimination	YES	NO
d) age discrimination	YES	NO
e) discrimination based on sexual orientation	YES	NO
f) discrimination based on religious belief	YES	NO
3. Does your written equality policy cover (if so, please provide)	YES	NO
a) Recruitment, selection, training, promotion, discipline, and dismissal?	YES	NO

b) Victimisation, discrimination, and harassment making it clear that these are disciplinary offences.	YES	NO
c) The identity of a senior person with responsibility for the policy and its effective implementation?		
4. Is your policy on EDI set out:	YES	NO
a) In documents available and communicated to employees, managers, recognised trade unions or other representative groups?	YES	NO
b) In recruitment advertisements or other literature?	YES	NO
c) In materials promoting your services?	YES	NO
If you answered NO to any part of questions 3 and 4, please provide evidence to show how you promote equality in employment and service delivery.		
4. In the last three years, has any contract with you or your employer been terminated on the grounds of your failure to comply with: Legislation prohibiting discrimination. Contract conditions relating to equality	YES YES	NO NO
5. In the last three years, have you or your employer been the subject of formal investigations by the Equality and Human Rights Commission, (or its predecessors the Commission for Racial Equality, the Disability Rights Commission, the Equal Opportunities Commission) or a comparable body, on grounds of alleged unlawful discrimination?	YES	NO
6. If the above formal investigation was proven, what steps did you take in consequence of that finding?		

Section B – Equality, Diversity, and Inclusion Monitoring Questions

Is your business at least 51% owned, controlled, and actively managed by any of the following, please check:	YES	NO
Ethnically Diverse	YES	NO
LGBTQ+	YES	NO
Women	YES	NO
People with a disability	YES	NO
Other (please define)	YES	NO
8. Are members of your staff with managerial responsibilities required to receive equality training?	YES	NO
If you have answered YES to question 8, please provide a list of such training (continue on an additional sheet if required)		

9. Do you have procedures in place to protect members of staff from unlawful discrimination by other members of staff or by members of the public?	YES	NO
If you have answered YES, please list the procedures below (continue on an additional sheet if required)		
For organisations who sub-contract	YES	NO
10. Do you require sub-contractors to demonstrate evidence of their equality policies and practices?	YES	NO
If you have answered YES, please provide details of what kind of evidence sub-contractors are required to submit (continue on an additional sheet if required).		
11. If you have any other information regarding your policies on equality and practices that you wish to be considered, including information on the work you have completed in previous or existing contracts, and references, which covers equality please detail below (continue on an additional sheet if required)		

Section C – Environmental Sustainability Questions

12. Does your organisation have a public sustainability policy and/or strategy?	YES	NO
If you have answered YES to question 12, If so, please provide details, including organisational scope (i.e., the extent they would apply to goods and services supplied).		
13. Has your organisation undertaken a review of its environmental and social issues and impacts and set appropriate performance objectives and targets?	YES	NO
If you have answered YES to question 13, please provide details of key objectives and targets in this area and related achievements.		
14. Does your organisation report on Scope 1,2,3 emissions? A) What methodology do you use to calculate your carbon emissions and is this data verified by a third party? B) Do you have emissions reduction targets? (please provide details e.g., are they Science Based) C) Do you have any product/service specific carbon quantifications?	YES	NO
If you have answered YES to any elements of question 14, please provide details.		

15. Does your organisation have formal certified systems in place to manage environmental and social issues e.g. ISO 14001: Environmental Management; ISO 20121: Sustainable Events, or does it have business specific or informal systems in place?	YES	NO
If you have answered YES to question 15, please provide details.		
16. Does your organisation formally report externally on progress towards meeting your sustainability objectives and targets?	YES	NO
If you have answered YES to question 16, please indicate how and to whom, and provide examples (e.g., your latest Sustainability Report).		
17. Is training provided to employees in relation to sustainability?	YES	NO
If you have answered YES to question 17, please provide details of the training.		
18. Has your organisation been prosecuted for infringement of environmental or social legislation and/or received adverse media or stakeholder notoriety in the past five years?	YES	NO
If you have answered YES to question 18, please outline the measures your company took to rectify the situation and measures taken to minimise the chances of reoccurrence.		
19. Has your organisation been successfully prosecuted for infringement of environmental or social legislation and/or received adverse media or stakeholder notoriety in the past five years?	YES	NO
If you have answered YES to question 19, please outline the measures your company took to rectify the situation and measures taken to minimise the chances of reoccurrence.		
20. Does your organisation have an Ethical Sourcing Policy or Supplier Code of Conduct?	YES	NO
If you have answered YES to question 20, please state what it covers – e.g., human rights, labour standards, environmental management, animal welfare etc, and how do you assess effectiveness?		
<p>Declaration</p> <p>I certify that the information submitted within this statement is correct. I understand that the information will be used to assess my organisation's suitability to become a prospective supplier to UK Sport and that information will be held in accordance with the Data Protection Act 2018.</p> <p>Name:</p> <p>Position:</p>		