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INVITATION TO TENDER

Fanbase Engagement - Central Storytelling

Ref: T23-015

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 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 Spot can be found at <http://www.uksport.gov.uk>

1. 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.

Over the next ten years, as we’ve set out in our strategic plan

([Strategic Plan 2021-31 | UK Sport](https://www.uksport.gov.uk/about-us/strategic-plan)), we are seeking to build a thriving high-

performance sporting community that is future-proof and connects with millions of fans

during and beyond the Olympic and Paralympic Games.

We’re looking for an expert agency to set out how British Olympic and Paralympic sport

can become ever-more present in the daily lives of current and potential fans; helping

us to build greater depth of engagement and connection with the athletes and sports

who create those extraordinary sporting moments.

Over the last six months, we’ve been working with the c. 50 Chairs and CEOs of British

National Governing Bodies (NGBs) of Olympic and Paralympic sports (as well as the

leaders of the Home Country Sports Councils, the British Olympic Association (BOA) and

the British Paralympic Association (BPA) and UKSI) to discuss and agree a set of

actions to help future proof the high-performance sport community, and build a thriving

sporting system.

There is full support across the NGBs that make up our high-performance sports community to seek ways to substantially increase the relevancy of Olympic and Paralympic sport to existing and potential fans, especially between the Games. We recognise fan engagement has evolved significantly and there is a need to diversify the Olympic and Paralympic sport fanbase. We want to create many more opportunities for ‘always on’ engagement with the athletes and sports, beyond the Games-moments themselves.

We have agreed with this leadership group to explore the opportunities for creating a central fanbase service to drive professional storytelling of the British Olympic and Paralympic sports and athletes in an ‘always on’ manner. The ambition for this centralised service is that it will drive far greater connectivity with, and support for, Olympic and Paralympic sports among ever more diverse audiences, with the ultimate aim of ensuring Olympic and Paralympic sport remains relevant, inspiring and engaging for a far wider fanbase than ever before.

We are looking for an agency who can work with us to develop a costed business model and implementation plan for a transformational new central storytelling and content service, that will harness the incredible assets we have across 50 sports, and truly connect our priority audiences.

**Current State**

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. And, at Games time we unite and coalesce around one big moment. However, outside of Games time, given the relatively limited resources of the NGBs, the BOA and BPA 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 teams being amongst the nation’s most popular sports teams when they compete at the Games.

Despite the above challenges, we feel there is a big opportunity to build and engage a diverse fanbase and we have several assets at our disposal: 

1. Over 1,000 Olympic and Paralympic athletes competing and training day-in, day out with a dream to join Team GB or Paralympics GB, and a meaningful level of access to these athletes.
2. A huge variety of sports (something for everyone), with new sports added to each Olympic and Paralympic Games
3. Genuine stories from across all corners of the United Kingdom, with local heroes from all backgrounds and demographics.
4. A series of global sporting events happening across the four-year cycle in multiple locations across the United Kingdom many of which are accessible. *You can see a snapshot of this year’s events on our* [*website*](https://www.uksport.gov.uk/tickets)*.*
5. We have detailed audience segmentation which shows where the growth opportunities in the fanbase are and what they need to help them engage.

Structure of ITT

* 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)

1. Tender Timetable and Contract Period
   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** |
| 20 October 2023 | ITT published |
| 1 November (5.00pm) | Deadline for tender clarification questions |
| **10 November** (**5.00pm**) | Deadline for receipt of tenders |
| w/c 20 November | Post-Tender presentation for shortlisted bidders |
| November/December | Contract Award |

1. EXPRESSIONS OF INTEREST
   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](http://www.uksport.gov.uk/tenders)

1. Contract
   1. The contract shall run for the term agreed with the Preferred Bidder unless terminated in accordance with the terms of the contract.
2. Disclaimer Costs and Expenses and Discontinuance of Tender
   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.
   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.
   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.
   4. Tenderers shall ensure that they are familiar with the nature and extent of the obligations they will incur if their Tender is accepted.
3. Information and Queries
   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.
   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.
   3. The deadline by which to submit clarification questions and requests for further information is the close of play on **1st November 2023**.
   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: Pete Crowe, Procurement and Contracts Manager

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

E mail: [Procurement@uksport.gov.uk](mailto:Procurement@uksport.gov.uk)

1. Best Value
2. Preparation of Tender
   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:-
      1. by the Tenderer in so far as it is necessary for the preparation, submission and evaluation of Tenders; and/or
      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.
3. Freedom of Information and Transparency
   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.
   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.
   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.
4. Preparation and Delivery of Tender Documents
   1. UK Sport reserves the right not to accept the lowest or any Tender.
   2. The tender documents must be sent to: [procurement@uksport.gov.uk](mailto:procurement@uksport.gov.uk)
   3. Tenders shall remain open for acceptance for a period of 60 days (sixty days) from the Tender submission date.
5. References
   1. References are required and UK Sport reserves the right to contact referees (two per Tenderer) during the ITT period.
6. Tender Evaluation
   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.
   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:
   3. **Tender Evaluation Criteria**

|  |  |
| --- | --- |
| **Criteria** | **Weighting (%)** |
| Pricing | 30% |
| Quality of the services | 30% |
| Relevant experience | 20% |
| EDI | 10% |
| Sustainability | 10% |
| **Total** | **100%** |

The Tender Evaluation Scores

* 1. 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** |

1. Staffing Issues and TUPE
   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.
   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.
2. Non-Consideration of Tender
   1. A Tender may not be considered if:
      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
      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
      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
      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
      5. it does not comply with paragraph 12.
3. Rejection of Tender
   1. UK Sport may reject any Tender (which shall be without prejudice to UK Sport’s legal remedies) submitted by a Tenderer who has:
      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.
      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.
      3. fixed or adjusted the prices shown in accordance with any agreement or arrangement with any other person.
      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.
      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.
      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.
      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.

17.1.8 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.

1. Tender Material
   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.
   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.
   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.
2. 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.

1. **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.

1. **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.

**Appendix 1 - Specification**

UK Sport are looking for a costed business model and implementation plan for a transformational new central storytelling and content service, that will harness the incredible assets we have across 50 sports, and truly connect our priority audiences. Its purpose is to increase the relevance of Olympic and Paralympic sport, by building and engaging a very sizeable single fanbase through professional service and compelling storytelling, in and between Games.  It will need to have built-in capability to collect, store, manage and track first party data enabling the sector to draw critical insights, to drive further engagement.

We would like to see the challenges outlined above explored in greater detail in a practical and purposeful fashion that would enable our organisations to take the sort of strategic and financial decisions required to make this a reality. The sort of questions we’d want to be addressed and answered by this Implementation Analysis would include:

1. What are the options for implementing a central storytelling vehicle to reach our priority target audiences?
2. What are the costs associated with implementing these options?
3. What are the timelines and associated phases of work with implementing these actions?
4. What are the major risks associated with implementing these actions?  How can these be mitigated?
5. How would you leverage the athlete stories to ensure increased emotional connection with fans?
6. How would you maximise the post Games ‘glow’ to bring the athletes’ stories back home to fans and communities?
7. Is there a simple narrative of the sport/athlete journey to the Games that could simplify the complex competition infrastructure for fans?
8. How could existing social media followers of sports/athletes be transitioned/added to a central platform
9. How could data be built on interests, preferences, purchasing info etc. And what questions would we need to ask to get to this?

**Written response required**

* Your understanding of the brief and core insights you offer
* How you will deliver the implementation analysis and business case development
* Initial early thinking and recommendations
* Initial cost estimates for scale of investment required
* Timeframe for delivery
* A detailed breakdown of your budget
* Why we should consider your agency including credentials and relevant

experience, clients and work

* The team who would work with us going forward
* 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’.

**Budget**

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

We are looking for rapid delivery of recommendations and so have asked you to advise on timings in your tender response.

**Applications**

Interested parties should provide a submission (no more than 15 pages) to [Procurement@uksport.gov.uk](mailto:Procurement@uksport.gov.uk) by no later than **10th November** (**5.00pm**)outlining:

Personnel CVs may also be submitted but must be included within the **15-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.

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**Appendix 2 – EDI Procurement Questionnaire**

<https://forms.office.com/Pages/DesignPageV2.aspx?subpage=design&FormId=BdW3lKtZTEmUm7sdjFcg5xHfoYcH_3FBv6Wjfrv2A3xUQkE3OFBVTDFaRlpVRVFSREpKSFQ5VExaQS4u&Token=7ac3f329ecaf4a919c2898081c03f067>