

Invitation to Tender

Women & Girls Strategic Transition and Leadership Development Commission

Activate West Wales (*West Wales Sports Partnership Ltd*)

SUBMISSION DEADLINE: 9am 27th July 2026

Objective

Appoint an experienced consultant or organisation to provide strategic leadership, coordination and transition support for the Women & Girls workstream, supporting the development and sustainability of the Movement over Moments campaign, adoption of the FIAS Framework, and progression towards a distributed leadership model across West Wales.

Sections

This document includes the following sections:

Section A – *Instructions to Tenderers*

Section B – *Specification*

Section C – *Tender Response Requirements*

Section D – *Tender Evaluation Plan*

Section A – Instructions to Tenderers

Communications

All communications regarding this tender opportunity, including enquiries and requests for clarification, must be sent to:

info@activate.wales

Tender submissions should be submitted electronically to **info@activate.wales** and clearly titled:

**“Tender Response – Women & Girls Strategic Transition and Leadership Development
Consultancy – [Organisation Name]”**

Tenderers should be aware that file size restrictions may apply when submitting large documents by email. Where necessary, tenderers are encouraged to compress files into a ZIP folder or submit documents in a reduced file size format.

It remains the responsibility of the Tenderer to ensure that all required documentation is submitted correctly, legibly and before the stated submission deadline. Late submissions may not be considered.

General Instructions

Tenderers are responsible for ensuring that they fully understand the requirements, scope and expectations outlined within this specification.

Any costs incurred in preparing and submitting a tender response shall be borne entirely by the Tenderer. Activate West Wales will not be liable for any costs associated with the preparation or submission of a tender.

Activate West Wales reserves the right not to award a contract as a result of this tender process.

This Invitation to Tender does not constitute an offer to contract and places no legal obligation on Activate West Wales to appoint any Tenderer.

Submission Requirements

Tender responses should include:

- A detailed proposal outlining the Tenderer's understanding of the brief and proposed approach.
- Details of relevant experience and comparable assignments.
- Details of the personnel who will deliver the work.
- A proposed timetable and delivery plan.
- A detailed budget breakdown.
- Relevant references from previous clients.
- Evidence of appropriate insurance cover.

Confidentiality

Tenderers shall treat all information contained within this Invitation to Tender as confidential.

Tenderers shall not disclose that they have been invited to tender, nor discuss the content of their proposed submission, except with professional advisers or colleagues directly involved in preparing the tender response.

Tenderers must not canvass or seek to influence any employee, Board member, partner organisation or representative of Activate West Wales in relation to this tender process.

Any attempt to influence the outcome of the procurement process may result in disqualification from the tender process.

Tender Validity

Tender submissions shall remain open for acceptance for a period of 12 weeks from the submission deadline.

Contract Award

The contract will be awarded following an evaluation of submissions against the criteria outlined in Section D – Tender Evaluation Plan. Activate West Wales reserves the right to seek clarification from Tenderers during the evaluation process where necessary.

Section B – Specification

Introduction

Activate West Wales is a collaborative organisation dedicated to transforming the physical activity landscape across **Carmarthenshire, Swansea, Neath Port Talbot** and **Pembrokeshire**.

Through the Women & Girls workstream, Activate has been leading a regional movement to improve visibility, opportunities and systems that support women and girls to be active. Since November 2025, this work has focused on partnership development, systems leadership, engagement, insight gathering and collective action through the **Movement over Moments** campaign.

Following the appointment of the current Women & Girls Strategic Lead to an alternative role with the organisation, Activate is seeking consultancy support to maintain momentum whilst supporting the transition to a more distributed and sustainable leadership model.

Strategic oversight of the Women & Girls workstream is provided by the **Matrix Management Group** (MMG), established through the Activate West Wales Innovation Funding programme. The MMG is made up of senior representatives from the four Local Authority Sport Development teams across West Wales: **NPT PASS** (Neath Port Talbot Council), **Sport & Health Swansea** (City & County of Swansea), **Actif Sport & Leisure** (Carmarthenshire County Council) and **Sport Pembrokeshire** (Pembrokeshire County Council). The MMG plays a key role in providing strategic direction, supporting collaboration and helping to ensure the long-term sustainability of the Women & Girls agenda across the region.

The successful supplier will work closely with the Activate Executive Team, Matrix Management Group (MMG), Action Groups, Local Authority representatives and wider partners to:

- Maintain strategic momentum
- Strengthen leadership, collaboration and partner ownership
- Support implementation of the Fostering Inclusive Action Sport (FIAS) Framework across the region
- Embed learning, evaluation and continuous improvement processes
- Support the long-term sustainability of the Movement over Moments campaign

The consultancy should support the transition from reliance on a single strategic lead towards a more distributed leadership approach that is owned collectively across the region.

Background

The Women & Girls programme has established:

- Visibility Action Group
- Opportunities Action Group
- Systems Action Group
- Movement over Moments campaign
- Work towards a Framework and toolkit in partnership with Bristol University (FIAS)
- Local Authority representative group

Whilst these structures are now established, additional support is required to strengthen leadership, support implementation of the FIAS Framework and ensure sustainable ownership of Women & Girls priorities beyond the current grant period.

The commissioned individual/organisation will therefore act as a strategic facilitator, coordinator and capacity-builder rather than a programme delivery lead.

The individual/organisation will also play a critical role in sustaining and embedding the *Movement over Moments* approach across West Wales. Rather than focusing on isolated interventions, the campaign seeks to create long-term systemic change by increasing the visibility of women and girls, improving opportunities for participation, and influencing the systems, structures and cultures that shape experiences of sport and physical activity. The individual/organisation will be expected to ensure this philosophy remains at the heart of transition planning, partnership development and implementation activity

About the Fostering Inclusive Action Sports Framework (FIAS) -

FIAS is a University of Bristol research and impact project focused on addressing gender inequality through evidence-based tools and practical frameworks that support greater inclusion and participation.

Whilst developed within the context of action sports, Activate will work with FIAS and regional stakeholders to explore how its principles and learning can be applied more broadly across the physical activity landscape in West Wales.

The successful individual/organisation will not be responsible for developing the framework itself but will support partners in understanding, adopting and applying it, ensuring that learning from the Movement over Moments campaign informs its implementation and long-term sustainability across the region.

Objectives and Scope of Work

The commissioned individual/organisation will work alongside Activate West Wales, the Matrix Management Group (MMG), Action Groups, Local Authority Representatives and wider partners to maintain momentum and progress the Women & Girls agenda across West Wales.

The objectives of this commission are to:

Strategic Leadership and Partnership Development

- Strengthen leadership, collaboration and ownership across the Women & Girls network.
- Support effective partnership working across Local Authorities, Action Groups and key stakeholders.
- Support the development of sustainable leadership arrangements beyond the current grant period – 31st March 2027

Movement over Moments Development and Sustainability

- Support the continued development and delivery of the Movement over Moments campaign.
- Maintain momentum across the Visibility, Opportunities and Systems Action Groups.
- Strengthen partner ownership and identify opportunities for future growth and sustainability.

FIAS Framework Adoption and Implementation

- Support understanding, adoption and practical implementation of the FIAS Framework.
- Help partners identify opportunities to apply the framework within their organisations and local contexts.
- Support the translation of framework principles into meaningful action.

Monitoring, Evaluation and Learning

- Strengthen approaches to capturing learning, evidence and impact.
- Support partners to use insight and learning to inform future planning and decision-making.
- Develop practical monitoring and evaluation approaches that support long-term sustainability.

Future Sustainability and Transition

- Support planning for the continuation of Women & Girls priorities beyond **31st March 2027**.
- Identify future leadership, ownership and resourcing requirements.
- Develop recommendations and practical next steps to support long-term sustainability of the Women & Girls workstream, Action Groups and Movement over Moments campaign.

Key Deliverables

Women & Girls Development, Implementation and Sustainability Plan

The commissioned person/organisation will work alongside Activate, MMG, Action Groups, Local Authority Representatives and wider partners to continue progressing Women & Girls priorities across West Wales. Building on the work already undertaken, this deliverable should support the ongoing development of Movement over Moments, implementation of the emerging FIAS Framework, strengthening of leadership and partnership arrangements, and planning for long-term sustainability beyond the current grant period – **31st March 2027**

Outputs

The commissioned individual/organisation will:

Leadership and Partnership Development

- Support partners to strengthen leadership and ownership across the Women & Girls network.
- Facilitate discussions and actions to strengthen collaboration, communication and shared accountability.
- Develop recommendations in the appropriate format and milestones for longer-term leadership and ownership arrangements.

Movement over Moments Development and Sustainability

- Support ongoing development of the Movement over Moments campaign.

- Work with Action Groups to maintain momentum and progress agreed priorities.
- Identify and implement practical actions that strengthen campaign sustainability and ownership.
- Develop recommendations in the appropriate format and milestones for future growth and development.

FIAS Framework Adoption and Implementation

- Support partners to understand, apply and embed the FIAS Framework.
- Facilitate discussions and identify practical opportunities for implementation.
- Support the translation of framework principles into local action.
- Develop recommendations in the appropriate format and milestones for longer-term adoption and sustainability.

Monitoring, Evaluation and Learning

- Support the development and use of practical monitoring and evaluation approaches.
- Capture learning, evidence and examples of impact.
- Support partners to use learning to inform future decision-making.
- Develop recommendations in the appropriate format and milestones for ongoing monitoring and reporting.

Future Sustainability

- Identify actions that strengthen sustainability throughout the contract period.
- Develop recommendations for future leadership, ownership and resourcing arrangements.
- Support planning for the continuation of Women & Girls priorities beyond March 2027.
- Produce a transition and sustainability report outlining progress, learning, future priorities and next steps.
- Provide recommendations to support the long-term sustainability of the Women & Girls workstream, Action Groups and Movement over Moments campaign.
- Develop a practical handover plan to support future leadership arrangements and/or an incoming postholder.

Success Criteria

- Evidence of progress against agreed priorities during the contract period.
- Partners report increased ownership and collaboration.
- Practical actions have been implemented to support Movement over Moments and FIAS Framework adoption.
- Learning and evidence are captured and shared.
- Clear recommendations and next steps presented in the appropriate format with succession planning identified for post-March 2027 sustainability.

Contract Period

It is intended that the contract will commence as soon as reasonably practicable following the appointment of the successful Bidder and agreement of contract terms with Activate West Wales.

Indicative contract period: 17th August 2026 – March 31st 2027

Activate reserves the right to amend or extend the contract period with the successful bidder, subject to funding and programme requirements.

Budget

The available budget is:

Up to £25,000 inclusive of VAT, travel and all associated expenses.

Activate welcomes innovative proposals demonstrating strong value for money.

Section C – Tender Response Requirements

Interested consultants or organisations should submit a proposal including:

1. Understanding of the Brief

- The Women & Girls workstream.
- The Movement over Moments campaign.
- The FIAS Framework and its potential application across physical activity settings.
- The approach, opportunities and challenges associated with the proposed transition or continuation subject to funding.

2. Proposed Approach

Please describe:

- Your proposed methodology and approach to delivery.
- How you will support leadership development, partnership working and long-term sustainability.
- Your approach to stakeholder engagement and collaboration.
- How you will support understanding, adoption and implementation of the FIAS Framework.
- How you will capture learning, evidence, impact and examples of good practice.
- How you will present key updates related to the wider work and individual elements in a tangible way that effected captures progress within key milestones and the overall appointment period

3. Relevant Experience

- Examples of similar work completed within the last three years.

- Relevant experience of comparable consultancy assignments, including partnership working, systems change, leadership development and/or Women & Girls initiatives.
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4. Delivery Plan and Budget

- A delivery timetable.
 - Key milestones and deliverables, including proposed format of evidencing progress to both the MMG and Activate West Wales
 - A detailed budget breakdown, including all costs and expenses.
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5. References and Insurance

- Two relevant client references.
 - Evidence of Public Liability Insurance.
 - Evidence of Professional Indemnity Insurance.
 - Employer's Liability Insurance (where applicable).
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Form of Offer

Please include the following signed statement as an appendix to your tender submission:

"We (Bidder) hereby offer to provide the services described within the Specification at the prices submitted in our Tender Response.

We understand and acknowledge that, upon acceptance, this agreement may become legally binding on both parties.

We confirm that all prices submitted are inclusive of all costs and VAT where applicable.

Prices set out within the Tender shall remain valid for a period of 12 weeks from the Tender submission deadline.

We confirm that the Tender Response is accurate and remains valid.

We confirm that should any information provided within the Tender Response change during the procurement process, we will notify Activate West Wales immediately.

We confirm that we have not sought, and will not seek, to influence any employee, director, trustee, Board member or adviser of Activate West Wales in relation to this tender submission or the award of any resulting contract.

SIGNED:

ON BEHALF OF:

DATED:"

Section D – Tender Evaluation Plan

Evaluation Criteria

Criteria	Weighting
Understanding of the brief, Women & Girls agenda in a West Wales context, Movement over Moments and FIAS Framework	25%
Relevant experience and evidence of holding strong trusted relationships across the region and a history of similar work	40%
Quality of methodology and approach to delivery, transition and sustainability	25%
Price and value for money	10%
Total	100%

Quality Scoring

Each quality section will be scored on a scale of 0–5.

Rating	Unacceptable	Very Weak	Poor	Acceptable	Very Good	Excellent
Score	0	1	2	3	4	5

Price

The price score will be calculated as follows. The lowest price submitted receive the full 10% score and the following formula will be used to calculate the % score for the other bidders:-

Lowest price/bidders price x 10% x100

Award of Contract

The contract will be awarded to the tender that demonstrates the most advantageous combination of quality and value for money.

Activate West Wales reserves the right not to appoint if no submission sufficiently meets the requirements of the specification.