CIMSPA®

INVITATION/EXPRESSION OF INTEREST TO TENDER

Change to company structure consultancy support – Workforce Governance and Registration Scheme Project

Date: July 2026

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Section 1: Introduction

CIMSPA are seeking to appoint an organisation to provide advice and support in a change to the company structure. As a result of a commission from Sport England to CIMSPA to deliver the workforce governance and registration scheme project there is a requirement for CIMSPA to review the legal, governance, finance and digital structures of the organisation.

We are seeking an expert partner to support us with that review and suggest the best possible options of how to respond to the required changes.

At this stage we are looking for organisations to express an interest in entering a tender process, we will then provide organisations with the more detailed tender requirements via Invitation to Tender (ITT) which will be evaluated and CIMSPA will identify the Most Economically Advantageous Tender (MEAT).

This project has been funded by Sport England.

Section 2: About CIMSPA

The Chartered Institute for the Management of Sport and Physical Activity

Launched in 2011, CIMSPA is the professional development body for the UK's sport and physical activity sector. CIMSPA has been awarded chartered status by the Privy Council, which came into effect at the start of January 2012.

CIMSPA provides leadership, support and empowerment for professionals working in sport and physical activity and a single unified voice for the sector.

The institute's vision and mission are:

Vision:

"Shaping a recognised and respected sport and physical activity sector that everyone wants to be part of".

Mission:

- To allow individuals to realise their potential through:
- Individuals have a clear route into and through the sector
- The public have confidence in the sector
- Employers have access to the best people
- Education providers stand out from their competitors
- We are the go-to for policy makers

Section 3: Contact details

All questions regarding this procurement process and CIMSPA should be made by email to:

Colin Huffen, Associate Director, Standards and Regulation

colin.huffen@cimspa.co.uk

Section 4: Requirement

4.1 Introduction and background

The workforce governance and registration scheme is led by Sport England and supported by UK sport. The objective is to create a publicly searchable directory of Sports Coaches (initially the scope may extend to the wider workforce later in the project). The project has had four previous phases of work to lay the foundations, and in April 2026 Sport England commissioned CIMSPA for the next three years to work with National Governing Bodies of sport to develop the registration scheme.

There are three main objectives set by Sport England to CIMSPA.

- Support NGBs to be 'register ready', support sports to meet the standards and criteria to hold their own directory/register of sports coaches.
- Establish the 'registrar', develop the organisation that will oversee all accredited registers and monitor compliance of the register holders.
- The digital build of the national register/directory. Provide a publicly searchable register/directory of sports coaches.

This EOI to ITT relates to objective 2 – establishing the registrar.

Registrar definition

A registrar of the sport and physical activity workforce is an official body that maintains a record of qualified and recognised professionals working in the sector, such as coaches, trainers, instructors, officials, and administrators (please note the current scope of the registrar is sports coaches that work in NGB accredited clubs). It does this through a federated model; the registrar accredits registers held by other organisations and monitors their compliance with the accreditation standards.

Establishing the registrar

What is required

Create the registrar as a separate legal entity. Resolve legal, financial, governance, and operating model implications. Develop the registrar's purpose, vision, strategy, and brand. Put in place the digital, security, governance and reporting arrangements to support separation

Key implications

Legal and financial advice required. Potential impact on charitable status, charter and statutes and governance arrangements. Operating model changes across finance, risk, digital, and workforce arrangements. Brand and identity must be established alongside governance structure.

Whilst CIMSPA have regulatory powers bestowed upon them through the Privy Council via the Charter and Statutes, these powers only extend to members of the institute, therefore consideration towards this must be made. In addition to this, the current statutes may need to undergo "modernisation" as well as a governance review to protect CIMSPA should the group structure be created.

Role of the registrar

The registrar has three main functions, CIMSPA has been commissioned to become the registrar it will be responsible for the following.

- To set the standards for accreditation.
- Monitoring ongoing compliance (by NGBs).
- Publishing an accurate national register.

CIMSPA has well established and embedded policies, procedures and practices in setting standards for accreditation and monitoring compliance of individuals and organisations. We were able to draw upon best practice and expertise in the pilot testing of the national workforce registration scheme, and all the work apart from the digital aspects has been managed by CIMSPA employees.

Setting the standards for accreditation

An organisation (NGBs) holding or wishing to hold a register and become a "Register Holder" must meet all the standards for accreditation and must demonstrate their continued commitment to meet the standards which will be observed through periodic assessment.

By meeting the accreditation standards the NGBs are:

- protecting the public and consumers of sports coaching activities from harm
- maintaining public confidence in the sports coaching profession
- supporting and protecting sports coaches to be the best they can be.

NGBs must submit a variety of evidence against the developed accreditation standards for assessment and verification by the registrar. For the purposes of the pilot and test and learn phase, CIMSPA, as the chartered institute with existing regulatory responsibilities for the sector, undertook the role of the 'registrar' which was agreed by the project commissioners.

The registrar role in the first instance was to determine if the NGBs submissions satisfied the requirements of the accreditation standards. The standards and additional criteria for the pilot were assessed and verified by an independent person (CIMSPA employee) who had not been involved in the compiling of the submission. Once operational we will need to develop a level of governance oversight to the decision-making process and awarding of an accredited register.

Monitoring ongoing compliance

Once an NGB has been granted accreditation to be part of the national registration scheme they will be subject to ongoing compliance monitoring. The requirement for ongoing compliance monitoring has not been fully developed or tested yet but it is likely that the following principles would be adopted.

- It will be a risk-based monitoring system with a proportionate amount of monitoring based on the risks presented by the accredited organisation. For example, an NGB who has had a well adopted and mature licencing scheme is likely to require less monitoring than an NGB who has only recently developed their coach licencing scheme at the same time as the national scheme being developed.
- The monitoring will be business to business and focus on compliance with the accreditation standards, e.g. are they doing what they said they would when they were granted accreditation.
- Monitoring will have clear boundaries for compliance but also be developmental and supportive to encourage continuous improvement of the licencing schemes.
- The monitoring scheme will be developed based on sound principles and best practice examples from other similar schemes, such as CIMSPA's own quality assurance monitoring of education providers.
- The costs of monitoring will need to be considered within the business plan and covered by the NGB or via Sports Council investment.

It must be considered that should an organisation not fulfil their role to the levels expected there is a reputational risk to the registrar, e.g. an NGB doesn't manage their register effectively and a coach who shouldn't be registered is and causes harm to an athlete. We should carefully consider the alignment or distancing from CIMSPA or/and the registrar to manage the reputational risk of both the registrar and CIMSPA.

Publishing an accurate national register

It is the responsibility of the registrar and the register holder to ensure that the national register is accurate and accessible for everyone to access should they wish to. It is critical the information provided to the national scheme is accurate and updated regularly, this relies on strong and sound relationships and reliable digital solutions and support. The national register is a mirror of the NGBs register and digital integration with the NGBs register is needed, this has been tested in the pilot phase.

CIMSPA board evaluation

Late 2025 the CIMSPA board of trustees approved CIMSPA to bid for the commission to become the registrar based on an options appraisal on the changes to the company structure. CIMSPA executive team are authorised to explore the following approaches to changing the company structure.

- **Approach 1:** CIMSPA becomes the registrar and its membership functions are separated.
- **Approach 2:** CIMSPA becomes the registrar and separates it regulatory functions from its core business.
- **Approach 3:** CIMSPA transitions into CIMSPA Group and becomes the registrar by separating its regulatory functions and its membership function into two subsidiary companies.

APPROACH 1

CIMSPA becomes the registrar and separates its membership functions from the core business.

Risk positioning

Financial: Medium/High	(Potentially outside appetite)
Reputational: Low	(In line with appetite)
Operational: Medium	(in line with appetite)

As previously mentioned, CIMSPA have been granted the authority through Privy Council and its Charter and Statutes, to be able to govern and regulate all CIMSPA Members.

CIMSPA can embed a licencing model to effectively operate its regulatory powers, whereby, CIMSPA grants "licencing powers" to National Governing Bodies. These licenced NGBs will continue to retain their members, however, they themselves will be come corporate affiliate members, which then provides CIMSPA the ability regulate the NGBs.

These regulatory powers cannot be revoked other than through the Privy Council, therefore low risk and CIMSPA have been exercising these powers since 2012.

For clarity, CIMSPA will be the registrar operating a federated model which allows for NGBs to regulate members and for CIMSPA to regulate NGBs.

Accredited NGBs

Once a NGB has achieved accreditation, its members will then have the ability to port onto, through the NGB, the CIMSPA register (registrar).

CIMSPA's Charter and Statutes prevent Corporate Affiliate Members from voting as it is classed as a 'non-voting category'.

CIMSPA membership function

To ensure that there is no conflict of interest, CIMSPA will need to ensure its own membership base is being regulated. Therefore to ensure that the regulation function remains intact and the reputation of the registrar is not affected, CIMSPA would need to separate its membership function into a subsidiary organisation.

Through the Charter and Statutes, this option is available and creates a conflict free way for CIMSPA to take the mantle of registrar and regulate NGBs as well as the CIMSPA membership base.

This option carries low risk for CIMSPA and the regulatory powers required to operate a register, however, should the Board, Sport England or DCMS/Government change their appetite for requiring a registrar and registration scheme after this next phase, it creates a reputational risk to CIMSPA and its new membership body as the change created would have to be reverted, ultimately creating financial implications.

Strengths

Description	Evidence/detail	Mitigations needed
Legally grounded regulatory powers	CIMSPA is already authorised by the Charter and Statutes since 2012.	Maintain full compliance with Privy Council obligations.
Clear conflict of interest separation	Membership functions operate under a distinct subsidiary.	Build legal, branding, and comms firewalls between registrar and membership subsidiary.
Scalable federated model	Accredited NGBs manage their members, CIMSPA oversees standards of the NGBs.	Ensure NGB accreditation process is robust, transparent, and fair.
Durable governance structure	Privy Council powers cannot be revoked arbitrarily.	Review and stress-test governance controls regularly.

Weaknesses

Description	Evidence/detail	Mitigations planned
Structural complexity	Federated and split entity models require more coordination.	Build cross entity governance group and shared service agreements.
Short-term operational cost	Establishing a subsidiary incurs setup and overhead costs.	Develop cost sharing and phased investment plan.
Increased internal oversight burden	CIMSPA will regulate both its members (via subsidiary) and NGBs.	Introduce audit and assurance functions to maintain impartiality.

Opportunities

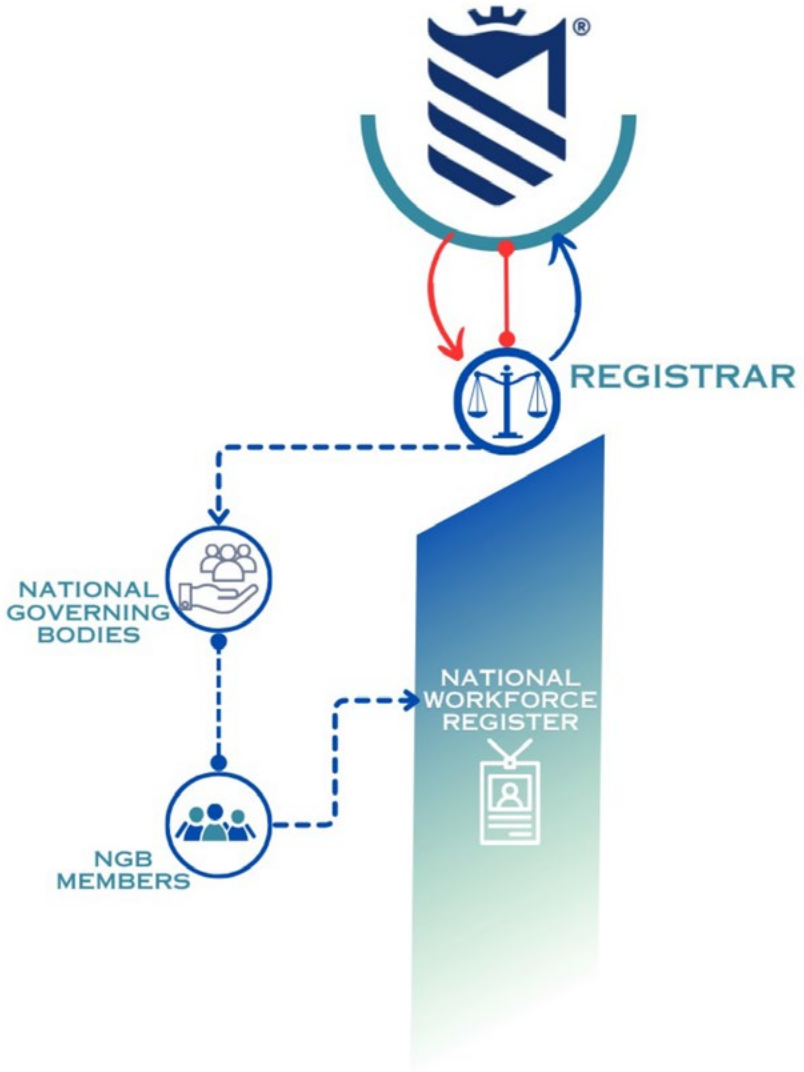
Description	Strategic potential	Required action
Position as sector wide regulator	Cement CIMSPA's role as leader in professionalisation and standards.	Build strong stakeholder engagement plan and regulatory roadmap.
Enable NGB empowerment	Grants NGBs clear role and recognition in maintaining workforce standards.	Provide training, tools, and ongoing support for NGBs.
Future proofing the register	Allows for transparent governance and evolution of the model.	Maintain review clauses and sunset options for legacy elements.

Threats

Description	Potential impact	Mitigations/controls
Policy reversal or loss of appetite	Government or Sport England may shift away from registration schemes.	Ensure value of register is demonstrated through impact metrics.
Reputational risk from structure change	Reversing subsidiary model could harm credibility and cause disruption.	Phase the transition carefully and communicate transparently about rationale.
Regulatory perception of complexity	External bodies (public or government) may find the model confusing.	Develop clear public comms, diagrams, and FAQs explaining the structure.
Legal scrutiny or resistance from NGBs	Some NGBs may be hesitant to cede regulatory power or seek accreditation.	Offer transparent, value based accreditation criteria and technical support.

APPROACH 2

CIMSPA becomes the registrar and separates its regulatory functions from the core business.



Risk positioning

Financial: Medium	(In line with appetite)
Reputational: Medium	(Above appetite)
Operational: Medium	(in line with appetite)

The background to this model is identical to that of the other options in that CIMSPA do have the current regulatory powers and posture to take on the role of registrar.

However, where this model differs from Approach 1 is the segregation of duties within CIMSPA. Rather than utilising CIMSPA's current posture and powers, CIMSPA create a subsidiary organisation that takes on the role of registrar. This would require a delegation of duties that CIMSPA is empowered with through its Charter. In doing so, it allows CIMSPA to continue to operate under its strategic objectives without deviation, all whilst ensuring that regulation within the sector is achieved.

This option will also utilise the federated model with the NGBs regulating their respective members, however, the NGBs would then be in turn regulated by the regulatory subsidiary of CIMSPA.

A regulator, to successfully operate and regulate the workforce, would need to be seen as a "third party" or independent. This, therefore, requires the regulation arm of CIMSPA to not only regulate National Governing Bodies and their members, but also CIMSPA and its members in the future.

CIMSPA can continue its focus on support, advocacy, and development, while the regulatory role is legally and functionally separate. Any legal, reputational, or financial risks associated with registration decisions sit with the subsidiary. CIMSPA would need to establish clear governance controls and oversight without daily operational entanglement.

However, there are areas of risk that are associated with this model that could severely impact the ability of the regulatory arm to operate.

These are:

Conflict of interest

CIMSPA could portray a conflict outwardly to the sector if they remain the "parent" company, as it could be seen as CIMSPA are driving the regulatory arm to suit its own need. In addition to this, in the future, it would be difficult to prove that no conflict between 'parent' and 'child' exist.

Limited power over CIMSPA

Due to potential shared services or influence within the registrar by CIMSPA, the registrar's ability to act decisively could be compromised and even where it isn't, the perception could be that the decisions were taken in favourable view of the parent, CIMSPA.

Withdrawal of powers

As sole shareholder, the parent retains ultimate control over the regulator and the powers it has bestowed. There is a risk that future leadership or trustees could seek to override or withdraw the subsidiary's powers, especially in response to controversy or commercial tension. This could undermine trust in the system and expose both bodies to reputational damage. Should CIMSPA seek to remove the regulatory powers within its Charter, by way of vote, and it be approved, it would leave the registrar with no regulatory powers and potentially redundant.

Strengths

Description	Evidence/detail	Mitigations needed
Strong regulatory independence	Regulatory decisions made at arm's length from CIMSPA.	Legal clarity in governance documents; potential supplementary charter.
Strategic focus retained	CIMSPA can continue to advocate for members, workforce, and the sector.	Ensure no informal influence flows from CIMSPA to regulator.
Reduced legal and reputational exposure for CIMSPA	Regulator absorbs risk related to controversial decisions.	Robust risk transfer agreements with clear boundaries.
Public trust potential	Third-party regulatory perception may enhance credibility.	Use consistent messaging to reinforce independence.

Weaknesses

Description	Evidence/detail	Mitigations planned
Governance burden	Requires creation and ongoing oversight of a second legal entity.	Effective governance model with independent safeguards.
Shared services risk	Overlap in systems, staff, or branding could blur lines.	Separate comms, finance, HR, and data systems where feasible.
Higher operating costs	Set-up and administration of regulatory subsidiary not trivial.	Model a phased and shared cost approach where appropriate.

Opportunities

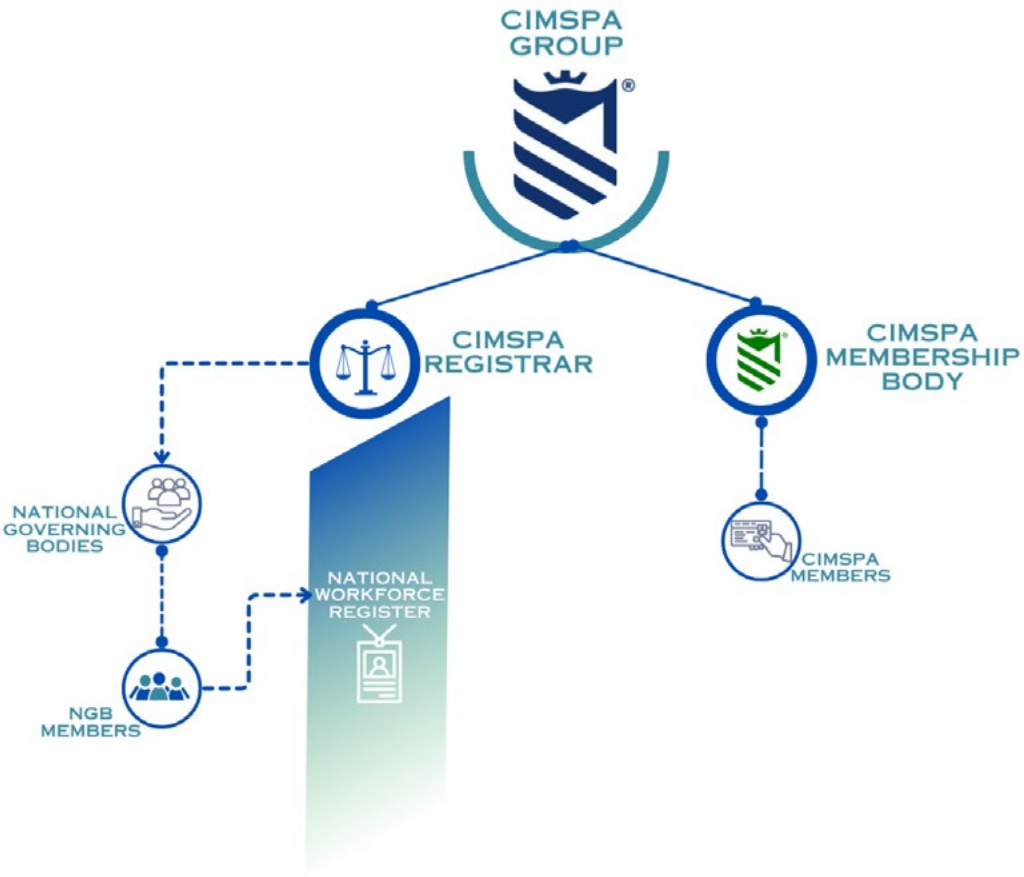
Description	Strategic potential	Required action
Long term governance model	Aligns with best practice in regulatory separation.	Benchmark against other professional sectors (medical/legal).
Sustainable federated regulation	Regulator accredits and oversees NGBs, maintaining consistency and quality.	Develop scalable NGB engagement and licensing framework.
Enhanced clarity for workforce and public	Avoids confusion over CIMSPA's dual roles.	Launch awareness campaign about structure and public protections.

Threats

Description	Potential impact	Mitigations/controls
Conflict of interest (perceived or real)	Public or sector could view regulator as unduly influenced by CIMSPA.	Board independence, transparency, and public oversight measures.
Limited autonomy of regulator	CIMSPA as parent may retain soft or hard control.	Legal delegation agreement and binding operational independence clauses.
Withdrawal of powers risk	Future CIMSPA leadership could vote to reclaim powers, deauthorising the regulator.	Potential Charter protections and long term review gates to change regulatory scope.
Crisis management vulnerability	Regulatory decisions that conflict with CIMSPA interests could destabilise relationship.	Independent crisis comms protocols and dispute resolution procedures.
Sector resistance to new structure	NGBs or partners may be confused or wary of a “proxy” regulator.	Intensive stakeholder engagement and education from inception.

APPROACH 3

CIMSPA transitions into CIMSPA Group and becomes the registrar by separating its regulatory functions and its membership function into two subsidiary companies.



Risk positioning

Financial: Medium	(In line with appetite)
Reputational: Low	(In line with appetite)
Operational: Medium	(in line with appetite)

The background to this model is identical to that of option 2 in that CIMSPA do have the current regulatory powers and posture to take on the role of registrar.

However, it combines CIMSPA transitions into "The CIMSPA Group" (known internally), whereas externally remains as CIMSPA. This is due to CIMSPA requiring a supplemental charter should it wish to formally change its name.

The CIMSPA Group will then create two subsidiaries:

a) CIMSPA Regulate/Registrar

b) CIMSPA Membership Body

a) CIMSPA Regulate/Registrar

This option, like other options will also utilise the federated model with the NGBs regulating their respective members, however, the NGBs would then be in turn regulated by the regulatory subsidiary of CIMSPA.

CIMSPA Regulate would then begin regulating CIMSPA Membership body at the point when it comes into scope.

This option mitigates the risks mentioned in other options, namely; Conflict of interest and the limited power over CIMSPA concerns as the membership area (which would drive the conflict) would be separated the group.

It does however, still carry the risk of the Charter potentially being changed which in turn could prevent the regulatory subsidiary from operating with its powers.

b) CIMSPA membership body

Just as Approach 1, the membership arm of the business will be separated from CIMSPA which will mean all membership rights will be awarded to the Membership Body via the Charter. The CIMSPA Membership Body will manage individual membership, CPD, career pathways, and advocacy and will have no regulatory powers. This option creates a conflict free way for CIMSPA to take the mantle of registrar and regulate NGBs as well as the CIMSPA membership base.

Each subsidiary has clearly defined and separated functions, powers, and responsibilities, operating under the governance of the CIMSPA Group Board, which acts as the parent authority but with structural safeguards to protect the independence of each arm.

The CIMSPA Group holds the Charter and retains overall governance responsibility and ownership of both subsidiaries. Regulatory powers are delegated via the Charter to CIMSPA Group and then formally to the Regulatory subsidiary. Membership rights are similarly delegated to the Membership Body.

The separation of regulatory and membership duties avoids perceived or real conflicts of interest, therefore acting as mitigations to risks defined in other options. CIMSPA Regulate can independently audit or sanction the Membership Body, just as it would any NGB. The model provides assurance to government, Sport England, and the public that the register is not influenced by member interests.

By having subsidiaries, it minimises risk if either function needs to pivot or decouple operationally due to political, legal, or funding pressures. It also allows each arm to evolve and scale independently – this independence extends to financial stability, as the registrar would be heavily funded in the initial stages with a phased approach to self sustainability. Whereas the membership body can take on a more commercial role to ensure that its operations are sustained through revenue generation rather than funding.

This “CIMSPA Group” model is the most structurally robust and scalable option for assuming the registrar role. It combines the credibility of CIMSPA’s existing regulatory powers with a clear governance solution to perceived conflicts and operational risk. If implemented with care, this model would align with best practice public sector governance and allow CIMSPA to lead the sector into a regulated, professionalised future.

Strengths

Description	Evidence/detail	Mitigations needed
Full legal and functional separation between regulation and membership	Addresses conflict of interest concerns and boosts stakeholder confidence in impartiality	Implement Articles of Association and governance protocols that enforce independence between subsidiaries
Alignment with best practice models	Increases credibility with government and regulators	Regular benchmarking against other regulators; transparent governance reporting
Brand continuity – externally remains “CIMSPA”	Minimises stakeholder confusion and preserves established trust	Clear communication strategy to explain internal structure vs external brand
Structure allows long term scalability	Future flexibility to expand services or restructure without wholesale organisational change	Group governance framework with defined scopes for each subsidiary
Strong oversight without day-to-day interference	Protects regulator’s independence while allowing strategic alignment	Parent board sets parameters but avoids operational involvement

Weaknesses

Description	Evidence/detail	Mitigations planned
Operational complexity across three entities	Greater need for coordination, governance, and legal resources	Establish shared service agreements. Use technology for group wide governance dashboards
Higher transition costs and administrative burden	Requires investment in legal, HR, and communications	Project managed transition with staged implementation and budgeting
Charter still underpins regulator’s powers	Risk of central control or future board influence remains	Enshrine delegation in legally binding agreements and reinforce through governance protocols

Opportunities

Description	Strategic potential	Required action
Ability to position as sector leader with transparent governance	Enhanced influence with DCMS, Sport England, and international bodies	Strategic stakeholder engagement and narrative aligned with public sector values
Opportunity to diversify funding streams	Regulatory, membership, and training arms can target different commercial models	Separate business development strategies for each subsidiary
Future expansion of federated model	More NGBs and workforce types can be brought into regulation	Scalable operational design and legal flexibility in affiliation agreements
Potential for international credibility	Could become global model for sports regulation	External audit/assurance of governance and transparency

Threats

Description	Potential impact	Mitigations/controls
Parent body retains ultimate Charter control	Risk of interference or power removal from regulator	Legally restrict changes to delegation agreements; include independent directors
Perception of hidden influence or indirect control	Trust in regulator could be undermined by perceived "group" agenda	Public transparency in governance roles, declarations of interest, and decision-making processes
Reputational damage if one arm fails (regulator or membership)	Spillover risk between subsidiaries could affect overall CIMSPA credibility	Ring-fenced PR and risk strategies - crisis plans for each entity
Political or sector resistance to complexity	May be viewed as over-engineered for a sector used to simpler models	Simplify communications, ensure clarity in benefits to stakeholders

4.2 Scope

The scope of this work is to provide support, advice and guidance in the best approach to developing the registrar. The things that will need to be considered include:

- an evaluation of the options shared above
- that CIMSPA is the only Sport England partner currently able to fulfil this function due to CIMSPA's regulatory powers granted by the royal charter and its role as a workforce 'regulator' through its relationship with the regulated professions' register
- implications for CIMSPA's chartered status and the 'sharing' of the powers that provides with the registrar
- implications for the organisation's charitable status
- implications for the company's broader governance infrastructure
- the legal construct of the company, group of companies, or subsidiary
- the federated structure the registrar will oversee, the powers it may require to act (see below)
- the consideration that CIMSPA may in future become in scope of the registrar.

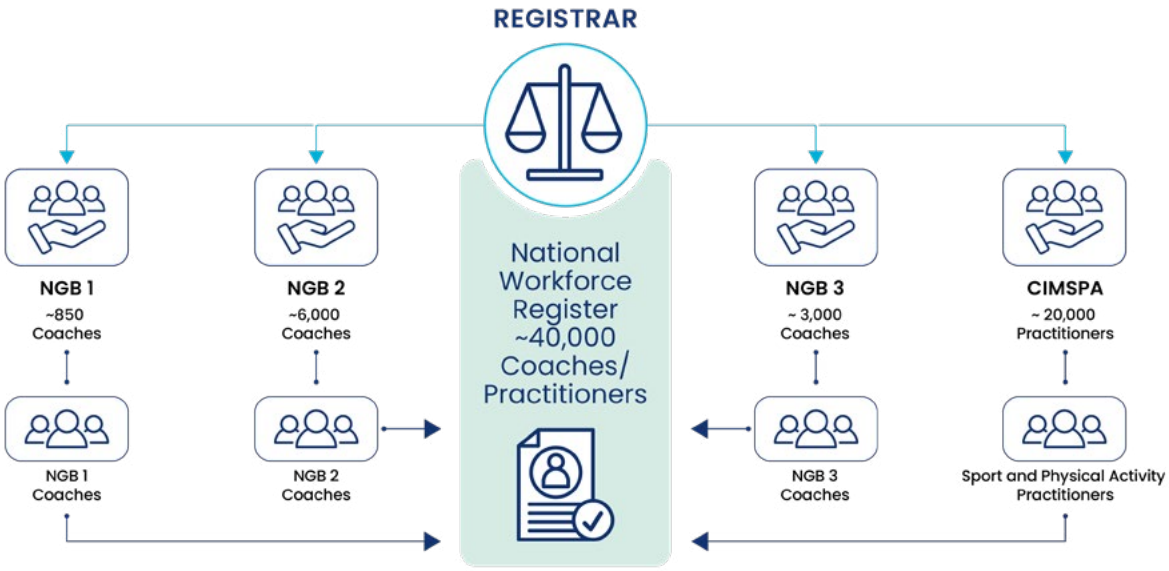
Overview of the federated model

A federated approach to the registration scheme has been recommended to Sport England in the phase three report and is highly likely to be adopted. In a federated model each NGB is responsible for the development and maintenance of the register of sports coaches for their sport. The NGB serves as the Register Holder, managing their sport-specific coach records and responsibility of standards and requirements. The Coach becomes the Licensee, therefore, holding practice licence/s issued by their respective NGB(s), and the Employer and Deployer act as Verifiers, validating coach licence credentials as and when needed.

The NGBs share the details of their coaches with the registrar of the national workforce register and operate their register in line with the standards set by the registrar. The NGBs are responsible for registering, maintaining and deregistering the sports coaches on their register in line with the standards set by the registrar.

As the responsibility for de registration of coaches lies with the NGBs, the registrar is NOT responsible for investigations into coaches conduct or the subsequent disciplinary procedures.

Diagram 1: The federated model. (For illustration purposes only).



4.3 Aims and objectives

The supplier will be the expert advisor providing support and guidance on the right approach in the change to the company structure. We would expect the organisation to:

- conduct an initial analysis of the problem
- investigate the work to date
- provide clear and comprehensive recommendations on the best approach considering all the implications listed above
- share the tasks that will need to be completed to deliver the best approach
- provide recommendations on organisations that can support the implementation of the best approach.

4.4 Project delivery

The projects delivery and timescales will be agreed with the successful bidder.

Section 5: Evaluation

As previously mentioned at this stage we are looking for expressions of interest to tender, once that process is complete organisations will be invited to tender. If more than one organisation submits a tender the evaluation process will be conducted in a manner that ensures that bids are evaluated fairly.

Tender responses will be evaluated against the criteria shown in the table below. The successful bid will be the one that, in the opinion of CIMSPA, offers the Most Economically Advantageous (MEAT) to CIMSPA having regard to the criteria shown in the table below.

Criterion		Weighting
Industry knowledge and experience	Demonstrable working knowledge and understanding of the sport and physical activity sector and working with sporting organisations Where necessary suitable expert partners have been engaged/ consulted/partnered to complement existing experience and expertise.	30%
Experience in delivering similar advice and guidance	A comprehensive track record on supporting organisations with similar challenges	30%
Approach	Suitability of proposed approach, which is informed by a good understanding of the scale of the work required.	10%
Project management	A clear project plan which considers timescales, capacity, ability to deploy resources and meet the required deadlines.	10%
Value for money	The price of the work versus the outputs as outlined above	20%

Section 6: Timetable

Set out below is the proposed procurement timetable. This is intended as a guide and whilst CIMSPA does not intend to depart from the timetable it reserves the right to do so at any stage.

Date	Stage
w/c 14th September	EOI/ITT to be issued and distributed
w/c 28th September	Organisations intending to tender confirm with CIMSPA
w/c 5th October	Tender process opens – tender documentation shared with organisations who have expressed an interest.
16th October	Closing date and time for receipt of responses to ITT by 9.00am
20th October	Shortlisting
21st/23rd October	Shortlist interview (if required)
w/c 26th October	Notification of award

CIMSPA®

Shaping a recognised, valued and inclusive sport and physical activity sector that everyone can be a part of.

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