INVITATION TO TENDER

SENR Investigation and Development

Appointment of an independent consultant or consultancy

Tender reference	BDA/2026/SENR/01
Issue date	23 October 2026
Clarification questions by	17 November 2026
Tender return deadline	24 November 2026, 12:00 noon
Shortlist / interviews	Week commencing 24 November 2026
Anticipated appointment	Week commencing 30 November 2026
Anticipated start	Week commencing 30 November 2026
Maximum project budget	£60,000 across Stage One and Stage Two
Contact	Oliver Humi, Chief Operating Officer – oliver.humi@bda.uk.com

1. About the BDA and SENR

The British Dietetic Association (BDA) is the professional body and trade union for the UK dietetic workforce.

The Sport and Exercise Nutrition Register (SENR) was established in 2005 through collaboration between UK Sport, the BDA, the Nutrition Society and BASES (now CASES). SENR is a voluntary register administered by the BDA, working with the SENR Board. It was created to provide assurance to employers, athletes and the public that registered practitioners have demonstrated appropriate competence in sport and exercise nutrition.

SENR currently has approximately 630 registrants across Graduate, Practitioner and Academic Associate categories. Practitioner registrations have grown strongly in recent years. The Register is now in a stronger operational position, but it remains reliant on limited resources and has no dedicated strategic leadership. There is a challenge with sustaining the current level of operation, and BDA Board is concerned that we are not currently maximising the opportunities associated with growing the register.

The BDA Board has approved a two-stage Investigation and Development Project to establish whether there is a viable and sustainable future opportunity for SENR and, if so, what resource and governance model would be required to realise this opportunity.

2. Introduction and strategic context

The BDA is seeking an experienced individual consultant or consultancy to establish how SENR can operate sustainably and to investigate its future potential. If both stages proceed, the final output will be a clear, evidence-based plan for the future development and operation of the Register.

The successful consultant/consultancy will work closely with the existing SENR team, SENR Board, committees, BDA colleagues and external stakeholders to understand the current operation and establish what SENR could become over the next five years.

The central question to be answered is: What is the viable and sustainable future for SENR, and what would BDA need to do to realise this opportunity?

The project will be commissioned in two stages. Stage one will focus on viability and options assessment. Progression to stage two will be subject to a formal BDA Board go/no-go decision.

Where justified by stage one, stage two will focus on further development of SENR. The full project budget will not be contracted or committed to at the outset. The Board is anticipating the go/no go business case to be presented to the BDA Board meeting in March 2027. If stage two goes ahead, the final presentation is to be presented to the BDA Board in June 2027.

3. Purpose and objectives

The successful consultant/consultancy will be expected to establish an evidence base and then, where justified, develop the preferred future model. The assignment should involve close engagement with the SENR Board, committees and existing team to ensure the review reflects the practical realities of operating the Register. The consultant will not be responsible for the day-to-day management or delivery of SENR.

Overall Aim of Project

The purpose of the project is to establish whether there is a viable and sustainable future opportunity for SENR and, if there is, what would be required to realise it.

The project will be delivered through two stages:

Stage One – Viability and Options Assessment

Stage One will test the fundamental assumptions underpinning the opportunity, including:

1. UK and international market potential
2. Realistic growth and income potential
3. Current and future operating model
4. Financial sustainability and the potential route to break-even
5. Governance, legal, professional and insurance risks
6. Resource and infrastructure requirements
7. The viability of alternative partnership or divestment models

At the conclusion of Stage One, the findings will be reviewed by the Board and a formal go/no-go decision taken on whether there is sufficient evidence of a viable opportunity to proceed.

Stage Two – Implementation Plan

If the decision is taken to proceed, Stage Two will focus on the more detailed development work required to establish the preferred future model for SENR, including the detailed five-year financial and growth model, operating model, governance arrangements, development plan and implementation requirements.

Consultancy Expectations

The consultant/consultancy would be expected to achieve the following:

Stage One:

- Properly assess the UK market and establish realistic growth targets
- Explore priority international markets and partnership opportunities
- Identify stakeholders and show how BDA can strengthen relationships with them (for example universities, employers, national governing bodies and other key stakeholders)
- Explore how SENR can become an increasingly recognised professional requirement within sport and employment
- Identify opportunities beyond registration, including accreditation, professional development and quality assurance
- Review the SENR registration categories and how members progress through them – for example, Graduate-to-Practitioner
- Fully review the operating costs and pricing structure to determine current cost and profitability and how the register can be moved to (and beyond) sustainability
- Consider the viability of alternative partnership or divestment models

Stage Two:

- Develop a detailed five-year financial and growth model
- Establish the staffing, systems and investment required at different levels of growth
- Determine the risk profile of operating the register and establish a specific operational risk register
- Propose any structural and governance improvements required to maintain appropriate levels of independence in regulation from BDA operations
- Work closely with the SENR Board and committees to ensure their knowledge and experience inform the development of the future model.

4. Consultancy Outputs

The consultant/consultancy is expected to deliver a report and presentation for each stage of the project.

Stage One Outputs

Stage One Report will be produced for the BDA CEO and Board. It will cover:

1. Current State Assessment, including:
   - Current profitability - the true current cost and income position
   - Size of the UK market for the as-is model
   - Opportunities for efficiencies and delivering differently (including automation and or AI)
   - Current stakeholder map identifying how well SENR is currently delivering for stakeholders

2. Opportunity Identification, including:
   - Service and product development opportunities
   - Assessment of the international opportunity in terms of registration and other opportunities

3. Options analysis
   - High level options assessment for the future of SENR
   - Evaluate other options for delivery of the register including partnership, collaboration or divestment options alongside continued BDA operation
   - A recommendation for the future of SENR

Stage One Presentation for the BDA Board (March 2027):

- Summary of current position
- Opportunity assessment
- Options assessment
- Recommended future model including estimated costs, income model, resourcing, governance model and risk assessment.

Stage Two Outputs

Stage Two Report will be produced for the BDA CEO and Board. It will cover:

1. Proposed sustainable model for SENR, including:
   - Income, expenditure and staffing model
   - Operating framework, including service lines, registration processes and complaints/disciplinary arrangements
   - Governance model
   - Risks and mitigation
   - 5-year income and expenditure prediction
   - Key success indicators

2. Implementation Plan:
   - Plan for implementing the proposed model
   - Plan for delivering current services sustainably
   - Priorities for national and international development

Stage Two Presentation for the BDA Board (June 2027):

- Summary of the model and sustainability expectations
- Priorities and resourcing implications
- Discussion of the proposed governance model
- Mitigation of risks
- Plan for implementation

5. Scope of work

The project is limited to the Sports and Exercise Nutrition Register and does not include any other BDA services or products. Close engagement with the existing SENR team, Board and committees will enable the consultant/consultancy to understand the current operating challenges, delivery model and governance arrangements. Day-to-day operation of SENR will remain with the existing BDA team.

The consultant/consultancy is expected to engage freely with BDA staff, finance team, SENR Board and committees.

The BDA CEO and/or COO will be informed prior to engagement with any external stakeholders (it is encouraged to engage with them where appropriate). External stakeholders may include (but are not limited to):

- Registrants across relevant registration categories;
- Leaders of accredited university programmes and non-accredited programmes;
- Employers, professional sports organisations and national governing bodies;
- UK Sport and the UK Sports Institute;
- International professional bodies, universities or comparator organisations where relevant

Unless separately agreed, the commission does not include:

- Making the final decision on the future ownership or operating model of SENR;
- Implementation of major organisational restructures or recruitment arising from the review;
- Delivery of significant CRM/system development;
- Formal legal advice, insurance broking or actuarial advice (although the Tenderer should identify where such advice is required);
- Assessment of individual employee performance; or
- A wider review of BDA functions unrelated to SENR.

6. Consultant/consultancy profile

BDA is seeking a consultant or consultancy able to combine strategic thinking with practical delivery. Tenderers should demonstrate relevant experience in as many of the following areas as possible:

- Senior strategic and operational leadership
- Understanding of professional registers, regulators, professional bodies, membership organisations or comparable public-interest services
- The commercial realities of running a business and business development
- Market assessment and sustainable business modelling
- Professional standards, accreditation, education or quality assurance
- Building partnerships with stakeholders at a senior level
- Financial analysis
- Understanding of governance and risk
- Organisational design thinking
- Working independently while engaging and influencing a wide range of stakeholders
- Moving between analysis, leadership and hands-on delivery

Experience in sport, nutrition or dietetics would be advantageous but is not essential.

BDA is particularly interested in understanding of developing a professional register, standards body or comparable service.

7. Contract, budget and working arrangements

The maximum approved budget for the full project is £60,000 across the 2026/27 and 2027/28 BDA financial years. This is inclusive of all expenses. This is a maximum funding envelope and does not represent a commitment to spend the full amount.

- Maximum professional fee budget across both stages: £50,000 (£25,000 will be available for Stage One).
- Up to £10,000 is available for agreed stakeholder meetings, travel, office attendance and other necessary project costs. (£5,000 for Stage One).
- The initial engagement will cover Stage One only. There is no commitment to Stage Two engagement. Any continuation into Stage Two will be subject to the BDA Board go/no-go decision and satisfactory delivery.
- The overall assignment may run until the end of June 2027.
- Tenderers should propose the time commitment they believe is required to deliver the outcomes within the available budget.
- Tenderers must identify which consultant/consultants will be involved in the project, and who will be the lead.
- BDA expects regular and substantive engagement throughout the assignment.
- Tenderers must state whether fees are inclusive or exclusive of VAT and clearly identify any proposed expenses or optional costs.

The successful Tenderer will report to the BDA Chief Operating Officer, with regular progress discussions and monthly summary updates to the CEO. Updates will also be provided to the BDA Board at each Board meeting (December, March and June).

8. Indicative timetable

Stage	Indicative date
Invitation to tender issued	23 October 2026
Deadline for clarification questions	30 October 2026
BDA response to clarification questions	17 November 2026
Tender responses received	24 November 2026, 12:00 noon
Shortlist / interviews	Week commencing 24 November 2026
Decision notified	Week commencing 30 November 2026
Anticipated contract start	Week commencing 30 November 2026
Stage One assessment completed	Early March 2027
Go/no-go decision	Board meeting – 17 March 2027 (papers due 5 March)
Stage Two, if approved	March – June 2027
Final Board decision / implementation plan	Board meeting 23 June 2027 (papers due 11 June)

BDA reserves the right to amend the timetable where necessary and will notify registered Tenderers of any material change.

BDA reserves the right to withdraw the opportunity and not appoint to the delivery of this work.

9. Structure of proposals

Tender responses should be clear, concise and proportionate. The tender document should be no longer than 10 pages. It must include:

- A clear statement of understanding of the brief
- Tenderer's proposed approach to Stage One and an indicative approach to Stage Two
- A workplan showing activities, milestones, deliverables and BDA input required to complete Stage one
- Details of the individual(s) who would undertake the work, their availability and relevant skills/experience
- Evidence of comparable assignments and outcomes achieved
- Proposed time commitment and working arrangements
- A fixed price for Stage One and an indicative price for Stage Two, excluding and including VAT, with any expenses shown separately;
- Assumptions, exclusions, dependencies and any conflicts of interest;
- Two relevant client references; and
- Confirmation that the Tenderer can meet the required timetable and BDA contractual and data-protection requirements, subject to any clearly stated qualifications.
- Evidence of appropriate professional indemnity and other relevant insurance, or confirmation that this will be in place before the contract commences.

Generic promotional material should not be included unless directly relevant to the evaluation criteria.

10. Evaluation criteria

All tenders received will be assessed against the following criteria:

Evaluation criterion	Weighting
Understanding of SENR, the assignment and quality of proposed approach	**30%**
Relevant experience, capability and credibility	**30%**
Demonstration of ability to think creatively about service design, understand the challenges of delivering a register and deliver practical development and implementation	**20%**
Value for money	**15%**
Quality of written proposal (as an example of written communication)	**5%**
Total	**100%**

11. Submitting a proposal

Questions and points for clarification must be received by 30 October 2026. Questions can be submitted to Oliver Humi at: oliver.humi@bda.uk.com

To preserve equal treatment, BDA may share anonymized questions and answers with all Tenderers.

Please send an initial indication of intention to respond to Oliver by 30 October 2026 to ensure you are included on question and clarification responses.

Proposals must be received by the BDA electronically in PDF format by 12:00 noon on 24 November 2026, and can be sent to Oliver.

Please use the subject line: “BDA/2026/SENR/01 – SENR Investigation and Development Tender”.

12. Award and contracting

BDA is not bound to accept the lowest-priced or any Tender.

BDA may invite shortlisted Tenderers to a clarification interview or presentation. The successful Tenderer will be required to enter into a written contract before work begins. The final contract will confirm scope, programme, deliverables, payment schedule, confidentiality, intellectual property, data protection and any other relevant terms. The successful Tenderer must disclose any actual, potential or perceived conflicts of interest and notify BDA if a conflict arises during the commission. All project information and personal data must be handled in accordance with applicable data-protection and confidentiality requirements.

13. Procurement conditions

This Invitation to Tender does not constitute an offer or create any contractual obligation on BDA. BDA reserves the right to clarify or amend requirements, seek further information, change the timetable, suspend or withdraw the procurement, or choose not to award a contract. BDA will not be liable for costs incurred by Tenderers in preparing or participating in this process.

Information supplied by BDA for the purposes of this procurement must be treated as confidential and used only for preparing and, if appointed, delivering the commission.