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Sport Wales Data & Insight Alpha Project

Invitation to Tender Document

23.01.2026

Invitation to Tender for the provision of support for Sport Wales' Data & Insight Alpha Project

Contents

Glossary of Terms

Data Pipeline: A structured, end-to-end process for collecting, ingesting, cleaning, transforming, storing, and analysing data so that it can be reliably used for reporting, insight, and decision-making.

Community Investment: Funding, resources, or support provided by Sport Wales directly to local communities, clubs, or grassroots organisations to increase participation, inclusion, and long-term involvement in sport and physical activity.

Partner Investment: Funding, resources, or support distributed by Sport Wales to external partner organisations (e.g. governing bodies, regional sport partnerships, and delivery partners, to deliver agreed outcomes aligned to Sport Wales' priorities.

Discovery: An early phase focused on understanding the problem space, user needs, data availability, constraints, and risks, and on defining priority questions, use cases, and success criteria before solutions are designed or built

Alpha: A time-limited phase focused on testing and validating potential solutions through small-scale prototypes or pilots, learning quickly what works and what does not, before committing to full delivery or scaling.

Proof of Concept [PoC]: A limited, practical demonstration designed to test whether a proposed approach, capability, or pipeline can work in practice for an agreed use case, and to generate evidence to inform future decisions, rather than to deliver a fully operational solution.

1.   Background

1.1   The Sports Council for Wales (known by its trade name Sport Wales) was established by Royal Charter dated 4 February 1972. It is financed by annual funding from the Welsh Government and from income generated from its own activities. It is the main adviser on sporting matters to the Welsh Government and is responsible for distributing Welsh Government and National Lottery funding to sport in Wales.

1.2   Sport Wales is the national organisation responsible for developing and promoting sport and physical activity in Wales at both community and elite levels. It is also responsible for the distribution of significant amounts of grant funding across a broad portfolio of sports activity in Wales.

1.3   Sport Wales is one of 44 public sector bodies in Wales which are subject to Welsh Government's *Well-being of Future Generations (Wales) Act 2015*. Accordingly, Sport Wales has developed its own well-being objectives. Audit Wales is charged with auditing these organisations to assess the extent to which well-being objectives and the five ways of working that the Act promotes, have been delivered.

1.4   We aim to not only improve the level of sports participation at grassroots level but also provide our aspiring athletes with the support required to compete successfully on the world stage.

1.5   Sport Wales currently operates over four locations in Wales; the sites include our two National Centres, situated in Sophia Gardens, Cardiff and Plas Menai, Caernarfon (in partnership with Parkwood & Legacy Leisure); and satellite offices located in Deeside and Llanelli.

2.   Overview of the Requirement

2.1   This document relates to the procurement of support for the Alpha phase of Sport Wales' Data & Insight project. The Alpha phase is focused on developing and testing a data pipeline that allows data to be ingested, cleaned, stored, brought together, and reported on.

2.2   The objective of the procurement is to secure expertise that will both:

2.2.1   Provide technical support in developing and refining the data pipeline, and

2.2.2   Provide support in understanding the organisation's data culture, readiness, and capability to adopt and implement the pipeline and associated ways of working.

2.3 The services procured must be practical, user-centred, and accessible. They should not only ensure that the technical solution is robust and effective but also help Sport Wales to assess and strengthen the organisational conditions required for sustainable adoption. This includes understanding people, processes, governance, and culture around data use, as well as what it would take to scale the solution.

2.4 The supplier must demonstrate that they can fulfil both requirements outlined in 2.2 and 2.3 above.

3. *Submission of Responses / Timetable*

3.1 The proposed procurement timetable is set out below. Note that the dates provided are indicative only and Sport Wales reserves the right to revise them at any time during the process without liability.

Activity	Date	Responsible
Invitation to Tender [ITT] Published	23rd January 2026	Sport Wales
Deadline for Clarification Questions	16th February 2026	Tenderer
Deadline for Tender Submission	22nd February 2026	Tenderer
ITT Scoring and Assessment	23rd February 2026 to 19th March 2026	Sport Wales
Notification of Outcome / Issue Contract Award Notice(s)	20th March 2026	Sport Wales
Standstill Period	20th March 2026 to 31st March 2026	Sport Wales
Commencement of Contract(s)	1st April 2026	Sport Wales / Supplier

3.2 Clarification questions (queries) in relation to the tender are to be submitted via the Sell2Wales post box. The deadline date for clarification questions in relation to the tender is 16th February 2026.

3.3 Tender submissions are to be submitted in electronic format to the Postbox facility on sell2wales.gov.uk by 22nd February 2026. Responses received after the deadline may not be considered.

3.4 A Suppliers' Postbox user guide is available under the 'Help and Support' section of the Sell2Wales website.

3.5 Should tenderers encounter any issues when submitting clarification questions, please use the Sell2Wales support function.

3.6 Responses may be received in Welsh or English. Responses submitted in Welsh will not be treated less favourably than those submitted in English. All subsequent correspondence/communication will be conducted in keeping with the language of the submitted response.

4. Confidential Details

4.1   The tenderer (whether their submission is accepted or not) and all other recipients of the Invitation to Tender document (whether they submit a tender response or not) shall treat the details of this document as private and confidential.

4.2   Any submission received in response to this Invitation to Tender shall be treated likewise by Sport Wales, except where requested in compliance with the Freedom of Information Act 2000.

5. Expenses and Losses in Tender

5.1   Tenderers must bear all the costs associated with the preparation and submission of their tender submission and any further costs incurred prior to award of the contract.

5.2   Sport Wales will not be responsible for expenses or losses that may be incurred by a tenderer in the preparation and submission of their tender response and in their participation in the procurement process, regardless of the conduct or outcome of the tender process.

5.3   Sport Wales reserves the right to terminate the tender process at any time or to award, or not to award, all or part of the agreement and shall not be liable for any costs incurred by the tenderer resulting from this action.

6. Acceptance of Tenders

6.1   Sport Wales will review all tenders received/uploaded via the Sell2Wales portal by the deadline date.

7. Contractual Commitment of Bid

7.1   Except for manifest error, or as may otherwise be expressly agreed by both Sport Wales and the tenderer, the content of submitted bids will be deemed to be binding upon the tenderer and open for acceptance by Sport Wales.

7.2   Prior to submitting their bid, tenderers are responsible for ensuring that its staff, and those of any sub-suppliers, are fully aware of all the technical, commercial and legal requirements relating to this procurement.

7.3   A tender should be valid for acceptance for a period not less than 120 days from the date of submission.

8. Conditions of Tender

8.1   By submitting a tender, you are acknowledging and agreeing in full to the following conditions:

8.2   The contents and requirements of the tender documentation have been read, understood and, where required, complied with.

8.3   This is a bona-fide tender, and that the prices and / or sums herein have not been adjusted or unfairly influenced by any arrangements or agreements with any third party.

8.4   You have not nor will not prior to any contract award communicate with others except the tendering organisation with regard to the tendered amount or specific details thereof except where the disclosure of this information is required to obtain information in support of your bid.

8.5   You have not and will not enter into any arrangement or agreement that could lead to others not submitting a tender or influence the tendered amount submitted by others.

8.6   You have not and will not offer any inducement, financial or otherwise, directly, or indirectly to any person or third party in any way to influence any tender submitted or part thereof.

8.7   You are hereby offering to enter into a contract with Sport Wales in accordance with the requirements contained in this tender and for the costs and charges contained in your tender response.

8.8   Any and all matters, whether technical, operational, commercial, or contractual where your tender response does not comply, either fully or in part, with the requirements of this tender are clearly defined in a document to be headed 'Tender Qualifications' and submitted as part of your tender response.

9. *Changes to the Specification and Requirements*

9.1   Specification (section 13) and Requirements (section 16) set out the Sport Wales requirements in full. It is possible that during the life of any implemented agreement that changes to the specification, service or other requirements will arise.

9.2   Changes to the Specification will be implemented by issuing written amendments to all those affected by the changes. Sport Wales holds the sole right to implement changes in this manner.

10. *Payment Terms*

10.1   In adherence to the Procurement Act 2023 payment will be made within 30-days of receipt of valid invoice, quoting valid Purchase Order, with invoices to be issued in accordance with the payment scheduled agreed before or at contract award.

10.2   For an invoice to be considered valid and acceptable for payment it must be sent electronically (i.e. via email) and must include the following information as minimum:
- The name of the Supplier;
- A description of the goods, date carried out, services and/or works supplied to Sport Wales;
- The sum requested; and
- A unique invoice reference / number.

10.3   All invoices are to be submitted to finance@sport.wales.

10.4   Should an invoice be considered invalid and/or the sum payable is disputed the Supplier shall be notified as soon as practicable and the 30-day payment term will be considered on-hold until all queries are resolved.

11. Security

11.1   The successful Supplier must adhere to the obligations of a "Data Processor" as specified in the Data Protection Act 2018 (DPA 2018) and retained EU GDPR 679/2016, Article 28. In line with the Data Protection Act 2018, Chapter 2, the Supplier is responsible for ensuring that all personal data processed while delivering services, goods, or works under this agreement is handled in compliance with the standards set out in Chapter IV.

12. Welsh Language

12.1   The successful Supplier will need to ensure that services provided via this contract are compliant with Sport Wales' Welsh language needs.

12.2   As a public sector body, Sport Wales has a duty to comply with the Welsh Government's Welsh Language Standards. Regarding Sport Wales grants and investment policy, this includes providing the option for the applicant to carry out the full application process through the Welsh language and for follow up communications to remain in the applicant's chosen language.

12.3   Further references are made to Sport Wales' bilingual requirements later in this document.

13. Specification and Outcomes

13.1   As set out in section 2 of this document, this procurement relates to support for the Alpha phase of Sport Wales' Data & Insight project. The Alpha phase is focused on developing and testing a data pipeline that enables data to be ingested, cleaned, stored, combined, and reported on. The Alpha phase has been framed as a proof of concept [PoC], intended to test and validate approaches, build understanding of what is required to scale, and inform future phases

13.2   For the Alpha phase, Sport Wales expects suppliers to propose an architecture that prioritises simplicity, maintainability, and internal ownership, over maximum technical sophistication or optimisation. While Sport Wales has an existing

Microsoft Azure estate – with a range of licences depending on roles - we have not pre-selected either a single, consolidated analytics platform, or a fully bespoke, component-level Azure architecture. Suppliers should therefore:

13.2..1 Clearly describe the proposed architecture, setting out the key components, data flows, tooling choices, and how the architecture would operate in practice.

13.2..2 Clearly explain the rationale for the proposed approach, including why this architecture has been chosen, then benefits it delivers, and the key trade-offs made in relation to simplicity, maintainability, scalability, cost, and internal ownership.

13.2..3 Cleary identify and address the risks associated with the proposed approach, including technical, operational, and organisational risks, and explain how these will be mitigated, managed, and monitored.

13.3 The procurement comprises two equally important and interdependent aspects:

13.2.1 Technical support in developing and refining the data pipeline.

13.2.2 Support in understanding Sport Wales' data culture, readiness, and capability to adopt and implement the pipeline and associated ways of working.

13.4 The proof of concept (PoC) is expected to enable Sport Wales to answer a small number of clearly defined, high-value investment-related questions that currently require significant manual effort to answer and would benefit from the triangulation of multiple data sources to provide a more complete and rounded evidence base.

13.5 The PoC will focus on demonstrating how improved access to well-structured, trusted data can materially improve the quality, speed, and confidence of investment-related decisions.

13.6 Success will be judged by the organisation's ability to use the outputs of the PoC in real decision-making contexts, rather than by the delivery of technical components alone.

13.7 For each outcome below, suppliers must propose how baseline measures will be established early in Alpha, and how measurable improvement will be demonstrated by the end of the PoC. Although suppliers may propose appropriate measures and indicators for each outcome, final success metrics, baselines, and evidence requirements will be agreed with Sport Wales during Alpha and will form part of the PoC success criteria.

13.8 The intended outcomes of the PoC are:

13.8..1 **Outcome 1: Improved confidence in investment decision-making.** Decision-makers have greater trust in the evidence presented, including clarity on data quality, limitations, and assumptions. Evidenced by agreed baseline and end-of-PoC measures such as decision-makers' stated confidence levels, clarity of data provenance and limitations, and the explicit use of PoC insights in at least one live decision-making forum.

13.8..2 **Outcome 2: Reduced time to answer priority investment questions.** The time and effort required to respond to agreed priority questions is materially reduced compared to the current state. Evidenced by an agreed baseline of current time and effort required to answer the agreed priority questions, and a measurable reduction in manual data collation, reconciliation, or turnaround time by the end of the PoC.

13.8..3 **Outcome 3: Shared understanding of data ownership and quality.** There is improved organisational clarity on data ownership, accountability, and the quality of the datasets used within the PoC. Evidenced by agreed baseline clarity on current data ownership and quality, and the production of documented, validated ownership, quality considerations, and standards for all datasets used within the PoC.

13.8..4 **Outcome 4: Increased internal capability to extend the pipeline.** Internal teams have the knowledge, confidence, and documentation required to maintain and extend the pipeline beyond the PoC. Evidenced by agreed baseline capability assessment and the ability of internal teams, by the end of the PoC, to operate, adapt, and extend defined elements of the pipeline using provided documentation and knowledge transfer, with minimal supplier support.

13.9 The contract is expected to commence with a clear articulation of the intended outcomes, collaboratively defined during Alpha and agreed by Sport Wales, with Sport Wales defining the priority outputs (e.g. the tangible insights to be generated through the PoC), and suppliers working backwards to define the deliverables and activities required to realise those outcomes.

13.10 The sections that follow describe how suppliers are expected to contribute to these outcomes through the technical and cultural aspects of the Alpha phase.

14. Technical support in developing and refining the data pipeline

14.1 This section sets out the requirements for the technical aspect of the Alpha phase and describes how suppliers are expected to contribute to the Alpha outcomes set out in Section 13.

14.2   The objective is to design, build, and test a scalable proof-of-concept (PoC) data pipeline that demonstrates how Sport Wales can more effectively collect, manage, combine, and use data to support decision-making and organisational strategy.

14.3   The PoC will demonstrate how raw data from multiple sources can be ingested into a secure, central data environment, processed to improve consistency and usability, and transformed into structured, analysis-ready datasets. It will also demonstrate how these datasets can be used to generate actionable insights through reporting and visualisation for a defined use case.

14.4   The PoC should clearly demonstrate the potential for scaling into a broader data and insight platform, including the implications for architecture, governance, capability, and resourcing.

14.5   For Alpha, Sport Wales expects data quality and lineage to be addressed in a proportionate but demonstrable way. At a minimum, suppliers should:

- *Define basic completeness and validity checks for each PoC dataset*

- *Make data transformations traceable from source to output (e.g. via documented flows, diagrams, or tooling)*

- *Describe how data quality issues are surfaced to users of reports, not hidden within the pipeline*

14.6   The supplier appointed will provide specialist technical support, working collaboratively with Sport Wales' internal teams and actively supporting knowledge transfer and upskilling, to deliver the following.

14.6..1   **Ingest priority datasets into a central environment:**

- Work with Sport Wales to validate and refine the priority datasets identified during discovery, ensuring they are appropriate for the PoC and aligned to the agreed use case and outcomes.

- Establish secure, automated [where appropriate]data ingestion into a central data environment, demonstrating how data from different formats and sources (e.g. spreadsheets, databases, third-party APIs, SharePoint lists) can be brought together.

- Validate and build on Sport Wales' existing understanding of each dataset (including format, structure, volume, quality, known issues, and access constraints), rather than re-discovering from first principles.

- Establish and document basic metadata, data ownership, and access rules for each PoC dataset.

- Demonstrate how proportionate data governance can be embedded within the pipeline, and where possible supported through automation rather than manual processes.

- Consider data security and compliance requirements, including access controls, data classification, and retention.

- Ensure the approach is sustainable and maintainable, avoiding unnecessary reliance on bespoke or proprietary solutions, and enabling future extension by Sport Wales staff.

- Explore the potential future role of artificial intelligence and machine learning (e.g. automated data preparation, anomaly detection, predictive insight), including a high-level mapping of where such capabilities could be applied across the pipeline and how the proposed architecture would enable their future use where appropriate.

14.6..2   Clean, transform, and model data for analysis:

- Implement data preparation routines to address common data issues such as missing values, inconsistent formats, duplication, and outliers.

- Transform raw data into structured, analysis-ready datasets using appropriate tooling within the Azure ecosystem or equivalent.

- Develop conceptual, logical, and physical data models aligned to the agreed outcomes and use case, demonstrating how insights are derived from the underlying data.

- Develop and document reusable data standardisation rules (e.g., naming conventions, date formats, reference data) that can be applied to future datasets.

- Make data quality issues, assumptions, constraints, and trade-offs visible and understandable to stakeholders.

- Provide recommendations for ongoing data quality monitoring and validation as the pipeline scales.

14.6..3   Enable reporting and visualisation to support decision-making:

- Agree with Sport Wales a defined use case that demonstrates clear organisational value and aligns with the Alpha outcomes.

- Design and build a limited set of reports or visualisations (e.g., using Power BI or equivalent) that demonstrate how the pipeline supports insight generation for the use case. Suppliers should also describe how the proposed approach would support bilingual (Welsh and English) reporting in future, without requiring rework of the underlying pipeline or data model.

- Ensure reports and dashboards are usable, understandable, and automatically refreshed from the pipeline.

- Demonstrate how interactive reporting could support responsible self-service over time, without assuming full self-service capability during Alpha.

- Provide clear recommendations on how the PoC approach could scale into a broader reporting and insight capability, including implications for architecture, governance, resourcing, skills, and cost.

14.6..4 Knowledge transfer and capability building:

- Work closely with Sport Wales' project team throughout delivery, adopting a collaborative "show and do" approach rather than delivering in isolation.

- Embed supplier technical staff within Sport Wales' development team for key stages of delivery (including pairing and shadowing), ensuring that internal developers are actively involved in the design, build, and decision-making processes rather than acting as passive recipients. Suppliers should assume that Sport Wales intends to maintain and extend the solution internally post-Alpha.

- Collaborate directly with colleagues across Insight and Impact, Software Development, Infrastructure, and Data Protection to build shared understanding and capability.

- Deliver structured handover sessions covering:
  - How data ingestion, transformation, and reporting have been implemented.
  - How the pipeline could be extended to additional datasets.
  - How the solution could be maintained and monitored post-Alpha.
  - What would be required to transition the PoC into a live or scaled solution, including whether this would involve evolution of the existing approach, partial rework, or a more substantial rebuild.

- Provide accessible documentation (e.g. step-by-step guides, annotated scripts, diagrams) suitable for non-specialist staff.

- Recommend opportunities for skills development and future training pathways to support longer-term sustainability.

14.7   The supplier will be expected to deliver a complete proof-of-concept pipeline, alongside supporting outputs that demonstrate both technical functionality and contribution to the Alpha outcomes.

14.8   Key deliverables will include access to and ownership of:

- A functioning proof-of-concept pipeline ingesting two or more datasets.

- Cleaned and structured datasets suitable for reporting and analysis.

- A sample set of reports or visualisations demonstrating the agreed use case.

- Technical documentation covering pipeline processes, data models, architecture, and scalability considerations (including interoperability).

- A handover pack and knowledge transfer sessions for the project team.

- A clear set of options and recommendations describing how the PoC could be scaled for wider use across the organisation.

- Evidence of progress towards the Alpha outcomes, including capability uplift within internal teams.

- A short report capturing key learning from Alpha, including technical, organisational, and data-related insights, and recommendations for next phases, including all associated costs for an agreed defined period of time.

15. Support in understanding Sport Wales' data culture, readiness, and capability to adopt and implement the pipeline and associated ways of working

15.1   Sport Wales recognises that the data pipeline developed during Alpha will only deliver sustained value if it is supported by the right organisational culture, capability, governance, and ways of working. Technical delivery and cultural adoption are therefore considered equally important and interdependent aspects of this procurement.

15.2   This aspect of the Alpha phase is focused on understanding Sport Wales' current data culture and readiness, and on co-designing practical, proportionate interventions that enable colleagues to adopt, use, and sustain the data pipeline and associated ways of working overtime.

15.3   The supplier is expected to treat culture, change, and governance as core deliverables of Alpha, not as a secondary or communications-led activity.

15.4   The supplier appointed will provide specialist support to help Sport Wales build on existing practice and insight, ensuring that organisational culture, capability, and governance are aligned with the technical PoC and with the Alpha outcomes set out in Section 13. This will include the following.

15.4..1   Understanding organisational data culture and readiness:

- Assess the current organisational culture around the everyday use of data, including attitudes, behaviours, confidence, and leadership expectations, and the influence of external reporting requirements and partner organisations on data practices (e.g., Welsh Government and Official Statistics expectations).

- Explore the extent to which Sport Wales is ready to adopt and scale the data pipeline developed during Alpha, recognising variation across directorates and roles, and considering the implications of operating as a public body producing or managing official statistics.

- Build on existing insight rather than re-running discovery, validating and deepening understanding where appropriate.

15.4..2   Identify adoption enablers and barriers:

- Identify the key factors that enable or inhibit consistent and effective use of data across the organisation, including skills, shared language, ownership, incentives, governance, and processes.

- Highlight where targeted interventions would have the greatest impact during and immediately after Alpha, rather than attempting to address all issues at once.

- Pay particular attention to the interfaces between people, process, and technology, and how these influence adoption of the pipeline.

15.4..3   Assess data literacy and capability:

- Assess current levels of data literacy, confidence, and capability across relevant parts of the organisation, using recognised and proportionate methods.

- Use this assessment to inform practical recommendations for capability-building aligned to Alpha and early post-Alpha needs.

- Sport Wales will, upon contract award, be able to share existing work undertaken to date, including a draft data skills survey that has been developed and piloted.

15.4..4   **Change, engagement, and adoption planning:**

- Develop practical, evidence-based recommendations for the organisational changes required to support adoption of the data pipeline, covering people, processes, governance, and capability.

- Co-design a clear change and adoption plan that sets out:
  - How buy-in and engagement will be built and sustained during Alpha.
  - How expectations will be managed (including recognising learning curves and early limitations).
  - Priority interventions to embed new ways of working, such as champions or ambassadors, communities of practice, show-and-tell sessions, and targeted training or toolkits.

- Ensure the change approach is proportionate, realistic, and appropriate for an Alpha phase, focusing on learning and momentum rather than full organisational transformation.

15.4..5   **Data governance, ownership, and accountability:**

- Advise on proportionate data governance arrangements that support trust, clarity, and scalability without introducing unnecessary bureaucracy.

- Propose clear roles and responsibilities for data ownership, stewardship, and decision-making, aligned to the technical pipeline and future scaling, including indicative time and capacity expectations and how these align with ongoing maintenance and update cycles.

- Where appropriate, demonstrate how governance can be supported through tooling and automation rather than manual processes.

15.4..6   **Risk identification and mitigation:**
- Identify key cultural, behavioural, and organisational risks to adoption of the data pipeline.

- Propose practical mitigations that can be tested or implemented during Alpha, particularly those relating to capacity, engagement, governance, and leadership alignment.

15.4..7 **Benchmarking and best practice:**

- Draw on relevant lessons from comparable organisations to inform recommendations, while ensuring that proposed approaches are appropriate to Sport Wales' context, size, and maturity.

- Use examples to illustrate what "good" could look like over time, without presenting these as prescriptive or one-size-fits-all solutions.

15.5 The supplier's work must validate, extend, and update existing insight rather than duplicate it. This includes:

- The Data & Insight discovery work undertaken to date.

- The Data Maturity Assessment completed in October 2024.

- Related organisational insight into data use, capability, and readiness.

- RSMUK's data quality review

- RSMUK's data enablement considerations, which include thoughts on areas related to data literacy, upskilling, improving the data culture within the organisation, and comments related to current data governance documentation.

- RSMUK's data strategy draft framework, which outlines suggestions on what a good Sport Wales data strategy may look like going forward.

15.6 These materials will be made available to the successful supplier upon contract award.

15.7 The expected outputs from this aspect of the Alpha phase include:

- A clear, evidence-based view of Sport Wales' readiness to adopt and embed the data pipeline, including considerations for scaling beyond Alpha.

- Practical, prioritised recommendations for strengthening data culture, governance, and capability.

- An outline adoption roadmap setting out short-, medium-, and longer-term actions.

- A proportionate change and engagement plan to support shared understanding, ownership, and buy-in.

- Clear proposals for how progress on culture, capability, and readiness should be monitored over time.

15.8   The supplier must adopt a collaborative and participatory approach, working closely with the project team and relevant leaders throughout delivery. This should include engagement with colleagues across different directorates and levels of data literacy.

15.9   The approach should ensure that cultural and organisational insights are grounded in real practice, land with the right tone, and directly support both decision-making and the long-term sustainability of the data pipeline.

16. *Implementation and Onboarding*

16.1   **Proposed Timelines**
The Supplier will be required to commit to a defined delivery programme that aligns with the key Sport Wales milestones outlined below:

16.1..1   April 2026:
- The Supplier will be required to complete a full technical assessment which will be logged on Sport Wales' internal systems for data security and compliance records. *Note that this is for administrative purposes only, and that all mandatory and essential requirements within the technical assessment will have already been submitted as part of the tenderer's response.*

- The Supplier will be required to enter into and agree a data sharing agreement with Sport Wales prior to accessing any data, setting out the purpose of data use, roles and responsibilities, security arrangements, retention, and any onward sharing restrictions, in line with applicable data protection and information governance requirements.

16.1..2   April 2026 to September 2026:
The supplier(s) will be required to deliver both aspects of the tender, including all deliverables, final report, and closing presentation to key stakeholders within the specified and contracted timelines.

16.2   **Commercial Details**
16.2..1   Contract Length: 6 Months

16.2..2   Expected Contract Value: £100,000 excluding VAT [over the course of the contract length]

16.3   **Responsibilities**
Sport Wales will provide access to data and resources already collected and make available members of the internal team to undertake additional research as required.

16.4   **Record Keeping and Reporting**

16.4..1   The Supplier will be required to manage all Sport Wales data appropriately, in-line with UK GDPR, the Data Protection Act 2018, the Freedom of Information Act 2000 and the Welsh Language Act 1993.

16.4..2   The Supplier must agree not to use or disclose Confidential Information provided in preparation of the Plan, and to be bound by Sport Wales confidentiality policies. This may include entering into a standard non-disclosure agreement.

16.5   Governance

16.5..1   Sport Wales will appoint a Contract Manager to act as the direct point of contact between itself and the successful Supplier.

16.5..2   The Supplier must also appoint a dedicated Contract Manager to act as the direct point of contact between their organisation and Sport Wales (i.e. a dedicated named Account Manager).

16.5..3   The Supplier must also appoint a Project Manager to oversee the work to be delivered [if not incorporated into the role of the Contract Manager]. The Project Manager must have extensive and a thorough understanding of Sport Wales' requirements.

16.6   Quality and Performance Management

16.6..1   A detailed and achievable delivery timetable will be agreed between Sport Wales and the Supplier and implemented for use.

16.6..2   Unless otherwise agreed by Sport Wales, where the Supplier's performance against the delivery plan fails to achieve agreed performance requirements, Sport Wales may instruct them to provide proposals to resolve the underperformance in the form of an improvement plan.

16.6..3   The Supplier shall provide their proposals within fourteen days of this instruction. Such proposals shall include, but not be limited to, an explanation of the root cause of the underperformance, key action points to remedy the situation and a timescale by which the underperformance will be rectified.

16.6..4   Sport Wales shall give an instruction to resolve the underperformance either by accepting the Supplier's Improvement Plan or by instructing how otherwise the underperformance is to be addressed.

16.7   Entry and Exit Planning

16.7..1   If the details of a contract cannot be agreed between Sport Wales and the preferred Supplier, Sport Wales reserves the right to explore awarding the contract to the second-highest scoring tenderer.

16.7..2   *Note. That the process of potential award to the second highest scoring tenderer in the event that an award does not go to the preferred Supplier shall be initiated at the sole discretion of Sport Wales.*

16.7..3   A project initiation meeting will be held to determine outputs and timescales in detail.

16.7..4   At the end of the contract the outgoing Supplier will be required to return documents which are no longer required for legal or regulatory purposes and to give assurance to Sport Wales that all other documentation and data has been destroyed / deleted.

17. Assessment Process

17.1   The Assessment Process is comprised of one full invitation to tender, which will be assessed and scored accordingly.

17.2   Tenderers are required to use the response templates provided as part of the tender pack. Responses not using the provided templates will not be considered.

17.3   Tenderers must provide detailed responses and supporting evidence for both project requirements and areas. Tenderers must respond to the full set of project requirements.

17.4   Please use the following documents to provide tender responses:
   - 'Project Requirements – response template'
   - 'Commercial – response template'
   - Form of Tender

17.5   Each requirement must be answered clearly. Supporting evidence, such as screenshots, customer references, or other should be included where possible, and should be included only within the response template provided.

17.6   Tenderers must demonstrate how their proposal fully meets all Sport Wales' project requirements.

17.7   Each technical requirement must be addressed individually.

17.8   Responses should describe the proposed technical and architectural approach appropriate for an Alpha proof of concept, including how security and access controls will be managed, how data will be stored and handled within the Azure environment, how integration with source systems will be achieved, and how the approach supports scalability and future use. Suppliers should also outline any assumptions or constraints relevant to the Alpha phase.

17.9   Tenderers must also provide a comprehensive pricing schedule using the 'Commercial - response template', which covers:

17.9..1   Overall Project Costs

17.9..1.1   All costs associated with delivery of the Alpha phase proof of concept, including supplier resources across technical and cultural activity, delivery and collaboration activities, and any associated expenses.

17.9..2   Alpha delivery and coordination

17.9..2.1   All costs associated with coordinating and managing delivery of the Alpha phase proof of concept, including:

- Day-to-day delivery management and coordination across technical and cultural activities
- Sprint or iteration planning, prioritisation, and risk management
- Progress reporting, show-and-tell sessions, and engagement with the Sport Wales project team

17.9..3   Technical delivery and data pipeline build

17.9..3.1   All costs associated with the technical aspects of the Alpha phase, including:

- Design, build, and testing of the proof-of-concept data pipeline
- Data ingestion, transformation, modelling, and quality activities
- Development of sample reporting or visualisations to demonstrate the agreed use case
- Technical documentation, diagrams, and artefacts required to support internal ownership
- Licensing costs for the initial 6-months of PoC delivery

17.9..4   Cultural, capability, and adoption activity
17.9..4.1   All costs associated with understanding and enabling organisational readiness to adopt and sustain the data pipeline, including:
- Assessment of data culture, readiness, and capability
- Design of proportionate adoption, governance, and capability-building recommendations
- Change, engagement, and adoption planning appropriate to an Alpha phase
- Integration of cultural and change activity with technical delivery

17.9..5   Travel and Subsistence

17.9..5.1 Any costs associated with travel, accommodation, or subsistence necessary to deliver the work (if applicable). Sport Wales operates a hybrid working model and expects most engagement to be conducted virtually; any physical attendance should be agreed in advance.

17.9..6 Resource allocation and roles

17.9..6.1 A breakdown of resource allocation by role, including:

- Role descriptions (e.g. technical lead, data engineer, analyst, change specialist)
- Day rates and estimated number of days per role
- How resource effort is distributed across technical delivery, cultural activity, and knowledge transfer

17.9..7 Optional or Additional Services

17.9..7.1 Tenderers may include any optional or value-added activities that they believe would enhance the project outcomes (e.g. additional research, training, or implementation support). These should be clearly itemised and costed separately.

17.9..8 Cost assumptions

17.9..8.1 Tenderers must specify any assumptions underpinning their pricing, including:

- Currency and tax position (e.g., VAT inclusive or exclusive)
- Price validity period
- Any cost dependencies or conditions

17.10 Tender Evaluation

17.10..1 Tenders will be evaluated based on a combination of project requirements and commercial criteria to ensure the system provides best overall value to the organisation. The evaluation will be weighted as follows:

Evaluation Area	Weighting (%)
Project Requirements	80%
Commercial	20%

17.10..2 Project Requirements Evaluation (80%)

17.10..3 The assessment of the tenderer's ability to fulfil the project's requirements will consider how well the tenderer is able to demonstrate how they the full range of requirements for this project.

17.10..4   Commercial Evaluation (20%)

17.10..5   The commercial assessment will focus on overall value for money, considering:

- Total cost of the work and support

- Clarity and completeness of the pricing schedule

17.10..5.1 The commercial component will account for 20% of the overall evaluation score, ensuring cost is a significant but not overriding factor in the selection process.

17.11   Tender Scoring

17.11..1   The lowest priced bid received will be awarded the maximum weight (20%). All other bids will be proportioned against the winning bid.

17.11..2   Tender responses will be evaluated based on both quality and price.

17.11..3   The quality of each response will be assessed against the defined scoring scale, with scores ranging from 0 (no response or irrelevant response) to 5 (excellent response). Tenderers are expected to provide detailed, evidence-based answers that demonstrate their understanding of the requirements and their ability to successfully deliver.

17.11..4   The pricing element will account for 20% of the total score. The lowest priced bid received will automatically receive the maximum score for price. All other bids will be scored proportionally against the lowest bid, ensuring a fair and consistent assessment of value for money.

17.11..5   Both quality and price will be weighted and combined to determine the overall score for each tenderer

17.11..6   Scoring chart

Score Value	Score Description
Score 0 where	No response or response not relevant to the question or question not answered
Score 1 where	Poor Response - Answer has partially addressed the question but lacks evidence of requirements sought. Lack of real understanding of the requirement or evidence of the ability to deliver.

Score 2 where	The response addresses the question but provides limited detail or weak evidence. There is some understanding of the requirement, but confidence in the ability to fully deliver is only partial. The response is better than poor but does not meet an acceptable standard.
Score 3 where	Acceptable Response - The response complies with the question and provides evidence requested.
Score 4 where	The response addresses the question directly with relevant and sufficient evidence to support the answer. The tenderer shows they can meet the requirement and potentially exceed it in some areas, though not to the comprehensive or exceptional level required for a score of 5.
Score 5 where	Excellent Response - Address the question directly with clear evidence to support answers. The tenderer demonstrates that they can meet or exceed the requirement.

17.12 Scoring weighting

17.12..1 Each requirement within this tender has been assigned a priority level to reflect its importance to the successful delivery of the system. The weighting matrix below outlines how each priority level contributes to the overall evaluation:

- *Essential (Weighting: 3)* – These are must-have requirements that are critical for success. The system cannot function or be accepted without these. Failure to adequately meet essential requirements may result in a low score.

- *Desirable (Weighting: 2)* – These are important requirements that provide significant value and improve the overall system but are not strictly critical for the minimum level of acceptable operation.

17.12..2 Tenderers should ensure their responses carefully address all requirements, with particular focus on those marked a 3, as they carry the greatest weighting in the evaluation process.

18. Requirements

18.1   This section sets out the project requirements for both the technical and cultural aspects of the work in full and form the basis of this procurement.

18.2   Suppliers should ensure that responses to the requirements below clearly demonstrate how their proposed approach contributes to one or more of the Alpha outcomes set out in Section 13.

18.3   Evidence to be provided where necessary

Technical Aspect			
Technical approach and architectural thinking			
Requirement no.	Requirement	Weighting	Max Score
1	Describe, illustrate and justify your proposed technical and architectural approach for delivering an Alpha proof-of-concept data pipeline.	3	15
2	Explain how your proposed approach supports scalability beyond Alpha while remaining minimal, maintainable, and appropriate for internal ownership post-Alpha.	3	15
3	Describe how your approach enables future downstream use (e.g., AI experimentation) without over-engineering during Alpha.	3	15
Data ingestion and pipeline foundations			
Requirement no.	Requirement	Weighting	Max Score
4	Explain how you will implement secure, automated ingestion appropriate for Alpha, including scheduling, monitoring, and error handling.	3	15
5	Describe how you will validate and build on Sport Wales' existing understanding of PoC datasets (format, volume, quality, access constraints), rather than re-discovering them.	3	15
6	Explain how metadata, data ownership, and access rules will be established and documented for PoC datasets, including how the proposed metadata will be defined to meet user and decision-making needs, rather than being purely technical.	3	15
7	Describe how proportionate data governance will be embedded within the pipeline and	3	15

	supported through automation where possible.		

Data cleaning, transformation, and modelling

Requirement no.	Requirement	Weighting	Max Score
8	Describe your approach to data preparation during Alpha, including handling of missing values, inconsistencies, duplication, and outliers.	3	15
9	Explain how raw data will be transformed into structured, analysis-ready datasets using appropriate tooling within the Azure ecosystem or equivalent.	3	15
10	Describe how you will develop and use conceptual, logical, and physical data models aligned to the agreed use case and Alpha outcomes, including how relationships between datasets will be identified and managed.	3	15
11	Explain how data quality issues, assumptions, and trade-offs will be made visible and understandable to stakeholders.	2	10
12	Describe your approach to defining reusable data standards (e.g. naming conventions, reference data) suitable for future extension, including how priority domains such as activities / sports, geographies, demographics, and investment categories would be standardised across datasets.	3	15

Reporting and insight generation

Requirement no.	Requirement	Weighting	Max Score
13	Describe your approach to agreeing and delivering a defined use case that demonstrates clear organisational value during Alpha.	3	15
14	Explain how reporting or visualisations will support real decision-making conversations rather than purely technical demonstration.	3	15
15	Describe how reports or dashboards will be refreshed automatically from the pipeline. Explain how your approach demonstrates responsible self-service over time without assuming full self-service capability during Alpha.	2	10
16	Describe how you will set out clear recommendations for scaling reporting and	3	15

	insight capability beyond Alpha, including readiness for bilingual (Welsh and English) reporting.		
Security, compliance, and risk			
Requirement no.	Requirement	Weighting	Max Score
17	Describe the information security management controls your organisation will apply during the Alpha phase. This should include reference to ISO 27001 (or equivalent) controls, how they are implemented in practice, and how they will proportionately manage risk during Alpha delivery.	3	15
18	Explain how data will be protected in transit and at rest, and how GDPR and UK data protection requirements will be met during Alpha. Describe all extra-territorial [e.g., outside UK] data transfers and how they are compliant.	3	15
19	Describe how auditability (e.g. access logging, and traceability of data changes) will be supported at an Alpha-appropriate level.	3	15
20	Outline how security or data-related risks will be identified, monitored and managed during Alpha.	3	15
21	Describe how data minimisation, retention, and secure disposal will be managed during Alpha, including arrangements at contract exit.	3	15
22	Describe any use of sub-processors or third-party services that may process Sport Wales data during Alpha, including data residency and assurance arrangements.	3	15
23	Describe the secure development practices you will apply during delivery of the Alpha phase.	3	15
Knowledge transfer and blended delivery			
Requirement no.	Requirement	Weighting	Max Score
24	Describe how supplier technical staff will work alongside Sport Wales' developers during Alpha, including pairing, shadowing, and shared decision-making.	3	15
25	Explain your approach to structured handover and transition into post-Alpha ownership.	3	15
26	Provide examples of documentation you would expect to produce to support internal maintenance and extension.	2	10
Delivery and experience			

Requirement no.	Requirement	Weighting	Max Score
27	Describe your delivery approach for Alpha, including how scope, priorities, architecture and delivery risks, and dependencies will be actively managed.	3	15
28	Provide examples of previous Alpha, pilot, or proof-of-concept data initiatives you have delivered, including what was learned.	3	15
29	Explain how you will collaborate across technical, insight, infrastructure, and data protection roles.	3	15

Cultural Aspect

Understanding data culture and readiness

Requirement no.	Requirement	Weighting	Max Score
30	Describe your approach to understanding organisational data culture and readiness to adopt a data pipeline, appropriate to an Alpha phase.	3	15
31	Provide examples of similar work where you assessed readiness and cultural factors affecting data adoption.	3	15
32	Describe how you will validate and build on existing discovery outputs and the Data Maturity Assessment, rather than duplicating them.	2	10

Adoption enables, barriers, and behaviours

Requirement no.	Requirement	Weighting	Max Score
33	Describe your methodology for identifying enablers and barriers to data adoption across people, process, and technology.	3	15
34	Provide examples of targeted interventions you have designed to address adoption barriers in similar organisations.	2	10
35	Explain how you will prioritise interventions suitable for Alpha rather than attempting full organisational transformation.	3	15

Governance, ownership, and accountability

Requirement no.	Requirement	Weighting	Max Score
36	Describe your approach to reviewing and recommending proportionate data governance arrangements.	3	15
37	Explain how clear ownership and accountability for data and decision-making can be embedded in day-to-day practice.	3	15

Requirement no.	Requirement	Weighting	Max Score
38	Describe how governance recommendations will align with and support the technical pipeline.	3	15

Capability and data literacy

Requirement no.	Requirement	Weighting	Max Score
39	Describe how you will assess data literacy and capability across roles and directorates.	3	15
40	Provide examples of capability-building interventions you have delivered (e.g. training, communities of practice, mentoring).	3	15
41	Explain how you would sequence and prioritise capability-building activities during and immediately after Alpha.	3	15

Change management and adoption planning

Requirement no.	Requirement	Weighting	Max Score
42	Describe your approach to developing change and adoption plans that build buy-in and manage expectations during Alpha.	3	15
43	Provide examples of how you have ensured cultural insights and recommendations "land" and are acted upon.	3	15
44	Explain how you will work with leadership and the project team to sustain momentum beyond Alpha.	2	10

Risk, measurement, and learning

Requirement no.	Requirement	Weighting	Max Score
45	Describe how you will identify and mitigate risks to cultural adoption and readiness.	3	15
46	Explain how progress on culture, capability, and readiness could be measured and monitored over time, including how baselines would be established during Alpha.	3	15
47	Provide examples of how you have used benchmarking or lessons from comparable organisations appropriately.	2	10

Integrated delivery

Requirement no.	Requirement	Weighting	Max Score
48	Describe how your cultural and change approach will be integrated with the technical Alpha delivery.	3	15
49	Explain your delivery approach and governance for this aspect of the Alpha phase.	3	15
50	Provide examples where close integration of technical and cultural workstreams was critical to success.	3	15

19. *Checklist of response documents to return*

17.1   Please respond to each of the requirements set out in section 18 by 22nd February 2026, using the response templates provided with this invitation to tender.

17.2   The following table summarises the documents which tenderers should complete and return.

Document tile	By when?	Additional info
Project requirements – response template	22nd February 2026	
Commercial – response template	22nd February 2026	
Form of Tender	22nd February 2026	