13/02/26

Question:

Data & Datasets Could you share examples of the priority datasets expected to be used in the Alpha POC, or a summary of the data available? We understand these will be refined during discovery, but early visibility would help our planning. Are there any known data quality issues or integration challenges we should be aware of ahead of the project commencing? Is a copy of the Data Maturity Assessment completed in October 2024 available to share with us? During the Alpha phase, will we have direct access to your data systems, or will we be working with data extracts? Do the visualisations need to support bilingual reporting in this phase or is it sufficient to have a documented approach? Outcomes & Measurement Could you share the priority business questions the pipeline is expected to answer, along with any baseline data on the current time and effort required to answer them? How will outcome metrics such as "increased speed to insight" or "decision-maker confidence" be measured and tracked throughout the project? Cultural Readiness & Change How many teams or business areas are expected to be involved in the cultural readiness and data capability assessment? Is this engagement envisaged as structured workshops across the organisation, or will it focus on a specific group of stakeholders? Are there internal change management or engagement teams within Sport Wales that we would be expected to collaborate with, or will this workstream be led entirely by us? Scope & Governance Section 13.9 references intended outcomes being collaboratively defined during Alpha — could you clarify which elements of scope are fixed at contract award and which will be refined during delivery? Could you tell us more about the Sport Wales project team we will be working alongside? How large is the team, and what is their level of technical experience? Will there be capacity for tasks to be shared with them during delivery?

Answer:

1) The priority datasets anticipated for Alpha include a small number of investment-related datasets: Be Active Wales Fund data (held within the current grants management platform), Community Investment data (Excel-based), and Partner Investment data (Excel-based), alongside relevant contextual datasets such as Census data.

These datasets primarily contain grant-related information such as funding amounts, programme categories, decision outcomes, dates, and associated metadata, with limited personal data (e.g. organisational contact details) in some records. Final dataset selection and scope will be confirmed and agreed collaboratively with the appointed supplier at the outset of Alpha in line with the defined use case and PoC outcomes.

2) There are no formally documented or pre-identified data quality or integration issues beyond those typically associated with datasets of this nature. However, as previously noted, suppliers should assume varying levels of data maturity, documentation, and ownership clarity across the datasets in scope. Assessing and validating data quality and integration considerations forms part of the intended learning and activity within the Alpha phase.

3) The October 2024 Data Maturity Assessment will not be shared prior to contract award, as it contains sensitive internal organisational information. It will be made available in full to the successful supplier at the commencement of the Alpha phase and should be treated as a baseline input to inform and build upon, rather than work to be repeated.

4) For the Alpha phase, suppliers should assume that work will primarily be undertaken using structured data extracts (e.g. Excel or CSV exports) rather than direct, live access to core operational systems. The purpose of Alpha is to validate the pipeline approach and demonstrate value using manageable datasets, rather than establish real-time system integrations. Any future consideration of direct system access or API-based integration would be explored in later phases if the PoC is scaled.

5) Bilingual reporting does not need to be implemented during the Alpha phase. It is sufficient for suppliers to demonstrate and document how the proposed pipeline, data model, and visualisation approach could support bilingual outputs in future phases if required. Full bilingual delivery is not expected within the Alpha proof of concept.

6) An initial priority use case is currently being refined internally; however, the final priority business questions will be confirmed and agreed collaboratively with the appointed supplier at the outset of the Alpha phase, in line with the intended PoC outcomes set out in the ITT. Baseline measures relating to current time and effort required to answer those questions have not yet been formally quantified. Establishing appropriate baselines and success measures forms part of the early Alpha activity, with suppliers invited to propose suitable approaches for capturing and evidencing improvement.

7) Outcome metrics such as "increased speed to insight" and "decision-maker confidence" will be defined and agreed collaboratively during the early stages of Alpha. The expectation is that a combination of quantitative and qualitative measures will be used, for example baseline and end-of-PoC comparisons of time and effort required to answer agreed priority questions, alongside structured feedback from decision-makers on clarity, trust, and usability of the outputs.

Suppliers are invited to propose appropriate methods for establishing baselines, tracking change, and evidencing improvement in a proportionate way suitable for a proof-of-concept environment.

8) During Alpha, cultural readiness and data capability activity is expected to focus primarily on the core project team (approximately 6–10 colleagues across insight, internal development, programme management, and service design roles), alongside targeted engagement with colleagues from Investment and Finance functions who use or manage the datasets in scope. There is no expectation of an organisation-wide assessment during Alpha. The approach should be proportionate and focused on those teams most directly involved in, or impacted by, the agreed proof-of-concept use case.

9) Engagement during Alpha is expected to focus on a defined and relevant group of stakeholders rather than structured, organisation-wide workshops. Activity should centre on the core project team and selected colleagues from Investment and Finance functions who are directly connected to the agreed use case. Suppliers are invited to propose an appropriate format and cadence for workshops or engagement activities that are proportionate to the Alpha scope and support delivery of the intended outcomes.

10) Sport Wales does not have a separate dedicated change management function assigned to this project. The Alpha phase will involve collaboration with the internal project team (including insight, service design, programme management, and data protection roles), but the supplier will be expected to lead and deliver the cultural readiness and capability elements as part of the agreed outcomes. As set out in the ITT, delivery is collaborative in nature; however, the supplier retains primary responsibility for ensuring the Alpha outcomes are achieved within the agreed scope and timeframe.

11) The overall scope and intent of the Alpha phase are fixed at contract award, including the requirement to deliver a proof-of-concept data pipeline, demonstrate value against the outcomes set out in the ITT, provide documentation and knowledge transfer, and operate within the agreed timeframe and budget.

What will be refined collaboratively during Alpha are the specific priority use case(s), detailed success metrics and baselines, workshop cadence, and certain delivery mechanics necessary to realise the agreed outcomes. This refinement is expected to occur within the boundaries of the awarded scope and contract value, rather than altering the fundamental objectives or deliverables of the Alpha phase.

12) The core project team for Alpha is expected to comprise approximately 6–10 colleagues, including representation from the insight team, internal software development, programme management, service design, and data protection roles. The team brings a mix of analytical, delivery, and technical experience; however, configuring and operating a modern data pipeline at scale is not currently an established in-house capability, which is one of the drivers for this Alpha phase. Delivery is expected to be collaborative and hands-on, with internal colleagues actively involved in workshops, design decisions, testing, and knowledge transfer. There will be capacity for selected tasks to be shared where appropriate, particularly to support capability uplift and longer-term ownership. However, as set out in the ITT, the supplier retains primary responsibility for delivering the agreed Alpha outcomes within scope and budget.