



**Collaborative Pilot of NGBs aimed at building
common digital and data foundations and capability**

**(Part of the 'System Master Planning' change
programme for the British Olympic and Paralympic
sporting system)**

Briefing Document

November 2024

Ref: UKS-25-04

INSTRUCTIONS

1. ABOUT UK SPORT

UK Sport is the trading name of The United Kingdom Sports Council which was established by Royal Charter on 19 September 1996.

UK Sport (UKS) are the nation's trusted high-performance experts, powering our greatest athletes, teams, sports and events to achieve positive success. Through strategic leadership and investment of National Lottery and Government funds, UK Sport has transformed the high-performance sporting system, winning more Olympic and Paralympic medals than ever before and is recognised as one of the top nations in the world for event hosting capabilities.

UK Sport's purpose is to lead high-performance sport to enable extraordinary moments that enrich lives and aims to work collaboratively with partners to deliver its mission to create the greatest decade of extraordinary moments, reaching, inspiring and uniting the nation.

Additional general information about UK Sport can be found at <http://www.ukssport.gov.uk>

2. INVITATION TO TENDER (ITT)

CONTEXT

UK Sport is on a mission to create the greatest decade of extraordinary sporting moments; reaching, inspiring and uniting the nation. As we've set out in our strategic plan ([Strategic Plan 2021-31 | UK Sport](#)), one of our ambitions is to grow a thriving sporting system, supporting our sporting community across the UK to be ever-more collaborative, setting a diverse, ethical and sustainable agenda for tomorrow.

In the past 18 months, we have been working with Chairs and CEOs of approximately 50 British National Governing Bodies (NGBs) of Olympic and Paralympic sports, as well as wider system partners, to discuss and agree a set of actions to help future-proof our sporting system in the face of significant pressures. We have called this programme of change 'System Master Planning' and further information can be found [here](#).

One of the key areas for change emerging from the discussions with partners was to explore the opportunity for Data and Digital Transformation across the Olympic and Paralympic sporting system.

Following engagement with a number of partners, an initial System Masterplanning 'Digital and Data Discovery' has been completed with the following conclusions:

- Underinvestment in digital and data for many years means the NGBs are behind other industries;
- There needs to be an increase in investment to gain the benefits from being data driven and using digital technologies;
- While each NGB is different, all of them need to increase their digital and data maturity and have common needs based on common data points and activities – including members, coaches, athletes, participants, paid/unpaid workforce, fans, events, and merchandise;

- NGBs have historically worked independently, developing their own digital and data infrastructure with limited collaboration, but no one can afford to embark on digital and data transformation on their own. Common approaches - and use and reuse of common components – would need to be developed to drive investment efficiency and outcome effectiveness.

The next stage (this tender) is to complete a Pilot with a group of partners to prove the feasibility of delivering across multiple NGBs whilst measuring the value created, exploring the value of collaboration and building new capabilities quickly and at a lower cost than each NGB working alone.

Six NGBs have already been consulted in interviews and workshops. Each NGB is at a different stage of data maturity, but they have common needs in terms of developing their data foundations. This provides the opportunity to collaborate by using and reusing common components, with potential for an overall cost and time saving.

All work to date (including the Sporting System 'AS IS' report, the 'TO BE' report, and the recent scoping work with 6 NGBs) will be shared with the successful organisation.

STRUCTURE OF ITT

2.1 The ITT is divided into the following sections:

- **Instructions** – this contains UK Sport’s general tendering requirements and other information on the tendering process and the evaluation criteria that Tenders will be evaluated against.
- **Specification** – this describes the service/quality standards required to provide the Services (Appendix 1)

3. TENDER TIMETABLE AND CONTRACT PERIOD

3.1 UK Sport proposes the following timetable for the award of the Contract. This is intended as a guide and whilst UK Sport does not intend to depart from the timetable, it reserves the right to do so at any time:

Date	Activity
22 November 2024	ITT published
2 December (Midday)	Deadline for tender clarification questions. We plan to share all questions and responses with all suppliers at this stage by 6 th December.
19 December (Midday)	Deadline for receipt of tenders
W/c 13 January	Target for post-tender interviews for shortlisted bidders (If required)

4. **EXPRESSIONS OF INTEREST**

4.1 The tender opportunity will be advertised via the following outlets:

- Contracts Finder - <https://www.contractsfinder.service.gov.uk/>
- UK Sport website - www.uk sport.gov.uk/tenders

5. **CONTRACT**

5.1 The contract shall run for the term agreed with the Preferred Bidder unless terminated in accordance with the terms of the contract.

6. **DISCLAIMER COSTS AND EXPENSES AND DISCONTINUANCE OF TENDER**

6.1 Nothing in this ITT binds UK Sport to accept a Tender and award a contract. UK Sport reserves the right to discontinue this Tender at any time during the ITT process and not to accept a Tender or award a contract.

6.2 UK Sport shall not be liable to the Tenderer in any way whatsoever for the Tenderer's costs and expenses incurred during the tender process from its discontinuance or in relation to which a contract is not awarded.

6.3 The Tenderer is responsible for preparing all information necessary for the preparation of its Tender and all costs, expenses and liabilities incurred by the Tenderer in connection with the preparation and submission of its Tender shall be borne by the Tenderer.

6.4 Tenderers shall ensure that they are familiar with the nature and extent of the obligations they will incur if their Tender is accepted.

7. **INFORMATION AND QUERIES**

7.1 Tenderers should carefully read all the documents in this ITT and fully acquaint themselves with the requirements in this ITT. A Tenderer may, by written communication to the Contact Officer, request clarification or further information in connection with the ITT. UK Sport will reasonably endeavour to answer all written enquiries prior to Tenders being submitted. UK Sport reserves the right not to respond to a request for information or clarification.

7.2 UK Sport reserves the right to disseminate information that is materially relevant to all Tenderers, even if the information has only been requested by one Tenderer, subject to the duty to protect any Tenderer's commercial confidence in its responses.

7.3 The deadline by which to submit clarification questions and requests for further information is Midday on the 2nd of December.

7.4 All enquiries in connection with this ITT must be made in accordance with paragraphs 7.1 and 7.3 above. UK Sport reserves the right to reject any Tenderer that attempts to obtain information through any other route.

Contact Officer Name: Lewis Evans, System Master Planning Manager

UK Sport, 6th Floor, 10 South Colonnade, London E14 4PU

E mail: lewis.evans@uksport.gov.uk

BEST VALUE

8. PREPARATION OF TENDER

8.1 This ITT has been prepared by UK Sport for the sole purpose of enabling Tenderers to submit Tenders to UK Sport. No guarantee can be given, however, and no representation is made, as to the accuracy of information contained within it and it is each Tenderer's responsibility to obtain for itself at its own expense all information which it deems necessary or desirable for the preparation of its Tender. UK Sport does not accept any liability, which might result from any inaccuracy of or omission from any such information. All information supplied by UK Sport in connection with this ITT shall be treated as confidential by the Tenderer, except where, as determined by UK Sport, such information may be disclosed: -

8.2 by the Tenderer in so far as it is necessary for the preparation, submission and evaluation of Tenders; and/or

8.3 by UK Sport in exercising its rights, powers, duties and obligations in relation to the exercise of its functions and to facilitate public access to information.

9. FREEDOM OF INFORMATION AND TRANSPARENCY

9.1 Under the Freedom of Information (FOI) Act 2000 and the Environmental Information Regulations 2004 the public have a general right of access to information held by UK Sport. This right of access to information not only includes information about UK Sport contracts but also procurement arrangements with potential Tenderers. This right does not extend to information which is confidential and/or commercially sensitive or otherwise "exempt" from disclosure under FOI. As a consequence, only information that is genuinely confidential or commercially sensitive or is otherwise exempt FOI information may not be disclosed under FOI.

9.2 Tenderers are therefore required to identify those areas in their Tender that they consider are confidential and/or commercially sensitive, giving reasons and evidence (where relevant) including proposed dates for lifting confidentiality in respect of those areas. The extent to which this information shall be held in confidence by UK Sport and for how long may be subject to discussion as part of the Tender process and during post-tender negotiations (if any). Unsuccessful Tenders will be disposed of in accordance with UK Sport's document retention and disposal policy.

9.3 UK Sport reserves the right to hold all or any information contained in a Tenderers' Tender, in confidence, or to disclose it whether or not it is identified as commercially sensitive by the Tenderer where confidentiality or disclosure is necessary to comply with UK Sport's legal duties and lawful discretion generally or in relation to the tender process.

10. PREPARATION AND DELIVERY OF TENDER DOCUMENTS

10.1 UK Sport reserves the right not to accept the lowest or any Tender.

10.2 The tender documents must be sent to: lewis.evans@uksport.gov.uk

10.3 Tenders shall remain open for acceptance for a period of 60 days (sixty days) from the Tender submission date.

11. REFERENCES

11.1 References required and UK Sport reserves the right to contact referees (two per Tenderer) during the ITT period.

12. TENDER EVALUATION

12.1 Prior to evaluating Tenders, UK Sport will carry out an initial review of each Tender to confirm completeness and compliance with the requirements of this ITT and may, at its discretion, reject a Tender which is incomplete and/or non-compliant.

12.2 UK Sport will carry out a Tender evaluation after the closing date for receipt of Tenders. Tenders will be evaluated against the following weighted factors:

12.3 Tender Evaluation Criteria

Criteria	Weighting (%)
Quality and suitability of the proposed approach, demonstrating understanding of UK Sport situation, requirements, and the sporting system context within which the capabilities will be delivered.	40%
Relevant experience and track record	20%
EDI and Sustainability	10%
Value (Pricing and Value in Kind)	30%
Total	100%

13. THE TENDER EVALUATION SCORES

13.1 The basis for the scoring of Tenders will be in accordance with the following scale:

1	Unsatisfactory	Satisfies the requirement with major reservations. Considerable reservations regarding how the Tenderer will meet this requirement by their allocation of skills and understanding, resources and quality measures, with little or no evidence to support the response.
2	Marginal	Satisfies the requirement with minor reservations. Some minor reservations regarding how the Tenderer will meet this requirement by their allocation of skills and understanding, resources and quality measures, with limited evidence to support the response.
3	Satisfactory	Satisfies the requirement. Demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures, with evidence to support the response.

4	Very Good	Satisfies the requirement with minor additional benefits. Above average demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures. Response identifies factors that demonstrate added value, with evidence to support the response.
5	Excellent	Exceeds the requirement. Exceptional demonstration by the Tenderer of how they will meet this requirement by their allocation of skills and understanding, resources and quality measures. Response identifies factors that demonstrate added value, with evidence to support the response

14. STAFFING ISSUES AND TUPE

14.1 UK Sport is neither the transferor nor transferee of the staff employed by its current contractors in the circumstances of any policy/contract awarded as a result of the procurement process of which this ITT forms part of.

14.2 Tenderers should satisfy themselves as to the application of the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") to this requirement and should make suitable provision for the implications (if any) of TUPE.

15. NON-CONSIDERATION OF TENDER

15.1 A Tender may not be considered if:

15.2 it is not in accordance with these instructions or is in breach of any instruction or clause set out elsewhere in the ITT; or

15.3 it makes or attempts to make any variation or alteration to any of the ITT save where authorised in writing by the Contact Officer; or is expressly permitted; or

15.4 the Tenderer fails to provide within 7 days any relevant documentary evidence requested by UK Sport and not supplied with the Tender held by any signatory to the Tender; or

15.5 it has attempted or does attempt to make its Tender conditional on the acceptance by UK Sport of any other Tender contract or proposal; or

15.6 it does not comply with paragraph 12.

16. REJECTION OF TENDER

16.1 UK Sport may reject any Tender (which shall be without prejudice to UK Sport's legal remedies) submitted by a Tenderer who has:

16.2 made a misleading or false declaration in any of the Tender Forms. Tenders must read the Declaration of Criminal Convictions, Tax Affairs and Controversial Situations carefully and immediately inform UK Sport if they are having difficulty completing it.

16.3 directly or indirectly canvassed any official of UK Sport concerning the acceptance of any Tender or who has directly or indirectly obtained or attempted to obtain information from any such member or official concerning any other tender.

16.4 fixed or adjusted the prices shown in accordance with any agreement or arrangement with any other person.

16.5 communicated to any person other than UK Sport the amount or approximate amount of the price shown in its tender, except where such disclosure is made in confidence in order to obtain quotations necessary to the preparation of the Tender or for the purposes of insurance or the guarantee referred to in the ITT.

16.6 entered into any agreement with any other company, firm or individual so that the other company, firm or individual refrains from submitting a Tender or limits or restricts his price or anything similar.

16.7 made or offered to make any type of payment or gift to any UK Sport employee or member or to anyone else where or not the person is directly connected to UK Sport directly connected with this Tender exercise.

16.8 offered or given or agreed to give any officer or member of UK Sport any gift or consideration of any kind as an inducement or bribe to influence its decision in relation to the tendering procedure.

16.9 not been willing to commit to creating social value, by working towards improving its environmental sustainability and its approach to Equality, Diversity and Inclusion (EDI)

16.10 In the context of the Declaration of Criminal Convictions, Tax Affairs and Controversial Situations please note:

16.11 Tenderers will be excluded from the tender process if there is evidence of convictions relating to specific criminal offences including, but not limited to, bribery, corruption, conspiracy, terrorism, fraud and money laundering, or if tenderers have been the subject of a binding legal decision which found a breach of legal obligations to pay tax or social security obligations (except where this is disproportionate e.g. only minor amounts involved).

16.12 If Tenderers have answered "yes" to question 2 of the declaration on the non-payment of taxes or social security contributions, and have not paid or entered into a binding arrangement to pay the full amount, Tenderers may still avoid exclusion from this Tender if only minor tax or social security contributions are unpaid or if a Tenderer has not yet had time to fulfil your obligations since learning of the exact amount due. If Tenderer is in that position, please provide details using a separate document. Tenderers may contact UK Sport for information about how to do this before completing this form.

16.13 UK Sport reserves the right to use its discretion to exclude a Tenderer where it can demonstrate the Tenderer's non-payment of taxes/social security contributions where no binding legal decision has been taken.

16.14 The word "Tenderer" for these purposes shall be deemed to include any and all persons employed by the Tenderer or who are purporting to act on the Tenderers behalf whether the Tenderer is aware of their acts or not.

17. TENDER MATERIAL

17.1 ITT Material means information (including for example, presentation slides, drawings, handbooks, manuals, reports, instructions, specifications and notes of pre-tender clarification meetings, in whatever form or medium), issued to Tenderers by UK Sport or on its behalf, or to which Tenderers have been given access, for the purposes of responding to this ITT. Tender Material remains the property of UK Sport or other owners and is released solely for the purpose of tendering. The Tenderer shall notify UK Sport without delay if any additional Tender Material is required for the purpose of tendering.

17.2 If a tender is submitted to UK Sport, the Tender Material may be retained by the Tenderer until the result of the competition is known.

17.3 The Intellectual Property Rights in Tender Material may belong to UK Sport or a third party. The Tender Material may only be used for the purpose of responding to this invitation to tender and shall not be copied or disclosed to anyone other than employees of the Tenderer involved in the preparation of the tender, without the prior written approval of UK Sport. If the Tenderer discloses the Tender Material other than to employees involved in the Tender preparation or uses the Tender Material other than for the purpose of Tendering, UK Sport, or the third-party owner, may suffer damage for which compensation may be sought from the Tenderer.

18. PUBLICITY AND BRANDING

18.1 Tenderers shall not make any advertisement, public statement or press announcement in relation to this Tender or award of the contract should they be successful. A joint public statement and press announcement will be made at a date agreed between the successful tenderer and UK Sport.

19. EQUALITY, DIVERSITY, AND INCLUSION AND HUMAN RIGHTS

19.1 The Contractor shall not unlawfully discriminate within the meaning and scope of the provisions of the Race Relations Act 1976, the Sex Discrimination Act 1975, Equality Act 2010, Disability Discrimination Act or any statutory modification or re-enactment of those acts relating to discrimination in employment or in delivery of the Services.

19.2 The Contractor shall take all reasonable steps to ensure that all employees or agents of the Contractor and all sub-contractors employed in the performance of the Services do not unlawfully discriminate as set out in this clause.

19.3 The Contractor must promote equal opportunities in all activities covered by this agreement and have, and actively demonstrate a written equal opportunities policy statement. The Contractor must make the policy statement available to UK Sport when it is requested in writing. The Contractor must put into effect any provision which it may agree with UK Sport relating to equal opportunities and comply with all statutory duties and legislation relating to equal opportunities.

19.4 The Contractor shall provide such information as the UK Sport may reasonably request for the purpose of assessing the Contractor's compliance with this clause.

20. ENVIRONMENTAL SUSTAINABILITY

20.1 The Contractor must operate in an ethical and environmentally sound way. As a minimum requirement the contractor must adhere rigorously to all relevant human rights, labour, social values and environmental laws.

20.2 The Contractor shall provide such information as UK Sport may reasonably request for the purpose of assessing the Contractor's compliance with this clause.

21. Written Responses

21.1 **Proposals should include the following information:**

- A supplier overview, including vision, values, strategy, size, years in business, relevant accreditations, and an overview of customers (including from the sport industry where applicable)
- For each of the 5 pilot project capabilities:
 - The proposed delivery approach;
 - A summary of deliverables;
 - At least one case study example that best demonstrates directly relevant experience and expertise.
- Project management approach, including an overall project timeline with milestones;
- Details of the proposed personnel who would be involved and their experience;
- Resource required from UK Sport and the pilot NGBs;
- A quote for the work, which includes the day rate and number of hours/days worked by all individuals involved in delivery, plus other costs such as technology, clearly shown against each of the 5 capabilities. Please also include any opportunities for value-in-kind.

All submissions should be in either word or pdf format. Proposals should be no more than 20 pages.

Budget

For this project, tenderers should work to an indicative budget range of **£350,000 - £500,000 (excl. VAT)** over the contract period (target ~6 months).

Appendix 1 - Specification

Our ambition is to accelerate digital transformation across the UK sporting system, with every National Governing Body enabled in achieving their mission by the power of data and digital technology.

Continuously improving customer insights - such as customer journey pain points and opportunities - allow organisations to prioritise and measure the impact of interventions that target improved engagement or retention, meeting the needs for NGBs to drive commercial revenue and financial sustainability.

Digital offerings such as member apps and booking tools deliver new value propositions. They enhance customer experience for the existing offer and make new offerings possible.

These capabilities are only possible with robust, digitised and sustainable operations.

Vision

Every NGB has a robust, sustainable, digitised operational backbone, enabling deep understanding of participants, the ability to rapidly create new valued digital offerings, and a culture of experimentation for continuous improvement informed by insight from data.

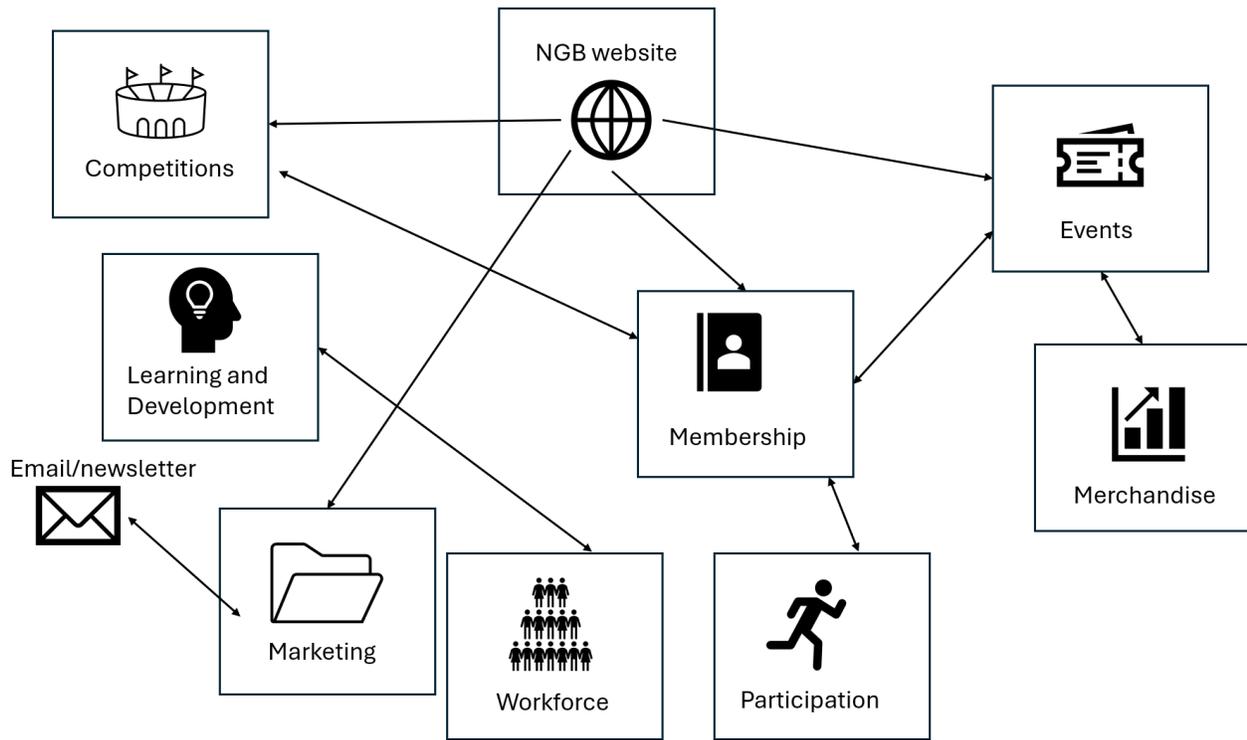
Context

UK Sport recently undertook an analysis to understand the current data and digital capability and capacity of the Olympic and Paralympic sporting system. As part of this work, recommendations were provided to show the opportunity and what the potential future could look like for NGBs, that would enable a step-change in their data and digital capability and capacity. Further information can be found below. All relevant information will be shared in full with the appointed supplier.

Current data and digital capability and capacity

- Concerns over data quality and regulatory compliance due to unconnected systems and data capture and storage methods.
- Unconnected software/systems and missing data prevent NGBs from understanding who their members, participants, coaches, workforce (paid and unpaid), viewers and fans really are.
- NGBs are subscribing to multiple, disparate IT systems and often maintaining bespoke software to run their operations.
- NGBs work autonomously to develop their digital and data future despite having common goals, plans and challenges.
- NGBs are all investing individually in hardware, software and people to progress their platforms and use of data.
- NGBs share data with UK Sport / Sport England / Scotland / Wales and UKSI, but no evidence of sharing data with each other.

An indicative example of the typical systems and datasets used by NGBs can be found in the diagram below. Please note that each NGB will have a different situation but face similar changes and there might be some common solutions used across NGBs. More indicative information on NGB data sources and types of data can be found in the appendix.



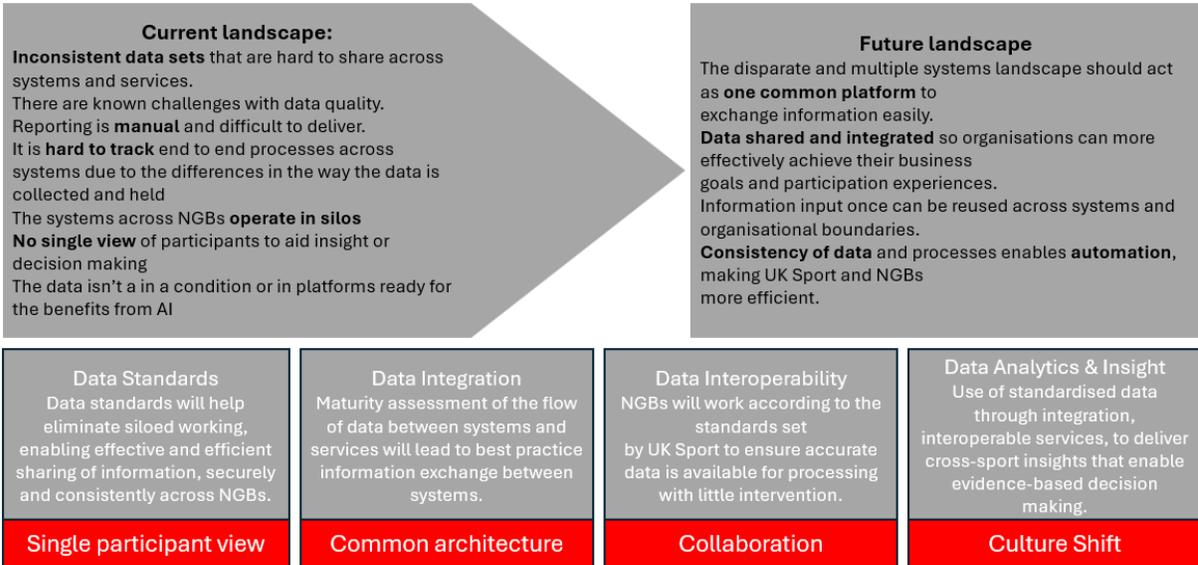
Examples of National Governing Body websites showing one of the main participant touchpoints are:

- [British Triathlon – British Triathlon](#)
- [British Rowing | The National Governing Body for Rowing](#)
- [Archery GB | Get Involved: Clubs, Competitions & Performance](#)

What could the future look like?

Following analysis of the current data and digital capability and capacity, UK Sport have been recommended to 'start by fixing the data and building a common architecture.' The current and future landscape can be seen in the diagram below:

Objective: Insight driven decision making from accurate data for the NGBs. Applying data definitions and standards, achieving common data sets, improving data governance across the landscape with integrations between NGBs, thereby reducing duplication, saving time and effort



Pilot Project (the scope of this ITT)

The pilot project and ITT is the first delivery step towards the vision of digital transformation across the UK sporting system. Done well, it will prove value. It should create momentum and show the potential of investing in data and digital solutions.

The pilot is the first step in a journey; therefore, it must create the fuel needed to drive the business case for the next steps and a wider digital transformation programme.

This pilot project is about proving benefits can be delivered, and that NGBs can collaborate as to achieve them. The objective of the pilot is therefore to test the following hypotheses:

1. Data and digital investments can deliver business value
2. Collaborating across NGBs accelerates digital transformation
3. Data and digital 'components' can be efficiently and effectively reused or centralised across NGBs

In addition, the pilot will provide insight to inform how data and digital transformation across the sporting system should proceed.

This is a new initiative for a new area and UK Sport have limited internal resource to deliver. Therefore, we are searching for a partner with the proven capability to deliver a comprehensive digital transformation programme, and the creativity to operate with pace and efficiency across the separate organisations that make up the UK sporting system.

Audience

The target organisations for this project are sport National Governing Bodies in the UK associated with UK Sport and Sport England.

National Governing Bodies (NGBs) in the UK operate by governing and administering sports on a national level. Their primary objectives include controlling and regulating the sport environment, promoting participation, and developing the sport at all levels. Major functions involve managing rules, organising competitions, developing coaches and athletes, and ensuring compliance with governance codes. NGBs are funded through membership fees, commercial revenue, Lottery grants, government investments, and funding from UK Sport and Sport England

This pilot is funded by UK Sport and Sport England; therefore, the stakeholder organisations are UK Sport, Sport England and six NGBs. A project steering group will be established, which will include representation from these stakeholders.

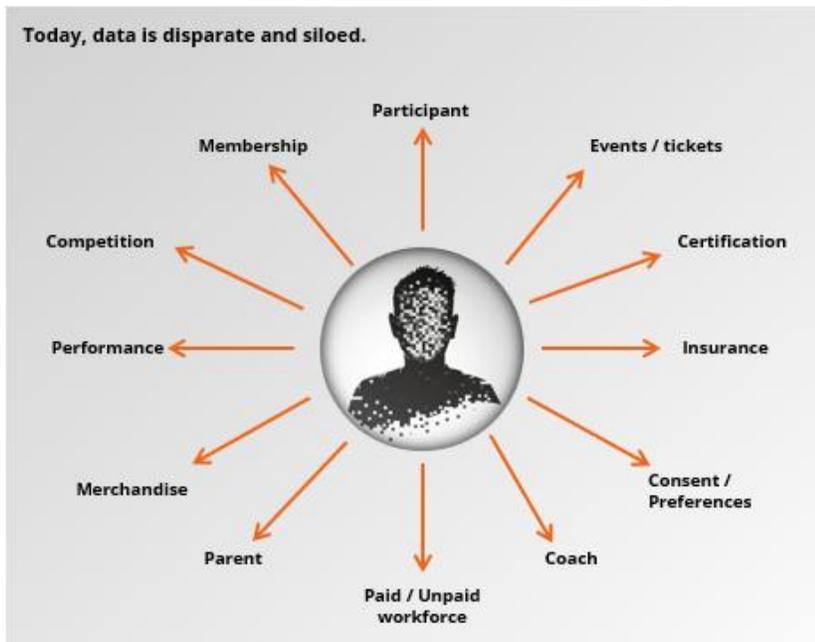
The pilot will be limited to six NGBs that have expressed willingness to be involved and can make relevant staff available where there is mutual benefit. Each NGB has a unique current situation and may therefore be involved in different ways across the capabilities. For example, two pilot NGBs are at a more advanced stage of implementing independent digital transformation programmes and the pilot should consider the feasibility of existing components being used as the foundation for pilot deliverables, for example where an NGB has created a data strategy or made steps towards a 'single participant view' already.

The six NGBs involved in this pilot vary in size and complexity with a few being very small organisations with limited technical capability and capacity, which must be considered during the pilot. We have deliberately chosen different organisations as we are looking for a solution that will work for a range of NGBs across our sporting system.

Pilot Scope

The pilot should deliver 5 capabilities that focus on 'participant' data, recognising the value in understanding an individual across multiple touchpoints with the NGB.

A participant is an individual with at least one touchpoint with an NGB, including members, fans, coaches and volunteers.



Outputs include a generic data strategy for NGBs; technology infrastructure that combines data from existing sources to create a 'single participant view' for each NGB - which will include defining the standards and processes for data capture, management, and governance that makes the single participant view possible; and reports and visualisations driven by that data, providing insight for prioritised NGB use cases. The supplier must efficiently support and maintain what is created beyond the conclusion of the pilot on behalf of NGBs. Finally, the pilot must include measures of success that link to the pilot objectives, and options for how a wider digital transformation programme could proceed beyond the pilot.

- Capability 1: Data Strategy
- Capability 2: Participant Data Governance
- Capability 3: Single Participant View Solution
- Capability 4: Single Participant View Solution Operations
- Capability 5: Evaluation and Future Planning

UK Sport have outlined an approach for the project below, which includes the ambition for each capability, requirements and deliverables. Although the specification is outlined in this document, UK Sport would be interested to hear innovative and creative approaches from potential suppliers based on learnings from cross-industry digital transformation engagements.

We would like the pilot to target a duration of approximately 6 months.

To support the tender process, we have provided indicative information on what we know about the sources and data for a single participant view in the appendix.

Capability 1: Data Strategy

Ambition

A common data strategy that enables business objectives, defining the destination and how we get there to guide every NGB.

Situation and complication

Many NGBs have invested in point solutions over time without an overarching data strategy linked to enabling business objectives. Systems are often outdated, processes siloed, and people capacity and capability must be developed to deliver and realise the benefits of digital transformation. A strategic approach will maximise return on digital transformation investments within and across NGBs.

The functions and objectives of different NGBs are similar, so there is potential for data strategy to be a re-usable component that guides activity across all NGBs at a high level.

Requirements and deliverables

- Understand pilot NGB business strategies and objectives
- Understand pilot NGB functions and use of data and digital technology
- Identify opportunities for value to be delivered through improved use of data and digital technology, inspired by sport and cross-industry leading practice
- Create a template NGB data strategy that articulates how data and digital technology will be

used to achieve NGB objectives. To include a vision, ambitions, strategies, and objectives that span people, process and technology

- Gain agreement from all pilot stakeholders

Capability 2: Participant Data Governance

Ambition

A defined single approach to NGB participant data governance that enables a single participant view.

Situation and complication

Master data management standards and definitions may not exist within an NGB and where they do, they are not common across NGBs.

A single participant view that works across NGBs requires some standardisation (such as data definitions, schemas, data protection and cyber security) and there is potential for these standards to be a re-usable component for all NGBs.

Requirements and deliverables

Suppliers should propose how participant data standards would be defined and agreed across all NGBs to enable the creation of a single participant view for the pilot sports, and to create a re-usable component. This could include but is not limited to the following areas, which should directly enable the creation of the single participant view solution, and be documented and agreed with all pilot stakeholders:

- A master data management framework
- Data protection standards, including consent management
- Cyber security standards
- Data definitions/data dictionary
- Data lifecycle and process flows
- A fit/gap assessment between standards and current situation for pilot NGBs

Capability 3: Single Participant View Solution

Ambition

Ability to recognise an individual participant across NGB touchpoints and datasets and efficiently analyse this data to create meaningful insight.

Situation and complication

Individuals engaging with an NGB can do so across many touchpoints. For example, a paying member may be a coach who attended a learning or accreditation course, has a history of attending events and buying merchandise, whilst being the parent of a child participating with a club, and has in the past been part of the volunteer workforce.

Most NGBs use their participant data in siloes, making it difficult or impossible to view and analyse data about individuals across their various touchpoints with an NGB. By combining this

data to unlock valuable insight – for example by understanding participant journeys and creating data-driven segments - NGBs can inform and measure the effectiveness of interventions aimed at achieving business objectives such as increased participation, engagement, membership and commercialisation. Creating insight to improve participant understanding requires a single participant view.

All NGBs require a single participant view and gather similar data about individuals as they engage across similar NGB touchpoints, creating the possibility for a single participant view investment to be a reusable component across all NGBs.

Requirements and deliverables

Rapidly prove the concept of a 'single view of participants' source of truth that selects, designs, and delivers appropriate technology to combine data about participants from multiple NGBs with multiple sources.

- Define how value can be created for NGBs by identifying and prioritising specific use cases where data-driven insight from a single participant view can provide insight for NGB staff
- Two pilot NGBs are more progressed in bringing together their participant data. A detailed review of these solutions has the potential to inform and accelerate design and delivery of the single participant view for this project
- Define detailed requirements for a single participant view and data analysis/visualisation tool with pilot NGBs, including how it connects to each NGBs unique data and system landscape, manages and transforms data, and enables data analysis, visualisation and sharing
- Define and evaluate technology solution options for a single participant view – such as a Customer Data Platform - and data analysis/visualisation tool
- Propose and gain agreement for a solution to create a single participant view and data analysis/visualisation tool that works across pilot NGBs
- Conceptual and detailed design of a single participant view using chosen technology solution
- Deliver a single participant view solution that meets the needs of each pilot NGB. Estimates should assume four pilot NGBs adopt the full solution delivered, including:
 - Ingest data from multiple sources for each NGB - Indicative data sources and types of data can be found in the appendix
 - Matches, de-dupes, and validates data to create a single view of each participant from across data sources
 - Transforms and structures data ready for end user analysis and reporting
 - The use of leading technology such as AI for automation where possible
 - Controls access and permissions to data within and across NGBs in a secure and easily maintained way
 - Provides a small number of template data visualisations using an appropriate tool, shared with end users in each NGB as defined in the use cases
 - Monitoring and alerts to enable technical support and issue resolution for the solution
 - End to end and user acceptance testing

- Independent security testing and resolution of vulnerabilities
- Data protection impact assessment completed and approved
- Launch and post-launch solution optimisation
- Upskilling of NGB staff to connect to single participant view, create and use visualisations through the solution implemented

Capability 4: Single Participant View Solution Operations

Ambition

Efficient and sustainable support and maintenance of the single participant view solution delivered.

Situation and complication

Pilot stakeholders have limited internal capacity and capability to maintain and support the single participant view solution delivered during the pilot. Technical support and maintenance of the solution will need to be outsourced, at least in the short term.

We envisage a single solution across NGBs that enables efficient, scalable, and low-cost technical support and maintenance.

Requirements and deliverables

Provide support and maintenance for the single participant view solution created as part of the pilot for a period of 12 months:

- Business hours monitoring and technical support for issue resolution
- Maintenance of the single participant view solution, including addressing technical debt and implementing changes where required to maintain existing functionality, for example if an NGB makes changes to upstream data or systems

Capability 5: Evaluation and Future planning

Ambition

Understand how UK sporting system digital transformation should proceed beyond the pilot to achieve the overall vision based on pilot learnings and benefits.

Situation and complication

Digital transformation across the UK sporting system is a new initiative, therefore the pilot project must serve to inform how to proceed. This pilot is about testing hypotheses, creating the insight and evidence to demonstrate how a UK sporting system digital transformation programme can work to deliver value.

Requirements and deliverables

- Define an approach to measure pilot impact aligned to the pilot objectives

- Evaluate pilot impact and produce a summary for use by UK Sport future planning, including case studies of impact from the pilot NGBs
- Define and present a proposal for how a UK sporting system digital transformation programme could proceed beyond the pilot to achieve the overall vision, including approach, roadmap, and business case including estimated costs and benefits

Appendix 2 – Indicative Data Sources for the Single Participant View

To support the tender process, we have provided information on indicative data sources that NGBs have. Please note that table is not exhaustive:

Data Source	Description
Website	Each NGB has a website which usually hosts information on many of these data sources. This includes information about the sport, how to participate in the sport, membership, competitions, events, coaching, officiating and learning and development. For some of this information you will be required to leave the 'website' to another site.
Membership	Each NGB has a membership data source, which are usually purchased through different external providers. This database stores all the information on anyone who's ever held a membership with each NGB. The quality and structure of membership data varies from NGB to NGB. As does the number of active members per NGB. Approx numbers are 15k – 145k.
Participation	Each NGB has a participation data source that records when each person participants in activity related to the sport. It is expected that this data will vary in quality and size due to how the data is captured.
Club	Many of the NGBs will have a club data source, which records the clubs affiliated to their NGB. This data source records the name, location, and size of each club – often identifying which members play at the club.
Events	Each NGB has an events data source, which are either bespoke or purchased through different external providers (often the same source as the competition). This database stores all the information on events – including event schedules, event details (time, location) and ticketing.
Competitions	Each NGB has a competitions data source, which are either bespoke or purchased through different external providers (often the same source as the events). This database stores all the information on competitions (including opportunity enter, competitors, leagues/cup fixtures, results and standings).
Marketing and Communications	Each NGB has a marketing and communications data source, which is usually the participants who have signed up for NGB outbound communications e.g. Newsletters.

Learning and Development	Each NGB has a data source that has records of participants purchasing courses and/or qualifications. This will often relate to coaching, and officiating.
Merchandise	Each NGB has a data source that has records of participants purchasing merchandise. This will include data on the products purchased, when they were purchased and how much they spent
HR	Each NGB will have a data source that has records of their workforce – both paid and unpaid. There are a number of different systems used across the NGBs with the data being structured in different ways depending on the system. The quality and structure of the workforce data varies. The approximate number of paid staff at each NGB is 10-60.

Appendix 3 – Indicative Data for the Single Participant View

To support the tender process, we have provided information on what we know about the data that is in scope. Please note that table is not exhaustive:

Data Category	Example Data
Members – include athletes and participants	Personal details (name, email, address, phone number, DOB, Diversity data). Length of memberships (including start date and renewal dates) Membership category Participation data -How often, where? What club are they part of?
Workforce (paid and unpaid) – including Coach and referees	Personal details (name, role, email, address, phone number, DOB, Diversity data – ethnicity, disability, age, gender, sexual orientation, social economic background). Length of service (including start date) Current role Previous career
Fans	Personal details (name, role, email, address, phone number, DOB, Diversity data – ethnicity, disability, age, gender, sexual orientation, social economic background). Social media – does the fan follow our social media accounts? Website/app sign-up – does the fan sign up to our site? Website clicks? Outbound communications – How do we engage with the fan, Click rates, open rates, e? E.g. newsletter etc.
Event/Competitions	Event– Location, attendance (number and who, ticket data). Competitions –Location, attendees, performance outcome,
Merchandise	Purchasing data – what did they purchase? What was the cost of the purchase? Did they look at other merchandise

Appendix 4 – EDI and Sustainability Procurement Questionnaire

All sections of this questionnaire must be completed for any company to be considered for any quote or to tender for a UK Sport contract. Sections A focuses on the minimum Equality, Diversity and Inclusion standards we expect all our suppliers to meet. Section B outlines UK Sports EDI monitoring questions. Section C outlines our environmental sustainability expectations.

All contractors with 7 or more staff will be required to complete this section of the EDI and Sustainable Procurement Questionnaire, regardless of the contract requirements.

Section A – Equality, Diversity, and Inclusion Requirements

1. Do you have written policies in place to ensure that you as an employer and as a service provider comply with your statutory obligations under the equality legislation, which applies to Great Britain, or equivalent legislation in the countries in which you employ staff?	YES	NO
2. Does your equal opportunities policy cover:		
a) racial discrimination	YES	NO
b) gender (sex) discrimination	YES	NO
c) disability discrimination	YES	NO
d) age discrimination	YES	NO
e) discrimination based on sexual orientation	YES	NO
f) discrimination based on religious belief	YES	NO
3. Does your written equality policy cover (if so, please provide)		
a) Recruitment, selection, training, promotion, discipline, and dismissal?	YES	NO
b) Victimisation, discrimination, and harassment making it clear that these are disciplinary offences.	YES	NO
c) The identity of a senior person with responsibility for the policy and its effective implementation?	YES	NO
4. Is your policy on EDI set out:		
a) In documents available and communicated to employees, managers, recognised trade unions or other representative groups?	YES	NO
b) In recruitment advertisements or other literature?	YES	NO

c) In materials promoting your services?	YES	NO
If you answered NO to any part of questions 3 and 4, please provide evidence to show how you promote equality in employment and service delivery.		
4. In the last three years, has any contract with you or your employer been terminated on the grounds of your failure to comply with: Legislation prohibiting discrimination. Contract conditions relating to equality	YES YES	NO NO
5. In the last three years, have you or your employer been the subject of formal investigations by the Equality and Human Rights Commission, (or its predecessors the Commission for Racial Equality, the Disability Rights Commission, the Equal Opportunities Commission) or a comparable body, on grounds of alleged unlawful discrimination?	YES	NO
6. If the above formal investigation was proven, what steps did you take in consequence of that finding?		

Section B – Equality, Diversity, and Inclusion Monitoring Questions

Is your business at least 51% owned, controlled, and actively managed by any of the following, please check:	YES	NO
Ethnically Diverse	YES	NO
LGBTQ+	YES	NO
Women	YES	NO
People with a disability	YES	NO
Other (please define)	YES	NO
8. Are members of your staff with managerial responsibilities required to receive equality training?	YES	NO
If you have answered YES to question 8, please provide a list of such training (continue on an additional sheet if required)		

9. Do you have procedures in place to protect members of staff from unlawful discrimination by other members of staff or by members of the public?	YES	NO
If you have answered YES, please list the procedures below (continue on an additional sheet if required)		
For organisations who sub-contract	YES	NO
10. Do you require sub-contractors to demonstrate evidence of their equality policies and practices?	YES	NO
If you have answered YES, please provide details of what kind of evidence sub-contractors are required to submit (continue on an additional sheet if required).		
11. If you have any other information regarding your policies on equality and practices that you wish to be considered, including information on the work you have completed in previous or existing contracts, and references, which covers equality please detail below (continue on an additional sheet if required)		

Section C – Environmental Sustainability Questions

12. Does your organisation have a public sustainability policy and/or strategy?	YES	NO
If you have answered YES to question 12, If so, please provide details, including organisational scope (i.e., the extent they would apply to goods and services supplied).		
13. Has your organisation undertaken a review of its environmental and social issues and impacts and set appropriate performance objectives and targets?	YES	NO
If you have answered YES to question 13, please provide details of key objectives and targets in this area and related achievements.		
14. Does your organisation report on Scope 1,2,3 emissions? A) What methodology do you use to calculate your carbon emissions and is this data verified by a third party? B) Do you have emissions reduction targets? (please provide details e.g., are they Science Based) C) Do you have any product/service specific carbon quantifications?	YES	NO
If you have answered YES to any elements of question 14, please provide details.		
15. Does your organisation have formal certified systems in place to manage environmental and social issues e.g. ISO 14001: Environmental Management;	YES	NO

ISO 20121: Sustainable Events, or does it have business specific or informal systems in place?		
If you have answered YES to question 15, please provide details.		
16. Does your organisation formally report externally on progress towards meeting your sustainability objectives and targets?	YES	NO
If you have answered YES to question 16, please indicate how and to whom, and provide examples (e.g., your latest Sustainability Report).		
17. Is training provided to employees in relation to sustainability?	YES	NO
If you have answered YES to question 17, please provide details of the training.		
18. Has your organisation been prosecuted for infringement of environmental or social legislation and/or received adverse media or stakeholder notoriety in the past five years?	YES	NO
If you have answered YES to question 18, please outline the measures your company took to rectify the situation and measures taken to minimise the chances of reoccurrence.		
19. Has your organisation been successfully prosecuted for infringement of environmental or social legislation and/or received adverse media or stakeholder notoriety in the past five years?	YES	NO
If you have answered YES to question 19, please outline the measures your company took to rectify the situation and measures taken to minimise the chances of reoccurrence.		
20. Does your organisation have an Ethical Sourcing Policy or Supplier Code of Conduct?	YES	NO
If you have answered YES to question 20, please state what it covers – e.g., human rights, labour standards, environmental management, animal welfare etc, and how do you assess effectiveness?		
<p>Declaration</p> <p>I certify that the information submitted within this statement is correct. I understand that the information will be used to assess my organisation's suitability to become a prospective supplier to UK Sport and that information will be held in accordance with the Data Protection Act 2018.</p> <p>Name:</p> <p>Position:</p>		