



Homes
England

Date: 19 September 2024

Our Ref: RFI4868

Tel: 0300 1234 500

Email: infogov@homesengland.gov.uk

[REDACTED]
By Email Only

Dear [REDACTED]

RE: Request for Information – RFI4868

Thank you for your request for information which was processed in accordance with the Freedom of Information Act 2000 (FOIA).

You requested the following information:

I would be most grateful if you would provide me, under the Freedom of Information Act, details in respect to the contract below.

Homes England - Becoming Data Driven Delivery Partner:

<https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.contractsfinder.service.gov.uk%2FNotice%2Fd9a65782-e493-499d-867a-ed8e34f9e897&data=05%7C02%7Cinfogov%40homesengland.gov.uk%7C4fa0944138464418ec1108dcc1b2e159%7Cfaa8e2690811453882e74d29009219bf%7C0%7C0%7C638598222599943719%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzliLCJBTiI6Iklk1haWwiLCJXVCi6Mn0%3D%7C60000%7C%7C%7C&sdata=a0OX59ios0E2q4jvyXMOm2wJm3SolVrNDQs4cVBCoY0%3D&reserved=0>

The details we require are:

- What are the contractual performance KPI's for this contract?
- Suppliers who applied for inclusion on each framework/contract and were successful & not successful at the PQQ & ITT stages
- Actual spend on this contract/framework (and any sub lots), from the start of the contract to the current date
- Start date & duration of framework/contract?
- Could you please provide a copy of the service/product specification given to all bidders for when this

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contract was last advertised?

- Is there an extension clause in the framework(s)/contract(s) and, if so, the duration of the extension?
- Has a decision been made yet on whether the framework(s)/contract(s) are being either extended or renewed?
- Who is the senior officer (outside of procurement) responsible for this contract?

Response

We can confirm that we do hold the requested information. We will address each question in return.

What are the contractual performance KPI's for this contract?

Please find attached Annex A, which detail the performance KPIs for this contract.

Suppliers who applied for inclusion on each framework/contract and were successful & not successful at the PQQ & ITT stages

We can confirm that we do hold the requested information. However, we rely on section 21, where information is available to the applicant elsewhere, and section 43, commercial interests, to withhold the information from disclosure.

The full text of the legislation can be found on the following link and we have quoted section 21 below for ease.

<https://www.legislation.gov.uk/ukpga/2000/36/section/21>

Section 21 - Information accessible to applicant by other means

(1) Information which is reasonably accessible to the applicant otherwise than under section 1 is exempt information.

(2) For the purposes of subsection (1)—

(a) information may be reasonably accessible to the applicant even though it is accessible only on payment, and

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(b) information is to be taken to be reasonably accessible to the applicant if it is information which the public authority or any other person is obliged by or under any enactment to communicate (otherwise than by making the information available for inspection) to members of the public on request, whether free of charge or on payment.

(3) For the purposes of subsection (1), information which is held by a public authority and does not fall within subsection (2)(b) is not to be regarded as reasonably accessible to the applicant merely because the information is available from the public authority itself on request, unless the information is made available in accordance with the authority's publication scheme and any payment required is specified in, or determined in accordance with, the scheme.

Section 43 - Commercial interests

Under section 43(2) Homes England is not obliged to disclose information that would, or would be likely to, prejudice the commercial interests of any party.

The information requested relating to the names of organisations that expressed an interest and were shortlisted but were ultimately unsuccessful engages section 43(2) of the FOIA as it is commercial in nature and its release would be likely to prejudice the commercial interests of Homes England and other interested parties to the information.

Homes England has identified that the information requested, if released, would be likely to prejudice the effective operation of all future commercial bidding at Homes England and the future commercial activity of the bidders.

Section 43 is a qualified exemption. This means that once we have decided that the exemption is engaged, Homes England must carry out a public interest test to assess whether or not it is in the wider public interest for the information to be disclosed.

Arguments in favour of disclosure:

- Homes England acknowledges there is a general public interest in promoting accountability, transparency, public understanding and involvement in how Homes England undertakes its work and how it spends public money.

Arguments in favour of withholding:

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- Releasing the information would be likely to negatively impact future bidding as potential partners may be deterred from bidding for contracts if they felt information relating to their commercial and ongoing financial commitments would then be released to the public domain;
- Releasing information in relation to bids in a competitive market would be likely to distort competition, making it a less competitive process. This would mean that prices could be inflated and future negotiating positions put at risk. This would not be in the public interest as it would be likely to result in poorer value for public money;
- Disclosure is likely to be prejudicial to the commercial interests of both Homes England and third parties as there is reasonable expectation that such information provided to Homes England in this capacity would not be disclosed;
- Homes England has been unable to identify a wider public interest in disclosing the information requested.

Having considered the arguments for and against disclosure of the information, we have concluded that at this time, the balance of the public interest favours non-disclosure.

The full text of the legislation can be found on the following link:

<https://www.legislation.gov.uk/ukpga/2000/36/section/43>

Advice and Assistance

We have a duty to provide advice and assistance in accordance with Section 16 of the FOIA. To comply with this duty, we are able to confirm this procurement activity was further competition within a framework, and as such there was no pre-qualification questionnaire (PQQ) stage.

Furthermore, information relating to the successful bidder can be found on the below link:

<https://www.contractsfinder.service.gov.uk/Notice/ab86ba73-d433-488f-84cd-63cbfb1d2bdd>

Actual spend on this contract/framework (and any sub lots), from the start of the contract to the current date

£4,906,598 excluding VAT

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Start date & duration of framework/contract?

We can confirm that we do hold the requested information. However, we rely on section 21, where information is available to the applicant elsewhere.

The full text of the legislation can be found on the following link and we have quoted section 21 below for ease.

<https://www.legislation.gov.uk/ukpga/2000/36/section/21>

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(3) For the purposes of subsection (1), information which is held by a public authority and does not fall within subsection (2)(b) is not to be regarded as reasonably accessible to the applicant merely because the information is available from the public authority itself on request, unless the information is made available in accordance with the authority's publication scheme and any payment required is specified in, or determined in accordance with, the scheme.

Advice and Assistance

We have a duty to provide advice and assistance in accordance with Section 16 of the FOIA. To comply with this duty, we are able to confirm the start date and duration of the contract is available using the following link:

<https://www.contractsfinder.service.gov.uk/Notice/ab86ba73-d433-488f-84cd-63cbfb1d2bdd>

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Could you please provide a copy of the service/product specification given to all bidders for when this contract was last advertised?

Please find attached Annex B, the service specification provided to all bidders.

Is there an extension clause in the framework(s)/contract(s) and, if so, the duration of the extension?

The contract allowed for a further three month period however a further extension was made under Regulation 72 of the Public Contract Regulations.

Has a decision been made yet on whether the framework(s)/contract(s) are being either extended or renewed?

We can confirm the contract has not been renewed.

Who is the senior officer (outside of procurement) responsible for this contract?

We are able to inform you that we do hold the information that you have requested. However, we rely on Section 40(2) of the FOIA to withhold the information from disclosure.

Section 40 – Personal information

We are withholding information on the grounds that it constitutes third party personal data and therefore engages section 40(2) of the FOIA.

To disclose personal data, such as names, contact details, addresses and email addresses could lead to the identification of third parties and would breach one or more of the data protection principles.

Section 40 is an absolute exemption which means that we do not need to consider the public interest in disclosure. Once it is established that the information is personal data of a third party and release would breach one or more of the data protection principles, then the exemption is engaged.

The full text in the legislation can be found on the following link;

<https://www.legislation.gov.uk/ukpga/2000/36/section/40>

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Advice and Assistance

We have a duty to provide advice and assistance in accordance with Section 16 of the FOIA. As such we can advise that the responsible team to contact within Homes England regarding this framework is the procurement team. Correspondence can be directed via our enquires team:

enquiries@homesengland.gov.uk or 0300 1234 500.

Right to Appeal

If you are not happy with the information that has been provided or the way in which your request has been handled, you may request an internal review. You can request an internal review by writing to Homes England via the details below, quoting the reference number at the top of this letter.

Email: infogov@homesengland.gov.uk

Information Governance Team
Homes England
The Lumen
2nd Floor
St James Boulevard
Newcastle Helix
Newcastle upon Tyne
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United Kingdom

Your request for review must be made in writing, explain why you wish to appeal, and be received within 40 working days of the date of this response. Failure to meet this criteria may lead to your request being refused.

Upon receipt, your request for review will be passed to an independent party not involved in your original request. We aim to issue a response within 20 working days.

You may also complain to the Information Commissioner's Office (ICO) however, the Information Commissioner does usually expect the internal review procedure to be exhausted in the first instance.

The Information Commissioner's details can be found via the following link:

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<https://ico.org.uk/>

Please note that the contents of your request and this response are also subject to the Freedom of Information Act 2000. Homes England may be required to disclose your request and our response accordingly.

Yours sincerely,

The Information Governance Team
For Homes England

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A. KPI: Performance to pay process

In accordance with an agreed performance to pay process, suppliers submit the following 'inputs':

- accurate and complete timesheets in a timely manner
- accurate and complete acceptance certificates in a timely manner
- accurate and complete supplier reports in a timely manner
- accurate and complete invoices in a timely manner
-

Measurement

Met	Partially met	Not met
All of the inputs are submitted in accordance with the performance to pay process timescales and contain accurate and complete information	Inputs are later than prescribed in the performance to pay process but within 5 working days of the prescribed dates <ul style="list-style-type: none"> • Inputs are incomplete or inaccurate 	Inputs are later than 5 working days in the prescribed performance to pay process Inputs contain significant errors

Source: Supplier Reports/Invoices

Owner: Supplier

B. KPI: People (resourcing)

Successful recruitment and placement of key resources or provision of facilities meets the planned deliverables and contractual obligations. The supplier pro-actively manages their resource skills or state of facilities by identifying issues early, and in a timely fashion, addressing any deficits.

Measurement

Met	Partially met	Not met
Targets met for all resources or facilities	Targets met for most (50%+) resources or facilities through no fault of the Buyer	Targets missed for most resources or facilities requested through no fault of the Buyer

Source: Project Managers and wider Buyer Team's verification

Owner: Supplier

C. KPI: Partnering behaviours and added value

Supplier promotes positive collaborative working relationships, within and across team, by acting in a transparent manner. Supplier shows commitment to Buyer goals through adding value over and above the provision of compensated skilled personnel or facilities.

Measurement

Met	Partially met	Not met
<ul style="list-style-type: none"> No behavioural problems identified Buyer workshops attended and positive contributions made Added value recognised by the programme above provision of compensated skilled resource/facilities 	<ul style="list-style-type: none"> Some minor behavioural problems Supplier only attends some workshops or provides minor contributions Supplier adds some value above provision of compensated resource and facilities, but this is not regarded as significant 	<ul style="list-style-type: none"> Significant behavioural problems Supplier contributions are rare or insignificant and shows little interest in working with other suppliers No added value contributions recognised by the Programme

Source: Collective feedback on suppliers from both Buyer and other supplier staff

Owner: Buyer

D. KPI: People in place (Delivery)

All Supplier resources delivering services for the contracts are performing to the expected standard for the skill-set supplied and all facilities are to the expected standard.

Measurement

Met	Partially met	Not met
<ul style="list-style-type: none"> No resources are swapped out due to deficiency in skill-set and/or no change of facilities is required No problems identified with quality of work or state of facility Supplier is making positive team contributions Supplier skills or facilities meet the standards expected 	<ul style="list-style-type: none"> Minor issues noted with quality of work or standard of facilities Few contributions made within team 	<ul style="list-style-type: none"> Resource is swapped out from project due to deficiency in skill-set or change of facility is required Persistent issues with quality of work or facilities noted (may be minor ones which have persisted from one month to another) Significant issue with quality of work or facility noted in a month

Source: Project manager and wider buyer team

Owner: Buyer

E. KPIs Business Intelligence Automation

Clearly defined MVP for each business area's reporting requirements & Use Cases in line with programme end dates:

Work Package 1 – Delivered on time and accepted by the Buyer

Work Package 2 – Delivered

Work Package 3 – Delivered

Work Package 4 – Delivered

Work Package 5 – Delivered

Work Package 6 – Delivered

Measurement

Met	Partially met	Not met
<ul style="list-style-type: none"> The relevant work package is delivered on time and accepted by the Buyer 	<ul style="list-style-type: none"> The relevant work package is delivered subject to a Delay but is accepted by the Buyer 	<ul style="list-style-type: none"> The relevant work package is not delivered on time and/or is not accepted by the Buyer

F. KPIs Data Analytics

Use Case 1 Delivered on time and accepted by the Buyer

Use Case 2 Delivered on time and accepted by the Buyer

Use Case 3 Delivered on time and accepted by the Buyer

Use Case 4 Delivered on time and accepted by the Buyer

Use Case 5 Delivered on time and accepted by the Buyer

Measurement

Met	Partially met	Not met
<ul style="list-style-type: none"> The relevant use case is delivered on time and accepted by the Buyer 	<ul style="list-style-type: none"> The relevant use case is delivered subject to a Delay but is accepted by the Buyer 	<ul style="list-style-type: none"> The relevant use case is not delivered on time and/or is not accepted by the Buyer

The main focus of the work aligned to this contract is to support Homes England on two data transformational projects – “Business Intelligence Automation” and “Data Analytics”. These are two specific projects within the wider Becoming Data Driven Programme of activity.

The successful supplier must work across both projects, working as a blended team with the existing Homes England resource (detailed below in ‘Ways of Working’), to both ensure the long-term sustainability of the work completed, but also that the work has the right business knowledge to ensure it is a success. The supplier must provide at least 1 Delivery Manager.

Business Intelligence Automation

Problem we are trying to solve:

The current way Homes England produces Business Intelligence and Management Information is utilising SAP Business Intelligence – a tool that is now old and out of support. The way we currently develop and share business intelligence has a number of problems:

- There is no overarching catalogue detailing a) what data we hold or b) what reports are produced
- We have no clear documentation on user need
- Data is aligned to systems rather than service or domain areas
- Data is kept on on-premise servers – and does not have the scalability of cloud based platforms
- Bring data together from across systems is extremely manual
- We have very little resource aligned to Data Engineering – the process of bringing data out of systems – meaning it can take a great deal of time for users to get the information they need
- There are significant manual processes across the agency to not only to join the data together from different systems – but to produce and share reports to wider audiences.

Project Objectives:

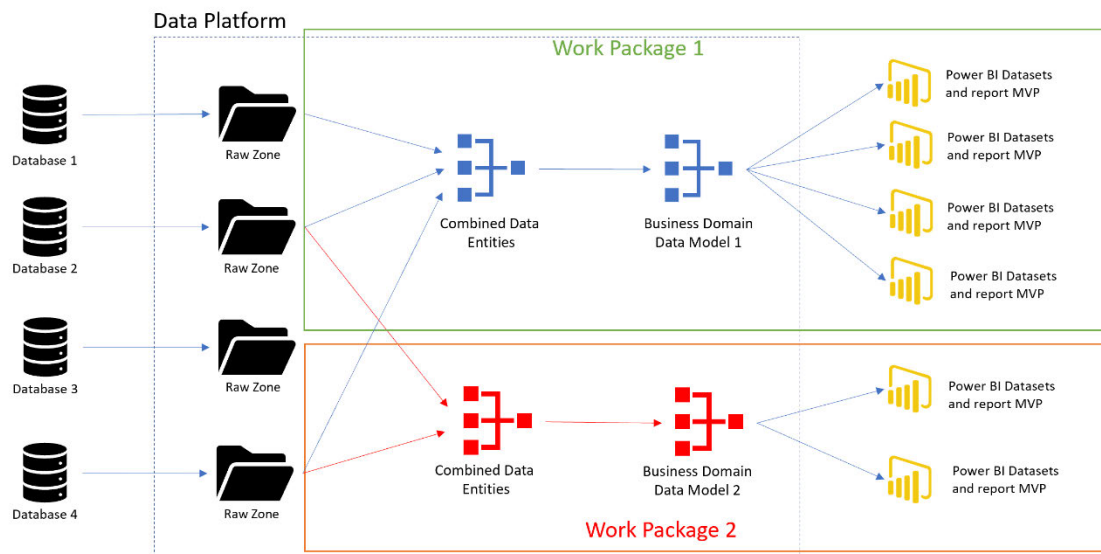
The objectives of this project are to automate Business Intelligence and Management Information in line with the MI Strategy (which is currently under development) and needs of other transformation workstreams. This will utilise the Microsoft Azure and Power BI capabilities we have already established at Homes England, and will work to a defined MI Architecture (as attached as Appendix 3 - Data Platform High Level Design.pdf) that has been already been agreed by the agency.

Statement of work:

Below represents a summary of the work the supplier must undertake:

- Resource a team with the relevant Data roles for the duration of the Contract.
- Understand the broad high-level requirements for a minimum of 6 packages of work (packages of work are in the process of being established, but are built around domain models and will incorporate a number of Power BI reports of a single model) as outlined below.
- Support the existing Data teams within the Digital Directorate, and Analytical teams (and through their direction) within other Directorates, in the automation of a backlog of Business Intelligence reports within the Microsoft Azure stack and Power BI
- Undertake detailed user requirement gathering for the reports and analytics needed within each Work Package
- Deliver a number of core Domain models with Azure Data Platform (in line with Roadmap)
- Deliver a number of Minimum Viable Product (MVP) Power BI Reports in line with business requirements

Example of a Work Package



Project Deliverables

- Resource the team needed for the duration of the Contract
- Documentation detailing MVP requirement for each Power BI report needed
- Entity Relationship Diagrams for all Business Domain models built for the project
- New Data Pipelines using Azure Data Factory (ADF) for any data that is needed in the project

- Business Domain Data Models engineered using appropriate tools (ADF and Databricks) within the Data Platform architecture
- Signed off Power BI reports with business representatives – in line with requirement
- Documentation of all engineering and data analysis detailed on Azure DevOps
- Capability transfer to the Digital Data Team for all engineering needs

Milestones – BI Automation

Milestone No.	Description	Planned Start	Planned End	Outcome
1.	Supplier starts & mobilisation	19 th September 2022	30 th September 2022	Supplier has access to required documentation.
2.	Definition of work packages (x 6)	3 rd October 2022	TBC	Prioritised work packages. MVP for each defined.
3.	Work Package delivery (x6)	TBC	TBC	
4.	Sign off of each work package (6)	TBC – in line with plan		MVP sign off from business SRO
5.	Hand over of MVP work package to in house Data team (6)	TBC – in line with plan		Pipeline documentation Reporting definition & updated report catalogue. Data Definition document updated.
6.	Project Closure & final hand over activity	11 th Dec 2023	22 nd Dec 2023	Project Closure Report.

Data Analytics

Problem we are trying to solve:

Homes England has a need to undertake significant advanced financial modelling, data analytics and data science. However, we do not have a consistent way of carrying this out, or utilising the capabilities we have in the data platform.

Project Objectives:

The project will transform the way Homes England forecasts, values and analyses the risks of financial investments. As well as embedding Data Science and Analytics processes to ensure better project delivery and prioritisation. An initial discovery will be undertaken to understand user need, and make recommendations around the tools, technologies and capabilities that are needed to undertake high quality Data Analytics at Homes England that is efficient and secure. The project will then work with data analytics practitioners to work on 5 Use Cases for the data analytics.

Statement of work:

Below represents a summary of the work the supplier must undertake:

Project Deliverables

- Resource the team needed for the duration of the Contract.
- New Data Pipelines using Azure Data Factory for data that is needed in the project
- Documentation detailing MVP requirement for each data analytic project
- Entity Relationship Diagrams for all Business Domain models built for the project
- All Data Engineering needed to surface data required for data model and analytics x 5
- Production of relevant MVP data models and analytics x 5
- Transition sessions with the core Digital Data team and key data contacts within the business x 5

Milestones – Data Analytics

Milestone No.	Description	Planned Start	Planned End	Outcome
1.	Supplier starts & mobilisation	19 th September 2022	30 th September 2022	Supplier has access to required documentation.
2.	Delivery of Use Case 1 for Data Analytics	3 rd October 2022	TBC	
3.	Delivery of Use Case 2 for Data Analytics	TBC	TBC	
4.	Delivery of Use Case 3 for Data Analytics	TBC	TBC	

5.	Delivery of Use Case 4 for Data Analytics	TBC	TBC	
6.	Delivery of Use Case 5 for Data Analytics	TBC	TBD	
7.	Project Closure & final hand over activity	11 th Dec 2023	22 nd Dec 2023	Project Closure Report.

KPI's/Critical Success Factors

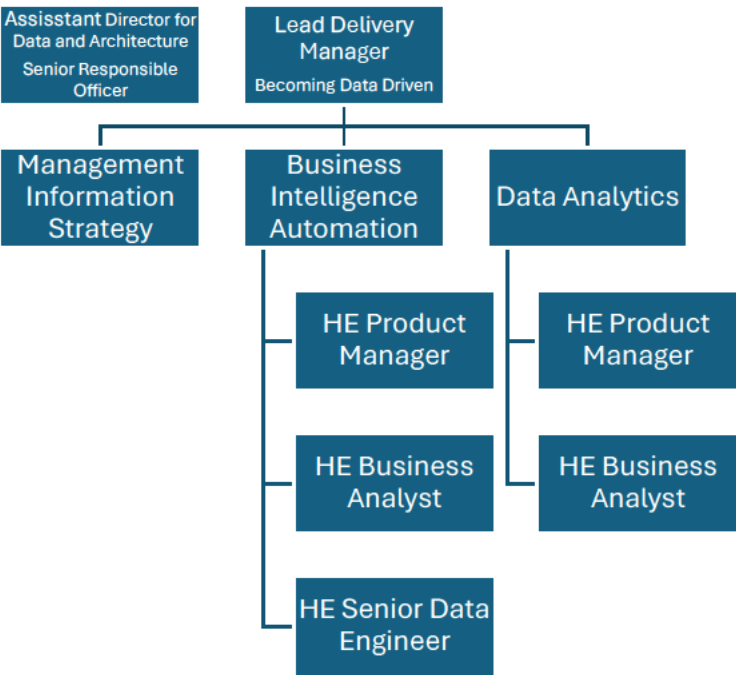
In addition to Call Off Schedule 14 Part 2, the following KPIs will be measured:

- Clearly defined MVP for each business area's reporting requirements & Use Cases in line with programme end dates
- MVP Reporting for Business Intelligence Automation:
 - Work Package 1 – Delivered on time and accepted by the Buyer
 - Work Package 2 – Delivered on time and accepted by the Buyer
 - Work Package 3 – Delivered on time and accepted by the Buyer
 - Work Package 4 – Delivered on time and accepted by the Buyer
 - Work Package 5 – Delivered on time and accepted by the Buyer
 - Work Package 6 – Delivered on time and accepted by the Buyer
- Delivery of Use Cases for Data Analytics with tool set recommendations:
 - Use Case 1 Delivered on time and accepted by the Buyer
 - Use Case 2 Delivered on time and accepted by the Buyer
 - Use Case 3 Delivered on time and accepted by the Buyer
 - Use Case 4 Delivered on time and accepted by the Buyer
 - Use Case 5 Delivered on time and accepted by the Buyer

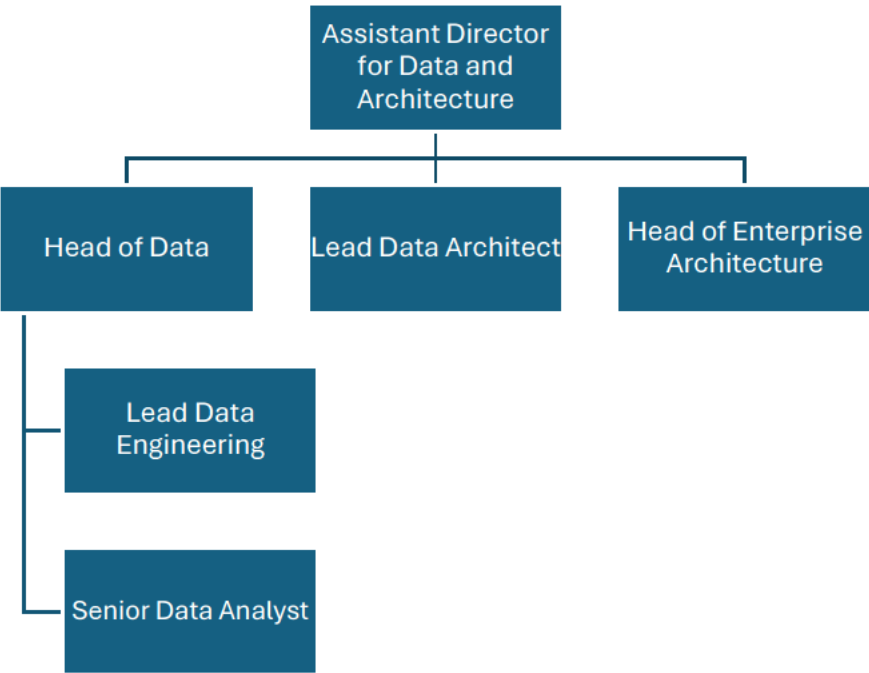
Ways of working

The Supplier must provide resources as part of hybrid business-supplier team. The project delivery will be led by Homes England Lead Delivery Manager and Product Managers, and the detailed data engineering and analytics work will be led by Homes England's Head of Data, Lead Data Architect Lead Data Engineer and Senior Data Analyst.

Project Team



BAU Data and Architecture Team (relevant staff only)



All work must be in line with Homes England’s Data Strategy, agreed Data Architecture, governance around Power BI and adhere to Homes England Data Standards. Regular

engagement with various stakeholder groups, including the Cross Analytical Working group, the Data and Analytics community of practice and wider communities of interest.

The Supplier must work collaboratively with Homes England throughout the project to ensure that the work conducted aligns with the agreed understanding of the problem statement. The supplier must hold fortnightly reviews and show and tells with Homes England to assess progress and confirm satisfactory completion of deliverables.