Housing Rights

Our mission is to improve lives by helping people to find and keep a *home*

To do this we provide independent specialist advice, advocacy and support. We are steadfast in our determination to prevent homelessness and help people with housing problems.

Through our work, we seek to influence, innovate and improve standards for everyone.

Support for our new Data and Tech roadmap development Invitation to Tender

Housing Rights is seeking an experienced and strategic delivery partner to develop a new data and technology roadmap.
This roadmap will enable us to better support our mission of helping more people resolve their housing issues by; enhancing our use of technology, optimising our means of data collection and reporting, enabling more informed data-driven decision making on housing and homelessness, and to strengthen the long term sustainability of our organisation by supporting income diversification. The selected partner will work closely with us to shape a three-to-five-year roadmap by April 1 2026 that aligns with our strategic goals and operational needs, ensuring that our data and tech capabilities evolve to meet future challenges and opportunities.

1. Scope

Housing Rights is seeking an experienced and strategic delivery partner to develop a new data and technology roadmap. This roadmap will enable us to better support our mission of helping more people resolve housing issues by:

- enhancing our use of technology to improve user experience of our customers

- optimising data collection and reporting processes across the organisation

- enabling more informed, data-driven decision-making on housing and homelessness

- strengthening the long-term sustainability of our organisation by supporting enhanced income diversification via our online donation journey

The selected partner will work closely with us to shape a three-to-five-year roadmap by April 1, 2026, that aligns with our strategic goals and operational needs, ensuring that our data and tech capabilities evolve to meet future challenges and opportunities.

The successful contractor will be required to;

- review our existing tech stack, data collection and reporting tools with benchmarking of current performance
- understand what features are currently being used to identify strengths, weaknesses and opportunities, with a focus on maximising existing technology to support the delivery of our Strategic Plan
- focus must be on functionality, scalability, ease of maintenance and cost effectiveness. The contractor will be required to recommend, where appropriate, sustainable, proportionate priorities for investment that will best deliver our strategic priorities and make best use of limited non-financial resources such as staff time

- define a vision and strategy for data and technology over the next three to five years by developing a phased, prioritised roadmap that includes recommendations on data and tech governance

Outputs of this project will include:

- project implementation plan
- project timeline with agreed key milestones
- discovery report summarising the current state of the tech stack and data architecture
- future state vision includes a 3–5-year roadmap, with cost-benefit analyses of recommendations to support decisions on future investment
- presentation to be presented to the Board

2. Housing Rights

Housing Rights is a charity that works to improve lives by tackling homelessness and housing problems in Northern Ireland. We do this by:

- advising people who contact us online or by phone
- representing people through our casework and legal representation services
- training other people about homelessness and housing problems
- informing other people about changes in housing policy, law and practice
- influencing the development of housing policy and law by sharing the experiences and views of the people we help

3. Budget

Project budget must not exceed £25,000 inclusive of VAT.

Fees are typically paid upon successful completion of a project. If you would prefer to receive payment in stages, please provide a payment schedule with your submission. This should indicate the milestones and deliverables covered by each payment interval, and payment will be made based on the satisfactory delivery of this.

In addition, you should provide details of your daily rate alongside your preferred payment schedule.

4. Timescale

Clarification period ends	4:00 pm, 12 September 2025
Receipt of submissions	By 8:00 am, 19 September 2025
Pitches	26 September 2025
Notification	W/C 29 September 2025
Work to begin	13 October 2025
Draft report with recommendations	5 January 2025
Presentation to Housing Rights Board	22 January 2025
Latest deadline for completion of the work	28 February 2026

Data and tech roadmap, future state recommendations and specifications on any new requirements for vendors must be completed by 31 March 2026. We anticipate that the implementation of recommendations agreed with Housing Rights, rolling out and managing change, may not be completed by 31 March 2026. If this happens, we expect delivery of the remaining elements as soon as possible after this date with a final date to be agreed between Housing Rights and the successful bidder.

5. Project management

You will work with Housing Rights staff to understand our vision and share your solution. We will rely heavily on you for technical advice and guidance. We expect that you will undertake discovery work and seek to develop solutions around our user need, iteratively and based on data.

Our team is led by Housing Rights' Head of Policy and Development who has authority to make final decisions on this project.

Your main point of contact will be our project lead, the Digital Development Lead. A detailed project management plan will be agreed by both Housing Rights and the successful contractor which includes checkpoint meetings ahead of key milestones and escalation routes to prevent and address issues as they may arise.

We will accept consortium bids, as long as:

- you can provide evidence of previous successful partnership working, including testimonial from customers, customer contact details as references
- you elect one agency to act as senior partner. This agency must accept responsibility for the successful delivery of all component parts

6. Background to our digital strategy

Our digital vision

To embrace digital technology to generate more helpful, accessible and impactful services to our users and stakeholders.

Our aims are to:

- make it easier for people to access and use our services
- make our digital services appropriate, accurate, helpful and accessible
- raise awareness of homelessness and housing issues

We are committed to a design-thinking led journey. Any approach must be optimised through empirical user evidence and continuous monitoring, testing and iteration.

Our digital strategy objectives are:

Design Thinking - We will help our people with the science of problem solving, boosting creativity, fostering innovation and encouraging teamwork.

Improve processes - We will improve our internal processes and systems so we can free up resources to help more people.

Help customers - We will help customers find answers and receive information in a suitable way by improving and developing services and products, focusing on the user need and customer journeys.

Raise skill levels - We will raise the skill levels and confidence of Housing Rights staff in using digital technology and make the digital transformation of Housing Rights a positive one for everyone involved.

Enable growth - We will incorporate digital into new service design to add value for our customer groups.

Our digital strategy design principles are:

Focus on the user need - If we don't know what the user needs, we won't deliver the right thing.

Design iteratively - The best way to build good services is to start small and iterate a lot. Test with users and change on feedback.

Work hard to make it simple - Information and customer journeys should be straightforward, even if that is harder work for us.

Design with Data - Let data drive decision-making, not hunches or guesswork.

Make it accessible - The right information should be available at the right time, from anywhere.

7. The strategic focus for this project

We have been on a journey to implement improvements in our organisation based on our digital vision. We resourced and delivered a digital strategy from July 2021 until now. This has involved redesigning our website, introducing live chat and undertaking a software stack review and a data optimisation project.

Our learning to this point has led us to the conclusion that the next phase of our work in this area should be to optimise the use of data and tech to support the achievement of our strategic plan (2024-29). We are also mindful of new developments in the tech world and of increasing engagement with e.g. AI tools. We therefore view this project as timely in order to futureproof our services.

We would therefore like to commission a partner to co-develop a roadmap for future activity in this area over a 3-5 year period commencing in April 2026. We are keen to understand the digital solutions that can deliver the most value to our strategic aims within available resources, and particularly those focused on the power of data and tech to deliver this.

Specifically, we are keen to understand and develop a roadmap for the use of data and tech to support us in addressing the following strategic objectives:

1. **People have the help they need at the right time, in a way that best meets their needs.**

Priority (a): Ensure people know where to go to get help with their housing problems

Priority (b): Ensure people have access to timely, quality advice in a way that best meets their needs

Priority (c): Ensure people have the information they need to make decisions about their housing circumstances

2. **Decisions made about housing and homelessness are informed by the best evidence.**

Priority (a): Comprehensively evidence people's housing needs to ensure they are prioritised by policy makers

Priority (b): Communicate the evidence from Housing Rights' work to influence decisions made by key actors in the housing sector

3. **Our organisation is sustainable, value for money and social value focused.**

Priority (a): Diversify income generation to support the longer-term sustainability of the organisation

8. **The problem**
- whilst we have a robust internal data collection methodology, our data optimisation is relatively immature, and we need to understand what the resource implications are of delivering better use of data in our work

- we have sourced some support to help us optimise the use of the data we hold and develop first-iteration Power BI dashboards in key areas. We are looking to develop a more mature data strategy to help us evidence the impact of our work and make data-led decisions about our services
- we need to understand how we can take advantage of technology solutions to improve our use of data on a basis that is proportionate with the resources we have as a charity
- we want to use data to provide an early warning system about communities that are being underserved by existing services

- making better use of tech to help us assist more people in resolving their housing problems. We are clear that there is a need for a multi-channel offering, and we are committed to delivering this. However, we have faced a number of problems:
  - whilst there has been an increase in clients using digital channels to seek initial advice, there is a consistently lower rate of clients referred for further support from our advocacy teams via this route (conversion rate stats)
  - we are unclear if we are sufficiently optimising our digital channels via Live Chat. We would like to explore client preferences and the optimum level of live chat/tech solutions to reduce phone waiting times. We are clear that this needs to be achieved in the context of quality advice provision to ensure people get the right help when they need it and don't need to engage multiple times
  - we have a multi-channel advice offering but we would like to explore how we can better triage clients and support advice staff to assist people with housing problems

- we are not optimising the use of technology to generate income for the charity. This is a key element in our income diversification strategy, and we would like to enhance the capacity of online routes to generate income for the organisation. Currently, we have a JustGiving page but limited other routes to enable this

Housing Rights

9. **Our goal**

To maximise the delivery of our strategic plan 2024-29 through the proportionate use of data and tech solutions, which are in line with our digital vision.

10. **Project objectives**

Improve processes:

- data is driving decision-making across the organisation. Data is easily collected from multiple sources, and data reporting to aid insights, funder reporting, resource allocation, and information on our policy and research priorities is automated and streamlined
- we are making the best use of our software to increase organisational efficiency

Help customers:

- we have fast, efficient and high-performing processes in place which improve the customer experience and support staff
- systems support operational efficiency, with staff having capacity to help more people with their housing problems

Raise skill levels:

- staff are trained, confident and proficient in the use of data tools / software enhancements that meets their needs and increase organisational efficiency, reach and impact

Enable growth:

- better functionality and use of data allows us to target organisational resources and influence Government policy
- time spent manually extracting data from multiple sources and duplicating recording and reporting is recouped due to seamless software integration. Staff have additional capacity to focus on organisational development and growth
- optimisation of our donation journey enabling diversification of income generation and future proofing of the organisation

11. Your skills and experience

Individual or consortium bids must be able to demonstrate the following essential skills and experience:

- previous experience of carrying out similar projects, particularly for organisations with limited technical skills and capacity. This should include carrying out discovery work and making recommendations which are proportionate and sustainable on an ongoing basis, whilst also having a clear impact linked to the strategic problems identified above
- please give examples of success in delivering similar projects and provide customer contact details as references, which we will follow up on
- you should demonstrate experience of making recommendations which add capacity to an organisation in their use of data to make decisions and to improve their impact. Please give examples
- previous experience designing technology/software solutions that are centred on user experience. Please give examples

If your bid is in a consortium, please provide evidence of having successfully delivered a project within a consortium previously.

We'd particularly like to see applications that demonstrate:

- experience working with charities and/or organisations providing customer-facing advice provision. Please give examples
- experience working with organisations with limited technical skills. Please give examples

12. Expressing and evaluating interest in this project

Please e-mail submissions to **gemma.conway@housingrights.org.uk** by **8.00 am on 19 September 2025.**

Your submission must contain:

1. Details of how your proposal will meet the needs set out in this tender, specifically in meeting the scope of the tender as outlined above.

2. Your project implementation plan and timeline, highlighting key milestones.

3. Any anticipated difficulties delivering on our vision.

4. Details of how you meet our required experience.

5. Details of key people involved in the project and their relevant skills and experience.

6. Detailed costings, including VAT.

7. Details of your conflict resolution process should dispute, or delays arise.

8. Evidence of successful previous work and customer references which illustrate your expertise and experience in this area.

We are not bound to accept the lowest tender. We will evaluate your submission based on:

- your understanding of our needs
- the clarity of your proposed approach and how it meets our requirements
- the expertise and experience of the people who will work on the project
- how well you satisfy our essential skills and experience
- your project implementation plan
- your commitment to user-centred design and user experience
- value for money and sustainability of your proposal; and
- timescale and availability

Please contact gemma.conway@housingrights.org.uk and cc Jamie.miller@housingrights.org.uk if you require clarification on this project.

Appendix: Tender submission

Your submission must include the following information:

About us - Please use this section to introduce your company, or companies. Please provide a brief overview of your history and why you are a good fit for this project.

Personnel - Please include bios of all personnel who will be involved in the delivery of the project. Explain their role, experience and expertise delivering similar projects.

Consortium bids - We will accept consortium bids, as long as there is a single lead supplier.

The lead supplier will:

- act as the primary contact should issues arise with delivery
- receive payment for all work and compensate sub-contractors appropriately

If you are submitting a consortium bid, please use this space to set out:

- the lead supplier, including the accountable person responsible for successful delivery of all component parts of this project
- the other members of the consortium, including key personnel, their responsibilities and their relevant experience and expertise
- the areas of work to be covered by each member
- your proposals for managing slippage, disputes and other element of risk; and
- your previous experience of delivering consortium bids successfully

You must indicate which member of the consortium will be responsible for delivery of specific elements in further sections. You must explain their role, capability and experience in the context of the section.

Proposal - Please use this section to demonstrate how you intend to meet the needs identified in our brief. Your proposal should:

- detail your approach to delivering this project, including timings and key personnel
- include your proposed approach to carrying out the project, specifically in relation to the strategic problems we have identified

- explain how you propose to review our existing tech stack, data collection and reporting tools with benchmarking of current performance
- explain how you propose to identify strengths, weaknesses and opportunities, with a focus on maximising existing technology to support the delivery of our Strategic Plan
- explain how you propose to develop costed recommendations which can realistically be implemented by the organisation
- explain your approach to developing with us a vision and strategy for data and technology over the next **3-5 years** by creating a phased, prioritised roadmap including recommendations on data and tech governance
- explain your approach to managing this project; and
- detail any anticipated issues or limitations with our vision
- clearly set out the key deliverables we can expect from you as part of this engagement

Experience - Please use this section to demonstrate your experience.

Mandatory

1. Previous experience as required in Section 11.

Desirable

3. Working with charities.

4. Working in partnership with organisations without dedicated technical expertise.

5. If your bid is part of a consortium, please provide evidence of having delivered a project successfully as part of a consortium previously.

Costs - Please provide a full breakdown of costs, including VAT.

Please provide a payment schedule with your submission if you would prefer to receive payment in stages. This should indicate the milestones and deliverables covered by each payment interval. Only costs included in the tender will be accepted.

Resolution of conflicts - Please describe the process for resolution of any disputes or delays that arise during delivery of this project.

Availability - Please confirm your availability to begin this work on 6 October 2025 and complete it for vendors by 31 March 2026.

Previous work and testimonials - Please use this section to showcase any similar work you've carried out and to include testimonials from satisfied customers.

We will look for evidence of the success of your approach and the quality of previous implementations

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