

Invitation to Tender

Learning partner on Crisis' journey to becoming a housing provider

Disclaimer

This document is proprietary to Crisis and the Information contained herein must be treated in confidence and not disclosed to any third party (save to your professional advisers, and/or sub-contractors strictly for the purposes of helping you to participate in this Procurement Process and/or prepare your tender response) unless the information is already in the public domain or is required to be disclosed under any applicable laws.

Tenderers are responsible for all costs and expenses incurred in preparation of the tender response.

By issuing this ITT, entering into clarification communications with potential suppliers or by having any other form of communication with potential suppliers, Crisis is not bound to enter into any contractual or other arrangement with any potential supplier. It is intended that this Procurement Process will take place in accordance with the provisions of this ITT but Crisis reserves the right to terminate, suspend, amend or vary this Procurement Process by notice to all potential suppliers in writing. Crisis will have no liability for any losses, costs or expenses caused to you as a result of such termination, suspension, amendment or variation.

Summary

- Crisis, the national charity for people experiencing homelessness, has embarked on a new programme of work to address the challenge of a lack of suitable, affordable housing for ending homelessness. For the first time in Crisis' history, we are becoming a housing provider.
- Over 10 years we'll provide 1000+ safe, affordable, accessible and settled homes. Over the first three years, we'll deliver the first phase of this new work - 100 homes in London and Newcastle, prioritising tenancies for Crisis Housing First members.
- We have now established the key workstreams and guiding principles for this work and workstreams have been established, guiding principles have been defined, and we are expecting to begin acquiring properties and beginning tenancies in spring 2026.
- We are seeking a learning partner to support us to deliver this work with an evidence-driven, learning-focused and transparent approach. The main areas of work for the learning partner will be facilitating test and learn, consulting on internal reflection tools, and providing advisory support on a future impact evaluation.
- The learning partner's work would commence in July 2026 and run for a period of two years.
- Total funds for this project are £30,000 including VAT. There is a possibility to expand the budget for
- We ask that interested parties register their intent to bid and submit any questions by 8th May 2026. The final deadline for proposals is 22nd May 2026. Proposals and enquiries should be submitted to Alice Dore, Research and Evaluation Manager (alice.dore@crisis.org.uk).

Contents

Disclaimer.....	1
Summary	1
Contents	2
Introduction and overview.....	2
About Crisis	2
The context of Crisis' work	3
About Crisis' housing delivery work	4
Learning partner brief	6
Contractor requirements	8
Approach.....	8
Skills, knowledge and experience	9
Intellectual property	9
Project management.....	10
Deliverables	10
Funding available.....	10
Format of bids	11
Submission of proposals	11
Timetable.....	12
Appendix.....	12
Form of Offer (to be completed by the Tenderer)	12

Introduction and overview

About Crisis

Crisis is the national charity for people experiencing homelessness. We are committed to ending homelessness.

Every day we see the devastating impact homelessness has on people's lives. Every year we work side by side with thousands of people experiencing homelessness, to help them rebuild their lives and leave homelessness behind for good.

Crisis' Client Services are continually adapting to deliver the most effective homelessness services in an ever-changing political and economic landscape. We deliver services in our nine Skylight centres across England, Scotland and Wales, providing holistic support for our 'members' experiencing or at risk of homelessness to help them end their homelessness for good.

Through our pioneering research into the causes and consequences of homelessness and the solutions to it, we know what it will take to end it. Together with others who share our resolve, we bring our knowledge, experience and determination to campaign for the changes that will solve the homelessness crisis once and for all.

We know that homelessness is not inevitable. We know that together we can end it.

The context of Crisis' work

Homelessness is rising across Great Britain: 2025 saw record levels of rough sleeping and temporary accommodation use, and an estimated 330,000 households are currently experiencing the worst forms of homelessness across Britain.¹

¹ See: Ministry of Housing, Communities and Local Government (2026), Homelessness statistics. Available online: <https://www.gov.uk/government/collections/homelessness-statistics>

Ministry of Housing, Communities and Local Government (2026), Rough sleeping snapshot in England. Available online: <https://www.gov.uk/government/statistics/rough-sleeping-snapshot-in-england-autumn-2025/rough-sleeping-snapshot-in-england-autumn-2025>

A lack of suitable, affordable housing is now a major barrier to preventing and ending homelessness. Over 1.3 million households in England are currently on social housing waiting lists, and social homes are being sold or demolished faster than they're built, resulting in a net loss of thousands of units each year.² At the same time, our analysis shows that just 2.7% of private rental listings in Britain in 2024-25 were affordable to those on housing benefit.³ The Homelessness Monitor research has highlighted the severe challenge that the lack of suitable, affordable housing poses to local authorities attempting to prevent and relieve homelessness, and this is also a profound barrier we encounter in our own service delivery.

About Crisis' housing delivery work

We can't end homelessness without homes. Lack of suitable, affordable housing is the biggest barrier to ending homelessness for our members, and we repeatedly hear across the sector the challenge of providing housing that is affordable to people experiencing homelessness.

Welsh Government (2026), Homelessness statistics. Available online:
<https://www.gov.wales/homelessness-statistics>

Homelessness Monitor research series (2011-present), conducted by Heriot-Watt University and commissioned by Crisis. Available online: <https://www.crisis.org.uk/ending-homelessness/homelessness-monitor/>

Scottish Government (2026), Homelessness statistics. Available online:
<https://www.gov.scot/collections/homelessness-statistics/>

² See: Ministry of Housing, Communities and Local Government (2025), Social housing lettings in England, tenants: April 2024 to March 2025. Available online:
<https://www.gov.uk/government/statistics/social-housing-lettings-in-england-april-2024-to-march-2025/social-housing-lettings-in-england-tenants-april-2024-to-march-2025>

Ministry of Housing, Communities and Local Government (2026), Social housing sales and demolitions 2024-25: Net supply of social housing for rent. Available online:
<https://www.gov.uk/government/statistics/social-housing-sales-and-demolitions-2024-25-england/social-housing-sales-and-demolitions-2024-25-net-supply-of-social-housing-for-rent>

³ See Crisis (2026), Restore housing benefit to cover the cost of rent. Available online:
<https://www.crisis.org.uk/get-involved/campaign/restore-housing-benefit-to-cover-the-true-cost-of-rent/#:~:text=People%20are%20being%20let%20down,they%20need%20for%20good%20health.>

Our new [10-year strategy](#) set the ambition to meet this need for our members, and we're committed to providing homes for our members for the first time in our 60-year history. Over 10 years we'll provide 1000+ homes that meet our 4 tests of a home: safe, affordable, accessible and settled.

Over the first three years, we'll deliver the first phase of this new work - 100 homes in London and Newcastle, prioritising our Housing First clients initially.

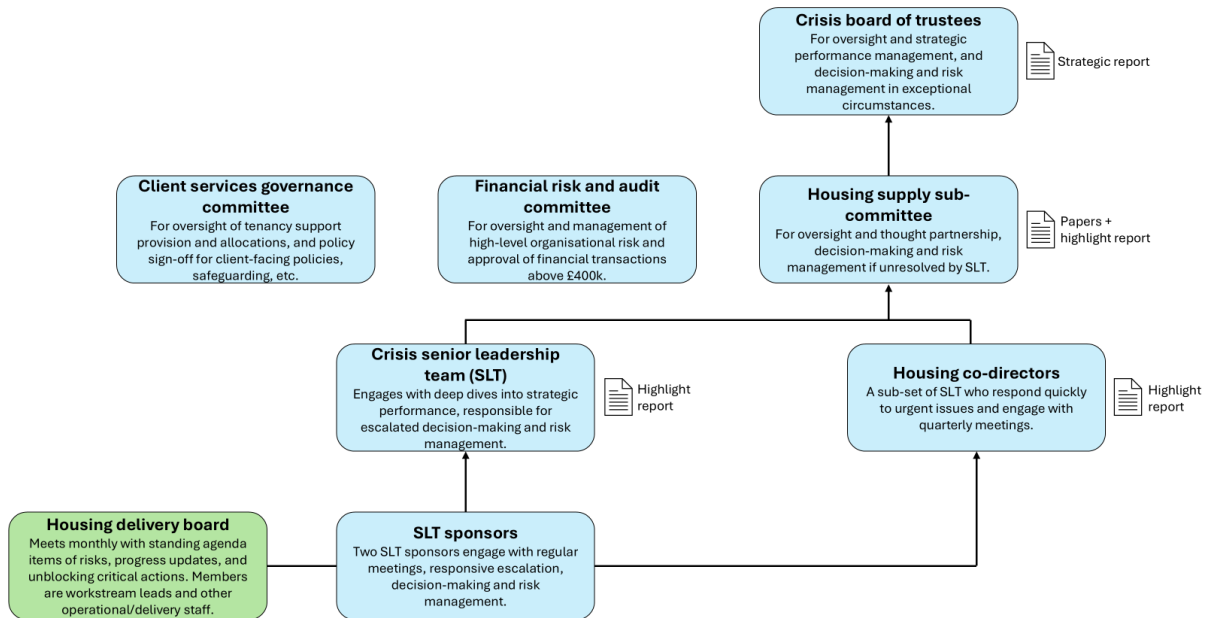
The journey to becoming a housing provider has, and will be, a period of significant change and learning for Crisis, spanning several areas of work:

- Housing delivery
- Sustainable funding
- Financial governance and modelling
- Tenancy support
- Learning and organisational development
- Communications and relationship management
- Internal infrastructure
- Oversight and governance
- Evaluation and test and learn
- National and local policy influencing

We are currently at a stage in which workstreams have been established, guiding principles have been defined, and we are expecting to begin acquiring properties and beginning tenancies in spring 2026.

This is a unique journey for Crisis and we are planning to gather insights that can be used both internally and externally, as well as integrating reflections and evidence back into delivery. We are tendering for a learning partner to support our own internal plans for this, facilitate test and learn over the next two years, and provide advisory input on the development of an impact evaluation.

Governance and oversight structure:



Learning partner brief

We are contracting a learning partner to work with us for a period of two years beginning in July 2026. The objectives of the planned work with the learning partner are:

- Formalise and document the successes, challenges, key decisions, and learnings throughout Crisis' journey to becoming a housing provider, evidencing the reality of housing-led solutions to homelessness⁴ and the viability of our service model's implementation and desired outcomes.
- Assess the degree of ongoing adherence to the key guiding principles for Crisis' housing delivery, and produce live evidence on if/how this is achieved and the knock-on effects of programme development and delivery.
- Establish a feedback loop in which evidence and learning is embedded in delivery on an ongoing basis. Support Crisis to agree how to use evidence in a meaningful and timely way to change course or strengthen/establish delivery model
- Produce outputs that promote learning and document our implementation model and key decisions for external audiences. Deliverables should be in a format that engage key audiences (such as sector partners, policymakers, and funders including philanthropists, trusts, social investors, private equity, etc).
- Provide recommendations and considerations to inform an impact evaluation, which will be developed alongside the above areas of work, and will focus on outcomes for individuals, communities and systems.

We envisage the key areas of work to achieve these aims will be:

- **Facilitating test and learn** – advising on the best method of test and learn for our purposes, and facilitating this within the relevant teams at Crisis.

⁴ Housing-led approaches focus on rapidly rehousing people into settled accommodation as quickly as possible, usually accompanied simultaneously by a package of support. While Housing First (HF) is one form of housing-led service, a housing-led approach can also encompass models with lower-intensity support than HF. Housing-led approaches are distinct from 'staircase models', in which people are expected to go through steps to become 'housing ready' before moving into settled accommodation.

- **Consulting on internal reflection tools** – advising on the refinement and development of existing tools for collecting reflections and learning throughout the project. These currently include digital diaries, which have been recently rolled out for Housing Supply workstream leads to complete monthly, and a standing agenda item in 6 monthly board meetings to identify key challenges, successes, and learnings across workstreams for the project overall. These existing tools could be adapted or added to if needed to support the test and learn approach.
- **Advisory support on a future impact evaluation** – participate in discussions and planning with the Crisis Research and Evaluation team on the optimal approach for a subsequent impact evaluation of Crisis’ housing delivery, which takes into account the learning on the project so far to define the approach for measuring impact on individuals, communities and systems.

Contractor requirements

Approach

Whilst we invite prospective learning partners to propose their own approach, and to finalise plans following a brief consultation phase, the Contractor should be guided by these principles:

a) Actionable insights and real-time learning

Fundamental to this work is the generation of learning and evidence that can feed directly back into operations on an ongoing basis.

b) Collaboration and inclusivity

This work will involve collaborating with key internal stakeholders from a range of teams within Crisis, including Housing Supply workstream leads and the Research and Evaluation team. The Contractor will be required to work collaboratively with the Research and Evaluation team, to understand the needs and perspectives of various stakeholders, and to synthesise learnings across workstreams. We will be requesting the learning partner to carve out a role within

the test and learn and related work for people with lived experience of homelessness ('Experts by Experience'), and we expect the Contractor to work in an inclusive way to accommodate Experts by Experience's ways of working and recognise the value that these consultants bring.

c) Sensitivity to change and complexity

As the brief involves facilitating real-time learning on a new venture, the approach will need to be designed to accommodate change, complexity, and unexpected developments. We expect the Contractor to be proactive, flexible and agile in their approach.

d) Engaging outputs

We want to ensure that the outputs of this work are accessible and engaging to a variety of audiences (including internal staff, sector partners, a range of funders, and policymakers). We will be looking for proposals to disseminate the learning in creative ways that are true to Crisis' values and have the most impact for the audience. These could be multi-media outputs, regular 'bite-sized' updates, etc.

e) Data management and integrity

The Contractor must act in accordance with the requirements of the General Data Protection Regulation (GDPR). Internal operational information shared during the course of the project must not be shared with third parties without Crisis' express agreement.

The Contractor will be asked to make use of a SharePoint Collaboration site for securely sharing files.

Skills, knowledge and experience

The contractor should be able to evidence:

- a) Previous experience of facilitating evaluation and learning from complex and evolving programmes of work which have had an impact in driving forward change
- b) Knowledge and previous experience of test and learn methods
- c) Knowledge, skills and experience of evaluation and social impact measurement

- d) An understanding of housing and homelessness or related systems the work is situated in
- e) Experience of supporting organisations to develop evaluation and learning tools
- f) Strong communication and facilitation skills across a range of audiences/stakeholders
- g) Experience of working in a sensitive and trauma-informed way with people with lived experience of issues such as homelessness
- h) Ability to think creatively with regard to problem-solving and outputs
- i) Strong understanding of research ethics and safeguarding
- j) Alignment with Crisis' values.

Intellectual property

Any information gathered during the course of the project and not already in the public domain is deemed to be the property of Crisis. The information provided in the outputs and the rights to those outputs shall become the property of Crisis.

Project management

The Contractor will hold responsibility for management of the project, including preparing the plan of work, providing regular progress updates to Crisis, and ensuring outputs are delivered on schedule unless an extension is jointly agreed. Crisis will have the opportunity to comment on any deliverables before they are finalised.

Deliverables

- **Test and learn, and reflective learning (80%)** – the brief for the outputs of this strand of work will be finalised following a brief consultation period between the Contractor and Crisis. We anticipate that rather than an end-of-project report, deliverables will be frequent (quarterly at a minimum), include actionable insights, showcase best practice and solutions, and be digestible and engaging

to a range of audiences. As well as supporting real-time learning within Crisis, these outputs should make our learning, key decisions, and implementation visible to sector partners and other external audiences. We invite proposals from prospective Contractors on the format of these outputs.

- **Advisory input on the development of an impact evaluation (20%)** – a brief report, for an internal audience (primarily the Crisis Research and Evaluation team and Housing Supply leads) summarising key considerations and recommendations for the development of the impact evaluation arising from the work of the learning partner.

Funding available

The total budget available for this work is currently £30,000 over two years (including VAT and travel and subsistence if needed).

There is a possibility that an additional £20,000 could be allocated to the budget, so we would be interested in proposals for what this increased budget could deliver.

Format of bids

We invite proposals up to maximum of 20 pages. Please also attach the CVs of key personnel, and a signed form of offer (see Appendix).

Proposals should clearly identify:

- Your understanding of the brief and objectives;
- A proposed approach to the test and learn and reflective learning processes;
- A succinct description of how data, learning and other evidence will be collected and synthesised;
- How you will ensure data storage and retention, and usage of the SharePoint Collaboration site, will be compliant with GDPR;
- An outline of possible deliverables that will meet the objectives outlined in the above sections;
- A short description of how you are best suited to conduct this work, including relevant experience;

- CVs of key members of the team, including relevant experience in similar projects or initiatives;
- Details of two referees;
- The basis on which the consultancy fee would be calculated, and showing relevant daily rates against one or more members of the team to be assigned to the project;
- Confirmation that work can start in July 2026, or soon thereafter.

Submission of proposals

Proposals should be submitted as a Word or PDF document, and completed Form of Offer (see Appendix), via email to Alice Dore (Research and Evaluation Manager): alice.dore@crisis.org.uk.

We ask that interested parties register their intent to bid and submit any questions by 8th May 2026. The final deadline for proposals is 22nd May 2026. Proposals and enquiries should be submitted to Alice Dore, Research and Evaluation Manager (alice.dore@crisis.org.uk). Late proposals will not be accepted.

We request that interested parties register their intent to submit a proposal ahead of this time by email, to Alice Dore (alice.dore@crisis.org.uk).

Timetable

The table provides the indicative timings for this procurement process. Crisis reserves the right to amend the timings and will endeavour to keep bidders informed of any changes.

Date of ITT issue	21st April 2026
Last date for questions	8 th May 2026
Closing date/time for bids	22 nd May 2026
Shortlisting bids	22 nd May – 5 th June 2026
Bidders notified if shortlisted/not shortlisted	5 th June 2026

Shortlisted interviews	15 th -19 th June 2026
Interviewees notified of outcome	22 nd June 2026
Finalise contract with selected provider	22 nd June – 6 th July 2026
Contract start date	6 th July 2026

Appendix

Form of Offer (to be completed by the Tenderer)

Having considered the invitation to tender and all accompanying documents we confirm that we are fully satisfied as to our experience and ability to deliver the goods/services in all respects in accordance with the requirements of this invitation to tender.

We hereby tender and undertake to provide and complete all the goods/services required to be performed in accordance with the Specification [and the terms and conditions of contract] for the amount set out in the Pricing Schedule.

We agree that this tender shall remain open to be accepted by Crisis for three months from the date below.

We understand that Crisis is not bound to accept the lowest or any tender it may receive.

We certify that this is a bona fide tender and that we have not fixed or adjusted the amount of the tender or our rates and prices by or in accordance with any agreement or arrangement with any other person.

Signature

Print Name

On behalf of (organisation name)

Date
