

Digital Transformation & Support for Hosted Housing Management Systems

Service Definition: G-Cloud 15 – Lot 3

1. Introduction

Local authorities and housing providers increasingly deliver housing services through hosted and Software-as-a-Service (SaaS) digital platforms, including housing management systems, repairs and asset management solutions, customer portals, analytics and associated digital tools. These platforms are typically vendor-managed, operating within defined configuration, release and security constraints.

This service provides cloud-enabled digital transformation and support services to help housing organisations adopt, stabilise, optimise and govern digital services delivered through hosted platforms. It supports organisations to maximise the value of modern housing systems while managing the operational, data, reporting, assurance, and change impacts that accompany them.

Services are delivered as defined, outcome-based pieces of work aligned to statements of work and buyer requirements under G-Cloud 15 Lot 3.

2. Service Overview

The service supports local authorities, arm's-length management organisations (ALMOs), housing associations and registered providers operating hosted housing management platforms, as well as those transitioning from on-premise or legacy environments to hosted or SaaS models.

Typical platforms include hosted housing management systems such as NEC Housing, Aareon QL, Civica Cx Housing, MRI Housing, Capita OpenHousing, and comparable solutions, alongside repairs and asset management systems, customer and tenant portals, analytics and reporting platforms, and associated integration services.

The service focuses on the delivery, improvement and governance of housing digital services operating on hosted platforms, helping organisations maximise investment in core systems while supporting service performance, regulatory compliance, inspection readiness and improved tenant outcomes.

The service is delivered independently of software suppliers. While maintaining strong, constructive working relationships with platform vendors, delivery is focused on supporting the best outcomes for the authority or housing provider.

All services are delivered as defined, time-bound pieces of work under an agreed Statement of Work. This service does not include ongoing system administration, managed service provision, BAU helpdesk activity, operational delivery or delegated statutory decision-making. The local authority retains full ownership and responsibility for its systems, data and live service operations at all times.

All Futures personnel follow secure onboarding and offboarding processes and operate under role-based access controls. Where required, Futures may process personal or sensitive data strictly on behalf of the authority, with access minimised, time-limited and granted only where explicitly authorised. Futures does not host or independently store customer data; all data access and processing is undertaken within the authority's secure environments, systems and governance arrangements.

Delivery aligns with cloud shared responsibility principles, recognising the respective roles of platform vendors, the authority and Futures. Futures provides advisory, delivery and enablement support only and does not take responsibility for operating, hosting or administering customer cloud platforms.

3. Housing System Health Checks & Discovery

Purpose:

To establish a clear, evidence-based understanding of how existing housing systems and digital services support operational delivery and strategic objectives.

Activities:

- Review of current housing management system configuration and usage.
- Assessment of data quality, reporting and performance information.
- Review of integrations across housing, finance, repairs and asset systems.
- Discovery sessions with housing, IT and corporate stakeholders.
- Identification of risks, constraints and improvement opportunities.

Outcomes:

- Shared understanding of current strengths and limitations.
- Clear definition of improvement priorities.
- Evidence-based inputs to inform options and delivery planning.

4. Options Analysis, Business Case & Procurement Support

Purpose:

To support informed decision-making and secure approval for change through proportionate analysis, business case development and procurement support.

Activities:

- Options appraisal and impact assessment (optimisation, reconfiguration or replacement).
- Service, data and reporting design options.
- Benefits identification and value assessment.
- Risk, dependency and affordability analysis.
- Support to framework call-off and procurement approaches.
- Mobilisation and readiness planning.

Outcomes:

- Clear, evidence-based options.
- Decision-ready business case material.
- Agreed delivery and mobilisation approach.

5. Implementation & Delivery Support

Purpose:

To support the effective implementation, improvement or optimisation of housing management systems and associated digital services through clearly defined delivery workstreams.

Typical Delivery Workstreams:

Support can be provided for all, or a selected subset, depending on in-house capacity and maturity:

- **Programme and Project Management** – planning, governance, dependency management and reporting.
- **Service and Change Management** – stakeholder engagement, communications and adoption support.
- **Business Analysis** – requirements definition and translation into system configuration.
- **Configuration Leadership** – design, governance and assurance of system configuration.
- **Data Migration and Data Quality** – migration strategy, preparation, testing and cutover support.
- **Testing & Assurance** – test strategy, coordination of UAT and quality assurance.
- **Reporting & Analytics** – housing performance, compliance and management information.
- **Training & Enablement** – training delivery and user support.

Outcomes:

- Controlled delivery aligned to organisational capacity.
- Reduced delivery and data risk.
- Systems configured and adopted to support effective housing services.

All configuration, data and workflow activity undertaken by Futures is time-bound, project-specific and delivered in accordance with an agreed Statement of Work and the authority's governance arrangements. Futures does not provide ongoing system administration, managed service or operational ownership of customer systems.

6. Digital Enablement & System-Adjacent Capability

Purpose:

This element of the service provides digital enablement support that complements and extends core housing system activity and can be delivered either as part of wider system delivery or as a standalone, defined piece of support.

Scope of Support:

Where directly linked to housing systems and services, support may include:

- Digital strategy and road-mapping aligned to housing priorities.
- Tenant and customer portals and digital access channels.
- Data, insight and reporting to support regulation, inspection and service improvement.
- Automation and productivity tooling to reduce manual processes.
- Use of existing cloud platform capabilities to build sustainable internal capability.

Any use of AI or automation is implemented only within buyer governance, proportionality and oversight, and does not replace statutory decision-making or operational casework responsibilities

7. Transition to BAU & Operational Readiness

Purpose:

To ensure housing digital services are stable, supported and ready for sustainable business-as-usual operation.

Activities:

- Operational readiness and go-live support.
- Support model and escalation design.

- Handover to operational teams.
- Performance and service monitoring setup.

Outcomes:

- Stable BAU operation.
- Clear ownership and governance.
- Reduced reliance on external support.

Support focuses on readiness for the defined transition period. Responsibility for BAU operations and live service management remains with the local authority or housing provider and its system suppliers. This service does not provide ongoing operational support.

8. Post Go-Live Support & Optimisation

Purpose:

To support continuous improvement once housing services are live.

Activities:

- Configuration and workflow optimisation.
- Performance, compliance and reporting refinement.
- Assurance and improvement support.

Outcomes:

- Improved system performance and usability.
- Better alignment with housing service needs.

Post go-live support is limited to short, defined pieces of optimisation or assurance work delivered under an agreed Statement of Work. It does not constitute a retained, ongoing or continuous support service.

9. Knowledge Transfer & Capacity Building

Purpose:

To embed digital capability within housing organisations.

Activities:

- Structured knowledge transfer and documentation.
- Coaching and mentoring.
- Support to internal capability development.

Outcomes:

- Sustainable in-house capability.
- Reduced long-term dependency on external support.

10. Delivery Approach & Governance

Services are delivered through defined statements of work aligned to buyer requirements. Delivery is supported by clear governance, reporting and assurance arrangements proportionate to the size and complexity of each engagement.

Support can be provided across individual workstreams or end-to-end, depending on organisational need and capacity.

11. Social Value

Social value is delivered through the way services are designed and delivered, including:

- Upskilling staff to operate and improve housing systems.
- Knowledge transfer and capability building.
- Supporting sustainable digital operating models.
- Improving data quality and insight to support better housing outcomes.

Social value is delivered through structured knowledge transfer, skills development and clear documentation that enable local authority teams to operate, maintain and continuously improve their systems. Delivery supports resilient digital operating models, improved data quality that underpins safeguarding and inspection readiness, and reduced reliance on external resources over time. Where appropriate, digital simplification and reduced duplication also support more efficient, inclusive and lower-impact ways of working.

12. Ordering & Engagement

Services are available via G-Cloud 15 Lot 3 call-off. Engagements are defined through agreed statements of work setting out scope, deliverables, timescales and outcomes.

13. Summary

This service supports housing organisations to adopt, stabilise, improve and govern hosted housing management systems and associated digital services. It focuses on cloud-enabled transformation, optimisation and enablement to support effective, compliant and sustainable housing delivery.