



# **Knowledge and Information Management Strategy: Housing Landlord Services 2024 - 2025**

## Version History

Version No.	Release Date	Reviewer	Summary of changes
1	30/7/24	Vikki Cherry	First draft
2	2/8/24	Adel Gardner	Business intelligence added and section from RSH in background
3	13/8/24	Richard Steele	Additional legislation added. Definition on information governance added. Relevant officers assigned to roles. FOI policy weblink added. Information regarding Northgate deleted – too granular.
4	20/8/24	Jason King	Further detail to be added to action plan, setting out steps needed (some actions involve multiple steps). Actions related to delivering recommendations from Spotlight Report highlighted. Section from Housing Ombudsman added regarding vulnerabilities and how they are defined. Section added to data quality around service critical and service enhancing data. Three lines of defence added to governance section.
5	23/8/24	Richard Steele	Define 3 lines of defence further, adding DPO. Enhancing data repository section.
		Corey Gooch	(no changes)
		Rachel Cox	Enhancing data repository section.
6	27/8/24	Sam Dicker	Minor amendments to data repository section and grammatical changes.
7	3/9/24	Clr Carter	Greater reference to information sharing. New action added: Embed a culture whereby we review data about tenants' vulnerabilities and communication preferences before interacting with them, adjusting our service based on this information. Minor grammatical changes made.
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## Introduction

Knowledge and information management (KIM) is crucial for landlords to collect, store, share, and use data and knowledge. This includes information on tenants, properties, finances, policies, and maintenance schedules. Good management of knowledge and information helps us to make informed decisions, improve service delivery, and maintain legal and regulatory compliance.

Successful knowledge and information management starts with an understanding and appreciation of its benefits to both the landlord and its tenants. Without good information management, a landlord cannot adequately:

- horizon-scan and identify risk
- contingency plan
- proactively address hazards (such as fire safety, asbestos and damp and mould)
- fully comply with legal and regulatory requirements
- ensure evidence-based practice
- provide a high-quality service to tenants.

## Definitions

<b>Analytics</b>	Insight resulting from the analysis of data or statistics.
<b>Data</b>	A range of facts, numbers and statistics collected to be examined, considered and used to inform decision making.
<b>Housing Ombudsman Service</b>	An independent, impartial, and free service for social housing tenants. The Housing Ombudsman Service investigates complaints and the outcome of investigations which may include remedies, orders, and recommendations.
<b>Information</b>	Data is processed, organised, structured or presented in a given context so as to make it useful.
<b>Information Governance</b>	The framework for handling information in a secure and confidential manner that allows organisations and individuals to manage information legally, securely, efficiently and effectively.
<b>Information management</b>	The function of managing the organisation's information resources. It includes creating, capturing, registering, classifying, indexing, storing, sharing, retrieving, providing, using and disposing of information assets in the most efficient and effective way. The 3 key elements in effective information management are confidentiality, integrity and availability.
<b>Insight</b>	Provided by modelling data and using visualisations to tell a story about why something has happened. The past, present and future are incorporated into analysing data to produce insight. Insight includes the ability for users to filter data, allowing exploration of possible scenarios.
<b>NEC Housing</b>	A housing IT management system on one platform, providing a 360 view of tenants and assets to enhance the ways of working. This is the main platform used by the Housing Landlord Service.
<b>Regulator of Social Housing</b>	Sets consumer standards for Registered Providers. The Council is subject to a programmed regulatory inspection at least every four years.

## Background

### Expectations of Registered Providers

There are a set of expectations placed on Registered Providers for information management, including:

- The Decent Homes Standard requiring landlords to report to the Regulator on the number of homes they have that fail to meet the Decent Homes Standard.
- The Chartered Institute of Housing’s Professional Standards requiring housing professionals to provide information and advice based on evidence and accurately presenting the options and facts. It states that meeting this standard in practice will rely on good record creation and management.
- The Information Commissioner’s Office Code of Practice including good practice recommendations on records management.
- The Local Government and Social Care Ombudsman’s guide for care providers on good record keeping. (While the focus is on records in the provision of health and social care services, the Housing Ombudsman considers the principles to be applicable to housing and property management).

In 2023, the Housing Ombudsman Service published their Spotlight report on KIM. Their report was published in response to two core issues: the culture of landlords and the effectiveness of their governance. Recommending that all Registered Providers implement a KIM Strategy. Officers have completed a self-assessment against this report, and key actions have been included in this Strategy.

In 2024, a revised set of Consumer Standards was published by the Regulator of Social Housing. The foundation of delivering the outcomes of these standards includes knowing your tenants and knowing your stock - having reliable, up to date data and delivering a landlord service based on the information this provides. In delivering the consumer outcomes, landlords must:

- Ensure tenants are safe in their homes.
- Listen to their tenants and respond promptly to put things right.
- Be accountable to their tenants, treating them fairly and with respect.
- Know more about the condition of every home and the needs of the people who live in them.
- Collect and use data effectively across a range of areas, including repairs.

### Data and Information Regulations

Regulations and standards applicable to this policy include:

- Data Protection Act 2018 (included the UK General Data Protection Regulation)
- Freedom of Information Act 2000
- Environmental Information Regulations 2004
- Local Government Finance Act 1992
- Section 224 of Local Government Act 1972
- UK Gov Minimum Cybersecurity standards
- Public Service Network Code of Connection requirements
- The Re-use of Public Sector Information Regulations 2015
- Access to Health Record Act 1990
- BS 10008 Evidential weight and legal admissibility of electronically stored information (ESI) Common Law Duty of Confidence
- Regulation of Investigatory Powers Act 2000
- Care Act 2014
- Human Rights Act 1998 (Article 8).

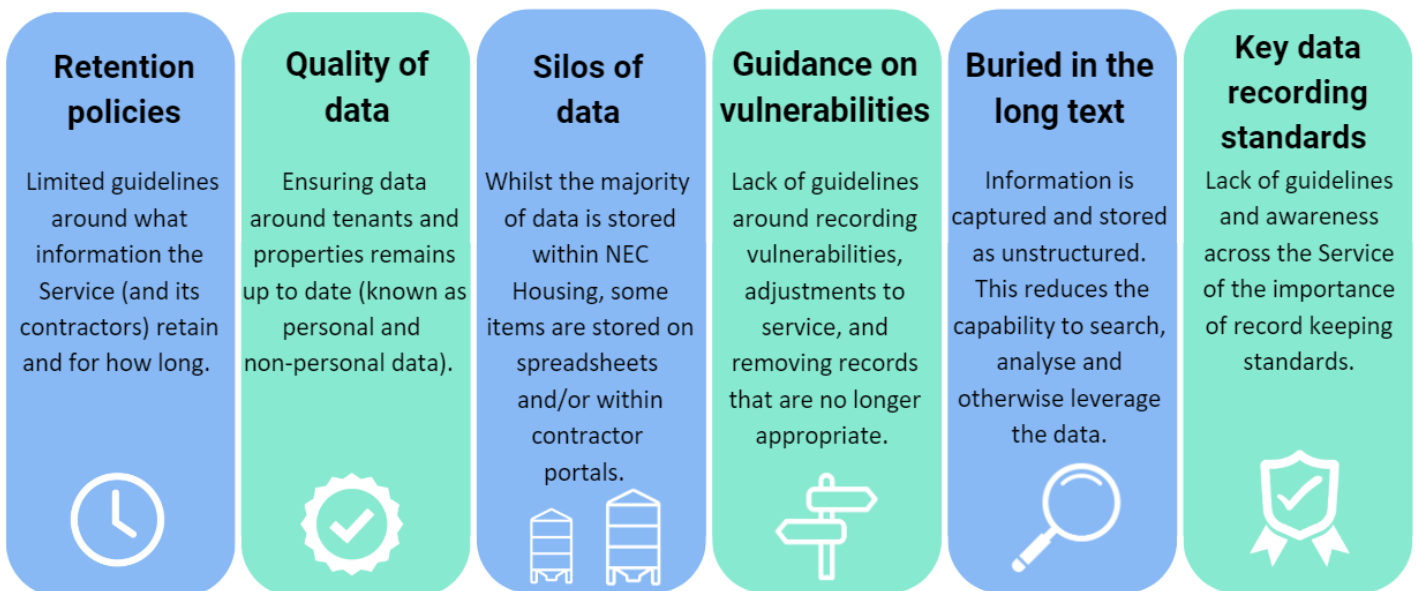
### Existing Council policies

This document should be read in conjunction with the following corporate policies:

- SHDC Data Protection Policy, available at [www.sholland.gov.uk/dataprotectionpolicy](http://www.sholland.gov.uk/dataprotectionpolicy)
- SHDC Privacy Policy Statement, available at [www.sholland.gov.uk/article/8626/Service-privacy-notices](http://www.sholland.gov.uk/article/8626/Service-privacy-notices)
- SHDC Records Management Policy, available at <https://www.sholland.gov.uk/media/17736/Records-Management-Policy/pdf/SHDC-Council-RecordsManagementPolicy-January2019.pdf?m=1610626366300>
- SHDC Local Code of Corporate Governance 2023-2026, available at [https://www.sholland.gov.uk/media/24793/SHDC-Code-of-Corporate-Governance/pdf/SHDC\\_LOCAL\\_CODE\\_OF\\_CORPORATE\\_GVERNANCE.pdf?m=1712753998907](https://www.sholland.gov.uk/media/24793/SHDC-Code-of-Corporate-Governance/pdf/SHDC_LOCAL_CODE_OF_CORPORATE_GVERNANCE.pdf?m=1712753998907)
- SHDC Freedom of Information Policy, available at <https://www.sholland.gov.uk/article/6328/Freedom-of-Information>

## Key challenges

When considering knowledge and information management, the following have been determined as challenges for the Housing Landlord Service:



## Information management principles

Information is a key asset of the organisation, and the Housing Landlord Service will be guided by the principles that information is:

- Held only once and duplicated only for backup.
- Able to be combined with other information to aid decision making.
- Referenced and sourced.
- Owned, managed and kept no longer than necessary, disposing of safely.
- Accurate, relevant and fit for purpose.
- Kept securely.
- Personal information will only be accessible to those who need it in order to carry out their functions.

- Conforms to legal, regulatory and authority policies and standards including sharing safely with professionals, as per agreed protocols.
- Benchmarked to underpin a continuous approach to service delivery.

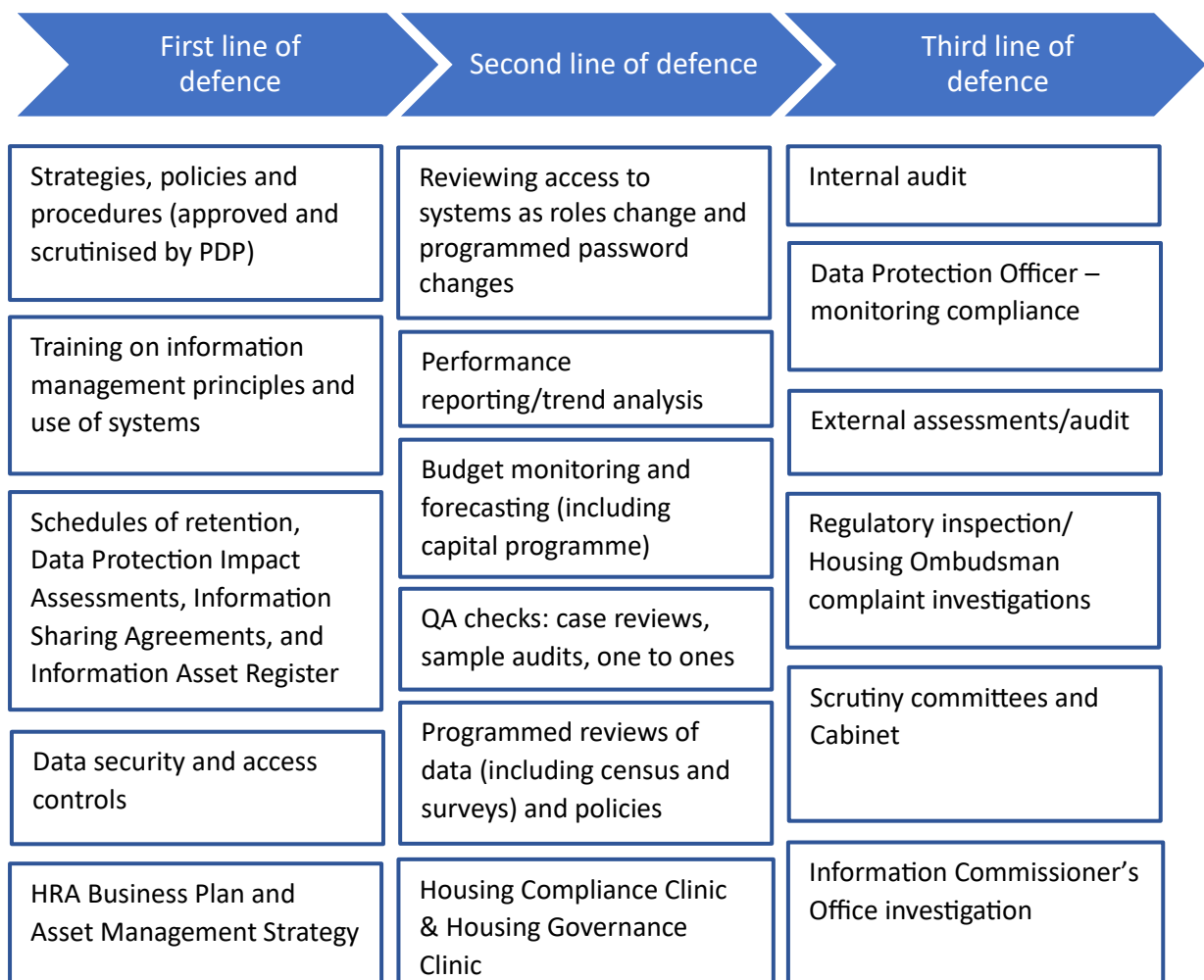
In delivering this Strategy, we will:

- Continue to use benchmarking as metrics to underpin a continuous approach to service delivery and improvements.
- Explore the use of external data and information to provide greater business intelligence, for example NHS data and UK census data (related to South Holland).

## Information governance

The key foundation block in embedding information management across the Service and ensuring clear ownership and accountability for Information Assets is to establish a robust information management framework. Every Officer is responsible for effective information management.

The Strategy uses a ‘three lines of defence model’ for information governance, set out in the diagram below.



1. First line of defence: Primary responsibility for managing organisational risks through designing and implementing appropriate mitigating controls rests with operational management who own and manage risks.

2. Second line of defence: Reporting to senior management, the second line comprises risk management and compliance functions to help build and/or monitor the first line of defence controls.
3. Third line of defence: The principal function of the third line is to provide risk assurance. Internal audit provides assurance on the effectiveness of governance, risk management and internal controls, including first and second line controls. Internal audit is independent of management with a direct reporting line to Cabinet/ Scrutiny Committee.

Roles and responsibilities



**Chief Executive** - The Chief Executive of South Holland District Council has overall responsibility and accountability for the Council’s information.

**Corporate Management Team (CMT)** - CMT set the strategic framework through which the Council governs its information resources.

**Senior Information Risk Owner (SIRO)** - The Deputy Chief Executive (Programme Delivery) is the named SIRO for the Council. The SIRO is ultimately responsible for managing the risk to information and for ensuring that responsibility for information governance has been sufficiently organised to manage the risks, in accordance with the related policies, procedures and guidance.

**Data Protection Officer (DPO)** – The Assistant Director – Governance is the DPO and is responsible for ensuring the organisation’s compliance to its Data Protection requirements, developing, and implementing the organisation’s Data Protection Policy through training and advice, processing and responding to requests for information by data subjects, and providing advice and guidance on ensuring data remains up-to-date and is destroyed when necessary.



**Information Assets Owners (IAO)** – Assistant Director – Housing and Housing Managers are Information Asset Owners and must take responsibility for the information created and held within their business function(s). They must complete the information Asset Register and review their assets and associated information risks annually. Information Sharing Agreements and Data Protection Impact Assessments (DPIA) must be entered into the Information Sharing Register.

**Information Governance Team (IGT)** - The Information Governance Team supports the information governance function and are the first point of call for information governance matters.

**All Officers** - All Officers have a responsibility for information governance and information management. To embed the Strategy successfully requires understanding from officers of the value of information as an asset, in the same way that they value people, technology and other resources. Officers must ensure they uphold the principles of the Data Protection Act 2018 while working with personal information.

## Information architecture

### Policies

The Council has a number of corporate documents including:

- Schedules of retention setting out our approach to the determining and enforcing of retention periods for different information types, along with the disposal approach that Information Asset Owners must follow. Corporate retention schedules ensure that the Council is maintaining necessary records for the appropriate length of time.
- Information security and assurance policies provide the Council's statement of policy on a range of security issues (such as passwords, encryption, clear desk environment etc). These also set out the Council's commitment to taking a risk-based approach to the management of its information, enabling the Council to take managed risks to minimise cost whilst protecting the confidentiality, integrity and availability of its information assets.
- Data protection policies setting out how the Council will comply with GDPR and the Data Protection Act 2018. Data protection policies are supported by the other information management policies that direct the handling of personal data and information. There is a record of all Data Protection Impact Assessments (DPIAs) which consider the risks of changes to data processing activities and new projects which involve data.
- Information sharing agreements outlining the guiding principles for the safe two-way sharing of information, based on legal and ethical requirements. Setting out how we securely share information between partner organisations, in terms of contractually and operationally, and also covers wider issues of disclosing and receiving information from third parties.
- Information Asset Register defining the information that is held, details on the management of that information, and the owner and manager for each information asset type. This information is required to provide a single view of the Council's information holdings and to support development of the information architecture.

A Records Management Policy expands the Council's information management principles and provide supporting policy statements that encompass the Council's statutory and regulatory requirements for managing information. This document is currently being drafted corporately.

### Information security and integrity

Information is processed and stored securely to maintain confidentiality, integrity, legality, availability and ensure business continuity.

We share relevant information across the authority and, where appropriate, with partners and contracted service providers through information sharing protocols to enhance the quality and targeting of local services. Our IT infrastructure and business processes support these principles to avoid duplication of effort and ensure that data and systems are protected from unauthorised or accidental modification.

## Record keeping

The Housing Ombudsman's KIM Spotlight report states:

*Failings to create and record information accurately results in landlords not taking appropriate and timely action, missing opportunities to identify that actions were wrong or inadequate, and contributing to inadequate communication and redress.*

Sample audits are carried out on a monthly basis to ensure records are correct and policies are adhered to, this includes rent accounts, introductory tenancy extensions, allocations of properties, health and safety compliance, anti-social behaviour and mutual exchanges. Findings are shared with individual officers and learnings (and improvements) are reported at the quarterly Housing Governance Clinic. Benchmarking underpins a continuous approach to service delivery.

As part of delivering this Strategy, we will:

- Develop key data recording standard requirements that will ensure records support the business and demonstrate compliance with national standards. This will set out the minimum standard to which data must be entered in databases.
- Make adherence to the minimum standard for knowledge and information management part of the service level agreement with third parties and ensure that the quality of information sharing forms part of the assessment at procurement stage.
- Have a clear categorisation system for Freedom of Information requests received by the Service. This will allow quick identification of whether the question has previously been answered and analysis of which systems require refinement to answer questions in future.
- Keep the FAQs section on our website updated. This allows for information self-service and reduces resourcing requirements.
- Schedule appropriate sensitive information reviews. Resident information and personal characteristics change on a regular basis. Records should be appropriately reviewed to ensure we continue to know our tenants including disability or illness, financial difficulties and family composition.
- Review our record keeping for missed appointments, setting clear requirements for when an appointment can be recorded as 'missed', using the insight generated by accurate records of missed appointments to identify efficiencies and action plans and exploring implementing an automated appointment reminder system.

## Data repositories

The following data set is held within NEC Housing:

- Property Asset data - all elements relating to the property including date of last survey, expected lifetime and compliance safety check dates.
- Void Data – void stages and void loss.
- Repairs including all repairs raised, booked including contractor details and related repairs.

- Tenancy details (current and former) including items such as date tenancy commenced, type of tenancy along with any administrative changes to the tenancy, records of interactions with customers including tenancy support notes.
- Revenue account details including payment method, dates of payment, payment reference and direct debit details (plus bank details with controlled access measures, where applicable) including arrears stages and related notes.
- Personal details for household members including name, date of birth, national insurance number, contact details (and contact preferences), vulnerabilities, gender, marital status, nationality, languages and warnings.
- Housing advice cases including notes on work completed.
- Planned maintenance programmes
- Housing Register application and supporting evidence - health records (with access restricted), identification, proof of income, bank statements, proof of address.
- Vulnerable adults – by pivoting the tenancy data.
- Contractors' actions, complaints and performance – by pivoting repairs data.

## Data quality

It is important that data is relevant and accurate. As a Registered Provider, the Council is subject to delivering the outcomes of the Regulator of Social Housing's Consumer Standards. In delivering this, Registered Providers must have robust information about their tenants and keep this information up to date to understand their diverse needs, including those arising from protected characteristics, language barriers, communication needs and additional support requirements.

The Housing Ombudsman's KIM Spotlight report states:

*The term 'vulnerabilities' has no standard definition. Broadly, they are characteristics that a resident possesses, either permanently or temporarily, that may mean they need care or support to complete landlord-tenant transactions, e.g. paying their rent, opening the door to allow a gas safety check. These characteristics may also mean that reasonable adjustments are appropriate to actively prevent harm or distress. These can include recognised physical disabilities or mental health issues, but will also include transitory situations, such as financial difficulty or a broken leg.*

### Service critical data

It is vital to ensure that we have a solid basis to effectively develop our capabilities upon. Data management is about keeping our data organised and current. Getting our data foundations right will allow us to have confidence in the accuracy of our data and understand how and where it is held.

The Council completed a tenant census in 2023, with a response rate of 70% of tenant households. Data was collated on protected characteristics, language barriers and additional support requirements.

As per the Quality and Safety Standard, the Council must have an accurate, up to date and evidenced understanding of the condition of our homes that reliably informs our provision of good quality, well maintained and safe homes for our tenants. Health and safety compliance data records are up to date; however, it has been concluded that the Council does not hold data in sufficient depth on stock condition, with the data being between 4 and 8 years old. (A contract has been awarded to survey all properties to update this information by September 2025).

### Service enhancing data

Through data analysis we can spot trends suggesting where problems might be emerging, meaning we can proactively put in place steps to manage and improve this. Embedding a centralised function for performance management and business intelligence will ensure that this is done consistently, and improvements identified with work initiated to deliver.

As part of delivering this Strategy, we will:

- Determine communication preferences with our tenants who have protected characteristics, language barriers and additional support requirements. Ensure this is used and factored into mass communication campaigns e.g. Annual rent review.
- Establish a programme for continuously updating tenant data including data around vulnerabilities and communication needs.
- Embed a culture whereby we review data about tenants' vulnerabilities and communication preferences before interacting with them, adjusting our service based on this information.
- Complete stock condition surveys on all properties – a contract has been awarded to update all property condition data by September 2025.
- Establish a programme for ensuring stock condition data is continuously updated.

## Training and awareness

Officers are our first line of defence in securing the information and data that we hold. Although information management is embedded as part of the induction process, Officers have varying degrees of confidence in gathering, maintaining, accessing and updating data. Where necessary, they will be upskilled in managing information and data as part of delivering this Strategy.

Guidance around the key issues of information management should be easily accessible for all. All officers complete corporate e-learning on data protection, equality and diversity and safeguarding on an annual basis.

Data analysis forms part of our proactive activities to satisfy safeguarding duties, with information being shared at multi agency meetings and used to complete referrals into support agencies.

As part of delivering this Strategy, we will:

- Upskill our officers in information and data management (including analytical skills) setting out the expected standards, how they will be monitored, and the consequences of failing to adhere to them.
- Ensure all officers within the Service complete the KIM Housing Ombudsman e-learning.
- Deliver record keeping training to offer efficient and effective services by ensuring that decisions and actions are taken based on good quality information.
- Ensure our role as a landlord, including the information and data that we hold, is fed into the corporate review of safeguarding policies and procedures.

## Equality and diversity

The Council is committed to providing services which embrace diversity and promote equality of opportunity. As an employer, the Council is committed to ensuring equality and valuing diversity within its workforce. The Council will not tolerate any discrimination, directly or indirectly.

We recognise that the importance of KIM as a tool for compliance with the Equality and Diversity Act 2010. Our aim is to improve tenants' experience by delivering a more personalised, fair, and inclusive service. We will use the information we hold to identify where we need to intervene and/or

adapt our services to do something different. We will also use this information to understanding the potential impact of our policies.

An equality impact assessment has been undertaken on this Strategy. It is expected that the Strategy will have an overall positive impact by making greater use of data to improve the delivery of services through improved quality, accessibility and control over data. The potential for the Strategy to cause a negative impact will be kept under review as the data, digital and technological environment progresses, so that mitigations can be put in place where necessary.

## Monitoring this Strategy

Ownership of this Strategy rests with Housing Business Support Manager who is responsible for agreeing, monitoring, promoting and reviewing its implementation. The Strategy is focussed on building the foundations for good management of knowledge and information. It will be reviewed in 12 months time to review the progress made.

An action plan has been developed to support this Strategy, see appendix A. Progress will be monitored quarterly by the Housing Transformation and Improvement Board, as part of delivering the wider Housing Transformation and Service Improvement Programme.

## Appendix A – Housing Landlord Service Knowledge and Information Strategy: Action Plan

Action number	Action	Owner	Timescales	Comments
<b>Information management principles</b>				
IM1	Embed a commitment to continuously use benchmarking as metrics to underpin an approach to service delivery. Determine what continuous benchmarking looks like for the Housing Landlord Service.	All Housing Managers	Ongoing	To be delivered as part of Insight and Intelligence Project, as part of the wider Housing Transformation and Service Improvement Programme.
IM2	Explore the use of external data and information to provide greater business intelligence, for example NHS data and UK census data (related to South Holland).	Housing Transformation Team	Q4 2025/26	To be delivered as part of Insight and Intelligence Project, as part of the wider Housing Transformation and Service Improvement Programme. Methodology and breadth to be agreed as part of this piece.
<b>Information architecture</b>				
IA1	Review privacy notices for the Housing Landlord Service and ensure these are programmed in for future reviews.	Business Support Manager	Q3 2024/25	Existing documents to be reviewed and item added to 'year planner' to ensure review programmed in.
IA2	Updated schedule of retention for the Housing Landlord Service and ensure this is programmed in for future reviews.	Business Support Manager	Q3 2024/25	Existing document to be reviewed and item added to 'year planner' to ensure review programmed in.
IA3*	Develop key data recording standard requirements for the Service. Ensuring that good records support the business and demonstrate compliance with national standards. This will set out the minimum standard to which data must be entered in the various databases and include procedures on where data is stored and how to access this information.	Business Support Manager	Q4 2024/25	Standards for the Service to be set based on best practice (including LGSCO'S guidance on Good Record Keeping) and NEC Housing requirements. To include Property Details (including all elements relating to the property), repairs - tenancy details, revenue account details, personal details (including contact details), vulnerabilities, gender, marital status, nationality, languages.

				Staff training will be rolled out to ensure standards are achieved along with sample checks – see action TA1 and TA4)
IA4*	Make adherence to the minimum standard for knowledge and information management part of the service level agreement with third parties and ensure that the quality of information sharing forms part of the assessment at procurement stage.	Housing Transformation Team	Q4 2024/25	Statement to be drafted based on KIM Strategy and best practice. Shared with Procurement and picked up by Contract Managers as part of contractor meetings.
IA5*	Have a clear categorisation system for Freedom of Information requests received by the Service.	Business Support Manager	Q4 2024/25	Consider adopting similar categories to complaints.
IA6*	Review the FAQs section on our website and programme in regular updates.	Business Support Manager	Q4 2024/25	All Managers to review information and share with Business Support Manager to update website. Consider using google analytics also. Item to be added to year planner as a regular exercise.
IA7	Review FOIs from the last 2 years (for the Housing Landlord Service) and update website FAQs in response to this. This allows for information self-service and reduces resourcing requirements in responding to FOIs.	Business Support Manager	Q4 2024/25	Note, this is unlikely to stop FOIs (as they tend to be sent via mass email) but will reduce the time taken in responding to them. Item to be added to year planner as a regular exercise. Discussion to be held with DPO around Lincolnshire wide trends.
IA8*	Schedule appropriate sensitive information reviews. (Resident information and personal characteristics change on a regular basis. Records should be appropriately reviewed to ensure a landlord continues to know its tenants– disability or illness, financial difficulties and family composition).	Housing Transformation Team	Q4 2024/25	Tenant census programme established – 4 yearly, next due in 2027.  Approach to be determined on how we update this information during the 4 years, based on individual interactions with tenants – Customer Contact, Housing Officers and Independent Living Officers, Allocations (at point of tenancy change).
IA9	Produce guidance around recording third party authority arrangements. Ensure temporary and permanent arrangements are recognised, recorded	Housing Transformation Team	Q4 2024/25	Transformation Team to assist with researching best practice and setting principles. Procedure to be established and implemented by Business

	and then removed from records once no longer appropriate.			Support Manager and added to year planner, once frequency determined. Easy to read literature to be produced for tenants explaining why we review this information – to be added to website and included in any communications when updating information.
IA10*	Produce guidance around recording vulnerabilities, particularly to ensure temporary, as well as permanent, vulnerabilities are recognised, recorded and then removed from records once no longer appropriate. Easy to read literature to be produced for tenants explaining why we review this information – to be added to website and included in any communications when updating information.	Housing Transformation Team	Q4 2024/25	Transformation Team to assist with researching best practice and setting principles including defining ‘vulnerabilities’ (to include victims of ASB and Domestic Abuse also).  Procedure to be established and implemented by Business Support Manager and added to year planner, once frequency determined.
IA11*	Review record keeping for missed appointments and produce a procedure setting clear requirements for when an appointment can be recorded as missed.	Housing Transformation Team	Q2 2025/26	To be picked up as part of the Housing Repairs and Property Services review as part of the wider Housing Transformation and Service Improvement Programme.
IA12*	Use the insight generated by accurate records of missed appointments to identify efficiencies and create action plans, including whether a broader time range of appointments would be of benefit.	Housing Transformation Team	Q2 2025/26	To be delivered as part of Housing Repairs and Property Services Projects, as part of the wider Housing Transformation and Service Improvement Programme.
IA13*	Explore implementing an automated appointment reminder system for repairs appointments.	Business Support Manager	Q2 2025/26	To be picked up as part of the Housing Repairs review as part of the wider Housing Transformation and Service Improvement Programme.
<b>Data quality</b>				
DQ1	Determine communication preferences with tenants that have protected characteristics, language barriers and additional support requirements.	Housing Services Manager	Q4 2024/25	Communication preferences for tenants with disabilities recorded and being uploaded into Northgate.  Procedure to be established for Housing Officers and Allocations Officers to log this information onto



				<p>NEC Housing as part of everyday interactions with tenants.</p> <p>Discussions to be held with PPS regarding Customer Contact updating this information as part of interactions with tenants also.</p>
DQ2	Communication preferences to be added to NEC Housing and approach to mass mailouts/campaigns to be determined e.g. annual rent review	Business Support Manager	Q3 2024/25	Procedure to be drafted on how these preferences will be taken into account with mass communications campaigns.
DQ3	Repairs Diagnostics to go live, allowing tenants to report repairs online.	Business Support Manager	Q1 2025/26	
DQ4	Establish a programme for continuously updating tenant data including data around vulnerabilities and communication needs.	Housing Transformation Team	Q3 2024/25	Decision around tenant census frequency to be determined and logged.
DQ5	Embed a culture whereby we review data about tenants' vulnerabilities and communication preferences before interacting with them, adjusting our service based on this information.	Housing Transformation Team	Q2 2025/26	To be established as part of service reviews, prioritised with Repairs and Property Services.
DQ6	Complete stock condition surveys on all properties	Property Services Manager	Q3 2025/26	A contract has been awarded to update all property condition data by September 2025.
DQ7	Establish a programme for ensuring stock condition data is continuously updated and produce literature for tenants explaining why this is necessary.	Property Services Manager	Q2 2025/26	<p>To be determined following completion of stock condition surveys – dependent upon completion of survey of all stock.</p> <p>Programme to be established and procedure drafted for Property Services Team. Easy to read literature to be produced for tenants explaining why we review this information – to be added to</p>

				website and included in any communications when updating information.
<b>Training &amp; Awareness</b>				
TA1	Upskill officers in information and data management (including analytical skills), setting out the expected standards and how they will be monitored.	Housing Transformation Team	Q4 2024/25	Training. Linked with TA4 and IA3
TA2	Inform officers of the consequences of failing to adhere to KIM expected standards.	Housing Transformation Team	Q4 2024/25	To be included as part of Competence and Conduct project, as part of wider Housing Transformation and Service Improvement Programme. To be added to induction process.
TA3	Ensure officers complete the KIM Housing Ombudsman training	All Housing staff	Q4 2024/25	
TA4*	Deliver record keeping training to offer efficient and effective services by ensuring that decisions and actions are taken based on good quality information	Housing Transformation Team	Q4 2024/25	Linked with TA1 and IA3
TA5*	Ensure our role as a landlord including the information and data that we hold is fed into the corporate review of safeguarding policies and procedures.	Housing Transformation Team	Q2 2025/26	To be picked up as part of the Safeguard Project as part of the wider Housing Transformation and Service Improvement Programme, alongside the corporate review of the Safeguarding Policy.

\*Recommendations from the Housing Ombudsman's KIM Spotlight report (May 2023).