Annex 1 – Recommendations Summary

Governance and culture

Recommendation 1	Define the oversight role of governance for knowledge and information management.	Governance should seek assurance that the landlord knows its products, services and residents well, and that it uses this data to inform business and financial planning.
Recommendation 2	Implement a knowledge and information management strategy	This should include: • defining knowledge and information management • clear definitions of which data repository is to be used for which datasets • the implementation of an Information Asset Register so you know what data you already have, what you don't have, and what you need • outcomes-focused data mining: what you are trying to achieve and what do you need the data for? • how it aligns with the overall business strategy and the need for continuous service improvement • what the expected standards are, how they will be monitored, and the consequences of failing to adhere to them
Recommendation 3	Benchmark against other organisations' good practice in knowledge and information management.	This should underpin a continuous improvement approach to service delivery.
Recommendation 4	Review safeguarding policies and procedures	To ensure data analysis forms part of a landlord's proactive activities to satisfy their duties.
Recommendation 5	Train staff on the requirements of the Equality Act 2010	Particularly with relevance to the importance of knowledge and information management as a tool for compliance
Recommendation 6	Review internal guidance around	Particularly to ensure temporary, as well as permanent,

	recording vulnerabilities	vulnerabilities are recognised, recorded and then removed from records once no longer appropriate.

Devise key recording standards

Recommendation 7	Develop organisational key data recording standard requirements that will ensure good records that support the business and demonstrate compliance with national standards	This should set out the minimum standard to which data must be entered in the various databases owned by the landlord.
Recommendation 8	Make adherence to the minimum standard for knowledge and information management part of the service level agreement with third parties	The quality of information sharing should form part of the assessment at procurement stage.
Recommendation 9	Have a clear categorisation system for ATIS/FOI requests	This allows quick identification of whether the question has previously been answered and analysis of which systems require refinement to answer questions in future.
Recommendation 10	Publish FAQs on websites and keep them updated	This allows for information self-service and reduces resourcing requirements.

Ensure appropriate systems are in place

Recommendation 11	Review existing databases for capability and capacity to record those key data requirements	To ensure databases are capable of adequately capturing information about residents – e.g. vulnerabilities To ensure databases are capable of adequately capturing information about homes – e.g. repairs and stock condition
Recommendation 12	Train staff on using systems	Including minimum data standards, performance measures and quality assurance processes

Recommendation 13	Ensure databases are easy to interrogate, and that the data can be extracted and used	Staff should be able to easily access the information they require. This is essential for evidence-based practice and informed decision-making. Where systems can be interrogated effectively, this produces crucial insight regarding patterns, themes and potential shortfalls.
Recommendation 14	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 residents – disability or illness, financial difficulties and family composition.

Mergers and other structural changes

Recommendation 15	Stress test systems prior to change	To identify whether they can 'talk' to each other; data can be securely transferred, and staff from each landlord can access the data they need
Recommendation 16	Undertake a risk assessment regarding knowledge and information shortfalls before the change	This should be a living document with clear risks and mitigations documented, incorporating a review cycle and emerging risk identification. This document should continue beyond the date of change.
Recommendation 17	Proactively investigate incoming datasets during mergers	Identify gaps in the knowledge of incoming stock and residents, and work to fill those gaps.
Recommendation 18	Establish clear data exception reporting processes	This allows the new organisation to identify issues post-change quickly

Repairs

Recommendation 19	Set out clear requirements of operatives before they are allowed to record an appointment as missed	This should include ensuring that the appointment was notified to the resident, it was made at a time they could attend, checking that any contact requests were adhered to, guidance on what level of contact (e.g., Two door knocks, calling the resident) etc

Recommendation 20	Conduct wastage analysis on missed appointments	Use the insight generated by accurate records of missed appointments to identify efficiencies and action plans, including whether a broader time range of appointments would be of benefit.
Recommendation 21	Implement an automated appointment reminder system	This could take the form of text messages the day before.