Knowledge and Information Management Strategy 2025-2028

Lewisham Council Housing Services



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Introduction

Knowledge and Information Management (KIM) connects the receipt of information to the systems that store and manage that information, through to the reporting. The Housing Ombudsman defines it as how information is 'created, stored, used, and shared.' It is the link between analysis and action, from record-keeping to response.

All housing services rely on accurate and well-managed information. This includes everything from understanding residents' needs to keeping properties in good condition and meeting legal requirements. If our data is poor or our systems don't work well, we can't make good decisions or deliver services effectively. Managing information properly and securely helps us make better choices, improve how we work, and stay compliant with the law.

In 2023, the Housing Ombudsman Service published a Knowledge and Information Spotlight Report highlighting the importance of effective record-keeping and how gaps can negatively affect both tenants and landlords. In 2024, a revised set of Consumer Standards were published by the Regulator of Social Housing². A key message within the standards is the need for landlord to know their tenants and their stock. This is achieved by having reliable, up to date data and using it to deliver an effective landlord service.

As a council, we acknowledge the need to make improvements across our range of services. This strategy prioritises the delivery of the fundamental elements of successful knowledge and information management, while setting out targets to strive for.

Our core objectives are:

- to understand our properties, their condition and any actions to bring them up to standard
- to understand who is living in our properties, their needs, vulnerabilities and how to tailor our services to meet their needs
- to effectively use knowledge and information to improve our services for tenants and the wider housing service
- to provide assurance to residents about how their data is created, stored, used, and shared

An organisational culture means having shared habits and ways of working that reflect certain values. These values guide how we make decisions and take action. This strategy explains what those values are and how they connect to five key themes, showing their purpose and role. The chosen values match Lewisham's overall values: **ambitious, inclusive, collaborative, accountable, and trustworthy.**

¹ Knowledge and Information Management (KIM) | Housing Ombudsman

² Regulatory standards for landlords – GOV.UK

Our approach to meet the objectives above is grouped into five themes with each having identified actions and outcomes:

- 1. Appropriate data systems
- 2. Data standards
- 3. Using data for service improvement
- 4. Transparency and data sharing
- 5. Information governance

A summary of the identified actions can be found in Appendix 1.

Context

National context

Effective knowledge and information management is increasingly recognised as a cornerstone of good governance and service delivery in the housing sector. National standards and regulations place clear expectations on social landlords to manage data responsibly, transparently, and in a way that supports both operational efficiency and resident trust. Among these, the Consumer Standards- set by the Regulator of Social Housing- require landlords to be transparent, responsive, and accountable, underpinned by accurate data, clear communication, and strong record-keeping.

Alongside the Consumer Standards, several other frameworks shape the national landscape for information management in housing:

- the Decent Homes Standard³ requires landlords to report to the Regulator of Social Housing on the number of homes that fail to meet the Decent Homes Standard, underscoring the importance of reliable property data.
- the Chartered Institute of Housing's Professional Standards⁴ expect housing professionals to provide evidence-based information and advice, which depends on strong data management practices.
- data protection legislation, including the General Data Protection Regulation (GDPR)⁵ and the Data Protection Act 2018⁶, governs how personal data is held and used. The council complies with these requirements through both a general privacy statement⁷ for the whole council and a specific privacy statement⁸ for tenants and leaseholders.

Furthermore, recent years have seen the development of various data quality frameworks and best practice guidance from central government and sector bodies. These resources support proactive data management, helping to prevent issues before they arise. More details on these can be found in Appendix 2.

Lewisham context

Lewisham Council operates in a complex and evolving housing environment, where effective knowledge and information management is essential to delivering high-quality services, meeting regulatory requirements, and responding to resident needs. As we continue to improve our housing services, the ability to access, interpret, and act on accurate data is increasingly critical.

Our housing services rely on a wide range of datasets that support day-to-day operations, strategic planning, and performance monitoring. These datasets span

³ A decent home: definition and guidance – GOV.UK

⁴ <u>CIH professional standards</u>

⁵ General Data Protection Regulation

⁶ Data Protection Act 2018

⁷ <u>Lewisham Council – Privacy statement</u>

⁸ <u>Lewisham Council – Lewisham Council tenant and leaseholder privacy notice</u>

multiple systems and functions, reflecting the scale and complexity of our housing responsibilities.

The following datasets are examples of those held within Lewisham housing management systems:

- Property asset data
- Void data
- Repairs including all repairs raised, contractor details and related repairs
- Tenancy details (current and former)
- Revenue account details
- Personal details for household members including vulnerabilities
- Planned maintenance programmes
- Housing Register applications and evidence
- Homelessness applications and evidence
- Complaints, FOIs, SARs and member enquiries
- Private sector licensing applications, licenses, and enforcement work

These datasets are stored across various systems, each with differing data standards and limited interoperability. Even though this list is a simplification and not exhaustive, it aims to give a sense of the complexity and overlapping nature of many of our data solutions.

To inform the development of this strategy, internal consultation was undertaken with staff across Housing Services and key knowledge and information stakeholders across the wider council. This engagement helped us understand current practices, challenges, and opportunities for improvement. To ensure resident voices were captured, we also consulted with our Service and Performance Panel (SPP) comprised of residents, Tenants & Residents Association (TRA) representatives, and senior Lewisham Council Housing Service staff.

Insights from these consultations shaped the identification of key challenges facing Housing Services in relation to knowledge and information management, including:

- Silos of data we have different systems with different sets of data within them which can be difficult to join together to share information. This can result in residents needing to repeat their situation or key details of relevance not being shared
 - We've historically used standalone reporting tools with separate databases, resulting in fragmented data storage that's disconnected and beyond our direct control to modify
- Data quality in some areas the quality of our records can be poor and not up to date, although there have been improvements made. This impacts on our ability to report to the Regulator of Social Housing, the government and our residents
- Data recording standards there is a lack of standards and consistency in recording across the service

- Governance there is a lack of structured scrutiny and decision making at senior management level specifically relating to knowledge and information management
- Vulnerabilities information on resident vulnerabilities and property access can be hidden in case notes, scattered across systems, or not properly collected – leading to inconsistent awareness and response
- Reporting challenges some key client and case data is stored in free-text fields or attachments, which helps officers understand cases but makes reporting and trend analysis difficult
- Data sharing we need better protocols and processes for data sharing, and for requesting support from data colleagues within Housing Services or within the central Data Insight and Programme Management Office (PMO) team

Recent organisational and regulatory developments have reinforced the importance of strong knowledge and information management across Lewisham's housing services.

Following the return of management of the housing stock from Lewisham Homes to the London Borough of Lewisham in October 2023, the council self-referred to the Regulator of Social Housing to examine whether it was providing decent homes, running an efficient repairs service, and completing fire safety actions within acceptable timescales. This process highlighted he critical role of accurate, accessible, and well-managed data in evidencing compliance, identifying service gaps, and driving improvements. The council has been working with the Regulator on these points and has made significant progress in some areas, though there is still a lot of work to do before it achieves full compliance for its residents.

In July 2024, The Housing Ombudsman launched a special investigation (paragraph 49) into Lewisham Council following a high maladministration rate, including a significant number of severe maladministration findings, and some compliance issues. In response, the council is engaging with the Ombudsman and developing targeted improvement plans, many of which depend on better data quality and improved information flows to ensure accountability and timely resolution of resident concerns.

In May 2025, as part of our ongoing work with the Regulator, we developed a Housing Improvement Plan. This includes several actions relating to knowledge and information management and is shared and updated through our Housing Transformation Portfolio Board and reported to the council's Executive Management Team.

Together, these developments reinforce our commitment to transparency, accountability, and service improvement. Knowledge and information management is a critical enabler across all housing services, and this strategy is designed to support our goal of continuous improvement.

Values and Themes

Values

To support a strong data management culture and align with broader Lewisham values, a recommended set of Knowledge and Information Management (KIM) values has been proposed: **Ambitious, Agile, Transparent, Rigorous**.

- Ambitious we will introduce effective data analysis methods and tools that
 offer lasting benefits for residents. Emphasis will be placed on empowering
 individuals and teams to develop practical solutions, rather than relying solely
 on centralised procedures
- Agile data projects will be structured into short, self-contained phases to
 ensure early and visible progress. Stakeholders will be encouraged to test
 and provide feedback on early versions of tools. Each stage will have a clearly
 designated lead responsible for delivery
- Transparent we will ensure data is clean, complete, and where appropriate – publicly accessible. We will aim to respond promptly and accurately to internal and external requests, including FOIs, complaints, and GDPR-related queries. Our statutory returns will reflect improved data quality and service context. We will also maintain high-quality demographic and protected characteristic records to support inclusive service delivery
- Rigorous we will establish clear, documented, and where possible automated pathways for data handling – from receipt to storage and dissemination. This will help trace and resolve data issues efficiently. We will prioritise clarity, security, efficiency, and accuracy in new practices over maintaining outdated methods

These values will be embedded within the themes outlined in this strategy.

Themes

Our approach to improving knowledge and information management is structured around five key themes:

- Appropriate data systems ensuring our data systems are fit for purpose,
 rigorous in tracking the data sources and ambitious where systems need to be delivered or developed in an agile way
- Data standards being **rigorous** in making sure the information and data we
 hold is accurate, up to date, and consistent, and allow **agile** approaches to fix
 any data standards gaps.
- Using data for service improvement using the knowledge and information available in an **ambitious** way to improve services, both for individuals

- (personalisation) and for wider service delivery, while being **transparent** about the impact of that information
- Transparency and data sharing ensuring our data is shared appropriately- in a manner that is **transparent**, **agile** enough to be shared promptly, and **rigorous** in being accurate and up to date
- Information governance embedding a culture of knowledge and information management through clear governance that allows for ambitious improvements to be delivered in an agile way.

With each of these themes we set out our strategic direction, what we have achieved so far and the further actions to improve to help us achieve these objectives. We also want to ensure a resident focus throughout this strategy as it is often their data we are using, and we need to use it appropriate and lawfully.

A summary of the identified actions can be found in Appendix 1.



Theme 1 − Appropriate data systems

We want to keep all our key data – like tenancy and property records – in as few places as possible, using clear and agreed processes to manage it. Accurate data is essential for reporting, answering questions, and improving services. By making sure our systems are built to store the correct information and are easy to update, we can give residents a better service and avoid asking them to repeat information.

We also want to build a culture that delivers useful tools quickly, solves problems proactively, and values good design and technical detail. To break down data silos and have one clear version of the truth, we'll need better control of our data systems and their effectiveness, as well as more flexible procurement for new systems.

This theme aims to ensure our data systems are fit for purpose, rigorous in tracking the data sources and ambitious where systems need to be delivered or developed in an agile way.

What we have achieved so far

Tenancy and property information has transitioned to a new Housing Management System to enable these two datasets to exist in one place

- Create a new dashboard interface has been created for querying repairs data
- We moved to a more modern data system provider with a web interface for private sector licensing
- Workshops are in progress to review the interoperability of systems

Further actions to improve

- Review our data systems to identify gaps in information collection
- Map data linkages across systems to ensure actions/updates in one system are correctly reflected in others
- Ensure a principle of always having the latest update of data systems, subject to individual business cases
- Ensure any future data systems procured have interoperability with our existing systems and legacy data can transfer between the systems
- Ensure any paper records are transferred onto electronic systems
- Identify potential solutions for hosting shared data dashboards which bring information from multiple systems into one place
- Review any cost savings that could be made by integrating our data storage systems
- Implement data systems solutions to address gaps

- Have data systems in place that meet the needs of the business
- A single source of the truth for all our core datasets such as tenancies and properties, based on a defined and agreed process for generating them
- Streamlined data processes that store appropriate data and reduce manual errors at the point of input
- Reduced silos of data through systems that interact with one another
- Potential efficiency savings through the alignment of data systems
- Regulatory compliance through data systems ensuring that data is managed and stored in compliance with relevant regulations, reducing the risk of legal issues



Theme 2 – Data standards

Improving data quality helps us respond faster to complaints, offer tailored support, and make better service decisions. Complex cases – especially those involving the Housing Ombudsman or multiple systems – take a lot of staff time, so having accurate data from the start makes a big difference.

To achieve this, we need clear data standards that staff consistently follow. For example, important information about resident vulnerabilities and property access is often scattered or missing, which means we don't always act on it properly. Setting strong data standards will help ensure reliable, consistent service and support resident satisfaction and housing quality.

This theme aims to ensure we are being rigorous in making sure the information and data we hold is accurate, up to date, and consistent, and allow agile approaches to fix any data standards gaps.

What we have achieved so far

Steady improvement has been made in data quality for example data quality checks in repairs

- We have significantly cleansed our data related to repairs
- We have undertaken a stock condition survey, which will improve data on the quality of our homes, in line with the Decent Homes Standard, and enable us to take appropriate actions and improvements on the quality of our stock
- Better integrating of council stock data with the Local Land and Property Gazetteer (LLPG)
- We are rolling out training related to complaints which will improve what to record and how it can be used to improve services
- We are exploring potentials for customer portals integrating with our systems where possible

Further actions to improve

- Review data associated with protected characteristics and determine what improvements are needed for this data
- Create Data Action Plans for service areas across the housing directorate, as part of the service planning process, to improve our data skills, consistency and literacy
- Ensure vulnerabilities and demographics information and communication needs are consistently collected, recorded and kept up to date. Potentially making them mandatory
- Establish regular co-programming, shadowing, and/or workshop sessions to share technical skills across appropriate teams
- Create guidance about the management of property data and create a clear dashboard of our properties
- Create and communicate a process with residents on how they can challenge incorrect information and the records are changed

- Consistent records across systems for individual and properties
- Successful delivery of data projects that improve our knowledge of our residents and ability to identify improvements and savings
- Increase in the % of key demographic fields about our residents being filled in.
- Increased satisfaction from residents who feel their information is recorded and used appropriately

Theme 3 – Using data for service improvement

Data analysis helps us spot emerging issues early and take proactive steps to address them. It also reveals hidden gaps - like properties at risk of damp and mould that aren't being reported. To do this effectively, we need reliable tools for performance tracking and business intelligence.

Our data efforts should focus on improving outcomes for residents and driving ongoing service improvements. This supports evidence-based policymaking, better understanding of resident needs, and more efficient housing services. We should also be transparent with residents about how their data is used - not just for individual services, but to improve services overall – and clearly reflect this in decision-making reports.

This theme aims to ensure we are using the knowledge and information available in an ambitious way to improve services- both for individuals (personalisation) and for wider service delivery- while being transparent about the impact of that information.

What we have achieved so far

We benchmark with other landlords through Housemark⁹ as part of regular performance monitoring, monthly and annual, to underpin continuous improvement

- Work is currently underway to improve the complaints system to improve the quality of our complaint's responses by tracking information specific to that complaint, such as resolutions or compensation
- A monthly report tracks our progress in responding to complaints, FOIs, and Subject Access Requests (SARs)
- We conduct periodic tenant satisfaction surveys, as well as the Tenant Satisfaction Measures (TSMs), on various topics for example complaints, repairs and ASB
- All decision reports on service changes and policy changes consider the impact on residents and reports include data supporting decisions, this may result in an **Equalities Impact Assessment**

Further Actions to Improve

- Review our responses to FOIs and complaints and identify bottlenecks and potential efficiencies in how we compile our responses
- Create Data Action Plans for service areas across the housing directorate, as part of the service planning process, to improve our analytical capability and identify any gaps
- Investigating the potential for establishing housing-specific IT resources such as web pages and servers to develop our own bespoke dashboards for internal and external audiences
- Consider how automated methods and Artificial Intelligence (AI) can be used to add efficiency and value to the work we do while still protecting residents' data

- A cultural shift from reaction to foresight
- Improved confidence in reported data leading to informed decisions and better strategic and service planning
- Improved ability to identify and mitigate risks based on available information

⁹ Home – Housemark

Theme 4 – Transparency and data sharing

Accurate tenancy and property data is essential for responding quickly and effectively to complaints, FOIs, and GDPR requests. Responding to requests can take up a large part of our service so by improving the quality and completeness of requests, especially frequently requested datasets, we can reduce the need for these requests over time and improve satisfaction. This requires both better systems and a supportive organisational culture.

Transparency also means showing that our services are fair and deliver equal outcomes for everyone, regardless of personal characteristics. One challenge is tracking disability status, which can change over time but is often only recorded at the start of a tenancy.

This theme aims to ensure our data is shared appropriately- in a manner that is transparent, agile enough to be shared promptly, and rigorous in being accurate and up to date.

What we have achieved so **Further actions to improve** Review our processes for Subject Access We have completed a process mapping exercise Requests and other GDPR rights requests to for the management of identify any efficiencies in the process **FOIs** Ensure our reporting standards meet national We commenced a new legislative requirements e.g. CORE, TSMs initiative in April 2025 within When publishing data ensure clarity on the housing services to check context and where it comes from all our properties at least Consider which common datasets may safely be every 5 years, any key made publicly accessible to reduce the volume of property or tenant inbound data requests and provide our data in its information will be shared full context for example temporary across our services accommodation statistics We publish housing Analyse our history of complaints and data information on our website requests to determine the most frequently e.g. landlord annual report, requested data and build simple, comprehensible Ombudsman annual report, reports to disclose this data resident panel minutes, Revisit our Service Level Agreements and third-**Tenant Satisfaction** party sharing agreements to ensure they are

Outcomes

Measures

- Increased confidence in reporting to meet national requirements
- Improved data sharing processes to increase efficiency
- Measurable reduction in inbound FOIs on repetitive subjects
- Quicker response times to both FOIs, complaints, subject access requests and other GDPR rights requests

clear on knowledge and information requirements



Theme 5 – Information governance

Every officer is responsible for managing information properly, as it's one of Lewisham's most valuable assets. Accurate and secure handling of data is essential for delivering public services safely, meeting legal obligations, and maintaining business continuity. Strong governance ensures staff understand the importance of knowledge and information management, while giving residents confidence that their data is handled lawfully and appropriately.

Information must be securely stored, processed, and destroyed – whether physical or digital, and whether managed by the council or external providers. The council must comply with GDPR and the Data Protection Act 2018, and housing teams must keep their Record of Processing Activities (ROPA) entries up to date.

This theme aims to embed a culture of knowledge and information management through clear governance that allows for ambitious improvements to be delivered in an agile way.

What we have achieved so far

Agreement of a Knowledge and Information Management Strategy reflecting the importance of this topic for the department

- Ensuring the Knowledge and Information Management Strategy aligns with council information governance and data protection policies
- We have included several actions within our housing improvement plan relating to knowledge and information management

further actions to improve

- Ensure knowledge and information management is an ongoing topic on management groups
- Ensure reviews of housing privacy notices and Record of Processing Activities (ROPA) entries are reviewed regularly
- Provide assurance that the retention policy is being followed correctly.
- Ensure action plans because of this strategy are embedded in management oversight
- Explore dip testing of data quality as part of staff development
- Agree top-down methods to ensure all staff know the importance of the information they are putting into the system e.g. induction, regular refresher training
- Develop a list of data stewards/super users and their roles in systems to better understand who leads on them

- Embedded culture of the importance of knowledge and information
- Increased awareness for all staff of the importance of knowledge and information management in their day-to-day roles
- Improved oversight of the deliverables within knowledge and information action plans
- Improved oversight and action of legislation relating knowledge and information management

Monitoring the strategy

The Housing Strategy Division will lead the strategy, working with teams across the Housing Directorate to agree, monitor, promote, and review its implementation.

Service level action plans will be approved by Housing DMT, with task and finish groups set up to deliver them. The Housing Transformation Board will oversee progress of the directorate level action plan.

The strategy will be reviewed after 12 months to assess outcomes.

| New: Knowledge and Information Strategy 2025-2028 (v 1.0) | | |
|--|-----------------|--|
| , | | |
| Date approved: | Effective date: | |
| | | |
| Next review: | | |
| Approved by: | | |
| Policy owner: Executive Director of Housing | | |

Appendix 1 – Action plan summary

Theme 1 – appropriate data systems

Action

Review our data systems to identify gaps.

Map data linkages across systems to ensure actions/updates in one system are correctly reflected in others.

Ensure a principle of always having the latest update of data systems, subject to individual business cases.

Ensure any future data systems procured have interoperability with our existing systems.

Ensure any paper records are transferred onto electronic systems.

Identify potential solutions for hosting shared data dashboards which bring information from multiple systems into one place.

Review any cost savings that could be made by integrating our data storage systems.

Implement data systems solutions to address gaps.

Theme 2 – data standards

Action

Review data associated with protected characteristics and determine what improvements to this data are needed.

Create Data Action Plans for service areas across the housing directorate, as part of the service planning process, to improve our data skills, consistency and literacy.

Ensure vulnerabilities and demographics information and communication needs are consistently collected, recorded and kept up to date. Potentially making them mandatory.

Establish regular co-programming, shadowing, and/or workshop sessions to share technical skills across appropriate teams.

Create guidance about the management of property data and create a clear dashboard of our properties.

Theme 3 – using data for service improvement

Action

Review our responses to FOIs and complaints and identify bottlenecks and potential efficiencies in how we compile our responses.

Create Data Action Plans for service areas across the housing directorate, as part of the service planning process, to improve our analytical capability and identify any gaps.

Investigating the potential for establishing housing-specific IT resources such as web pages and servers to develop our own bespoke dashboards for internal and external audiences.

Consider how automated methods and Artificial Intelligence (AI) can be used to add efficiency and value to the work we do while still protecting residents data.

Theme 4 – transparency and data sharing

Action

Review our processes for Subject Access Requests and other GDPR rights requests to identify any efficiencies in the process.

Ensure our reporting standards meet national legislative requirements e.g. CORE, TSMs.

When publishing data ensure clarity on the context and where it comes from.

Consider which datasets may safely be made publicly accessible to reduce the volume of inbound data requests and provide our data in its full context.

Analyse our history of complaints and data requests to determine the most frequently requested data and build simple, comprehensible reports to disclose this data.

Revisit our Service Level Agreements and third-party sharing agreements to ensure they are clear on knowledge and information requirements.

Theme 5 – information governance

Action

Ensure knowledge and information management is an ongoing topic on management groups.

Ensure reviews of housing privacy notices and Record of Processing Activities (ROPA) entries are reviewed regularly.

Provide assurance that the retention policy is being followed correctly.

Ensure action plans because of this strategy are embedded in management oversight.

Explore dip testing of data quality as part of staff development.

Agree top-down methods to ensure all staff know the importance of the information they are putting into the system e.g. induction, regular refresher training.

Develop a list of data stewards/super users and their roles in systems to better understand who leads on them.

*A detailed action plan sits behind this summary to take forward these actions

Appendix 2 – Data quality frameworks

A range of data quality frameworks and recommendations have been developed by central government and other organisations across varying sectors that provide guidance on how to manage data more effectively. These include:

- The HACT UK Housing Data Standards, which are recognised by the Industry Safety Steering Group, offer 10 data standards¹⁰, including voids, customer data, repairs, and resident feedback/complaints. The Better Social Housing Review¹¹ specifically recommends adopting them to fulfil its recommendation for landlords to undertake a national audit of social housing.
- The Information Commissioner's Office Code of Practice¹² including good practice recommendations on records management.
- The Local Government and Social Care Ombudsman's guide for care providers on good record keeping¹³. (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).
- The Government Data Quality Framework¹⁴ which sets out several 'core data quality dimensions', including: completeness, uniqueness, consistency, timeliness, validity, and accuracy.
- Data analysis framework A major source of guidance both for this strategy and for Lewisham's central data strategy is the UK Government guidance on Reproducible Analytical Pipelines (RAP)¹⁵. RAPs are automated data processes that use software engineering best practice. The term refers to the statistical and analytical methods to clean up raw data, derive insight from it, and report the results.
- Data system framework The FAIR Principles¹⁶ are a set of international standards of data stewardship, including ensuring that information is findable (i.e. it is easily searchable) and accessible.
- Further, the UK Government's Geospatial strategies¹⁷ are relevant not only to our property data but to our data systems in general. They further argue the importance of accessibility and interoperability ('the ability of different geospatial systems to accurately and unambiguously exchange data').

Data should contain, where appropriate, persistent, globally unique identifiers (for example Unique Property Reference Number (UPRN)) at the individual record level.

¹⁰ <u>UK Housing Data Standards | HACT</u>

¹¹ National Housing Federation – The Better Social Housing Review

¹² Data sharing: a code of practice | ICO

Guide for care providers on good record keeping – Local Government and Social Care Ombudsman

¹⁴ The Government Data Quality Framework – GOV.UK

¹⁵ Reproducible Analytical Pipelines (RAP) strategy – Government Analysis Function

¹⁶ FAIR Principles – GO FAIR

¹⁷ Assessment of the UK's national geospatial data assets – GOV.UK