Secure

Managed

Reliable

DataSMART Strategy 2024 - 2027

A strategy to transform how we use our data to make better, smarter decisions

Accurate

Trusted

INTRODUCTION

Data is essential for social housing providers to deliver high-quality services, comply with regulatory standards and achieve their strategic objectives.

Data can help us understand the needs and preferences of our residents, improve our operational efficiency and effectiveness and demonstrate our value and impact to our stakeholders.

However, data alone is not enough. We need a data strategy to ensure that we collect, manage, analyse and use data in a consistent, reliable and ethical way.

OUR VISION AND MISSION

Our Vision

- Trust in data to inform decision-making
- Target services and communicate effectively
- Improve customer experience
- Deploy resources efficiently

Our Mission

- Improve the quality of our data
- Transform how we use data
- Make better, smarter decisions
- Build a more sustainable future

St. Leger Homes
OF DONCASTER

CONTEXT - WHERE DO WE WANT TO BE?

St. Leger Homes of Doncaster

- Consistency in training
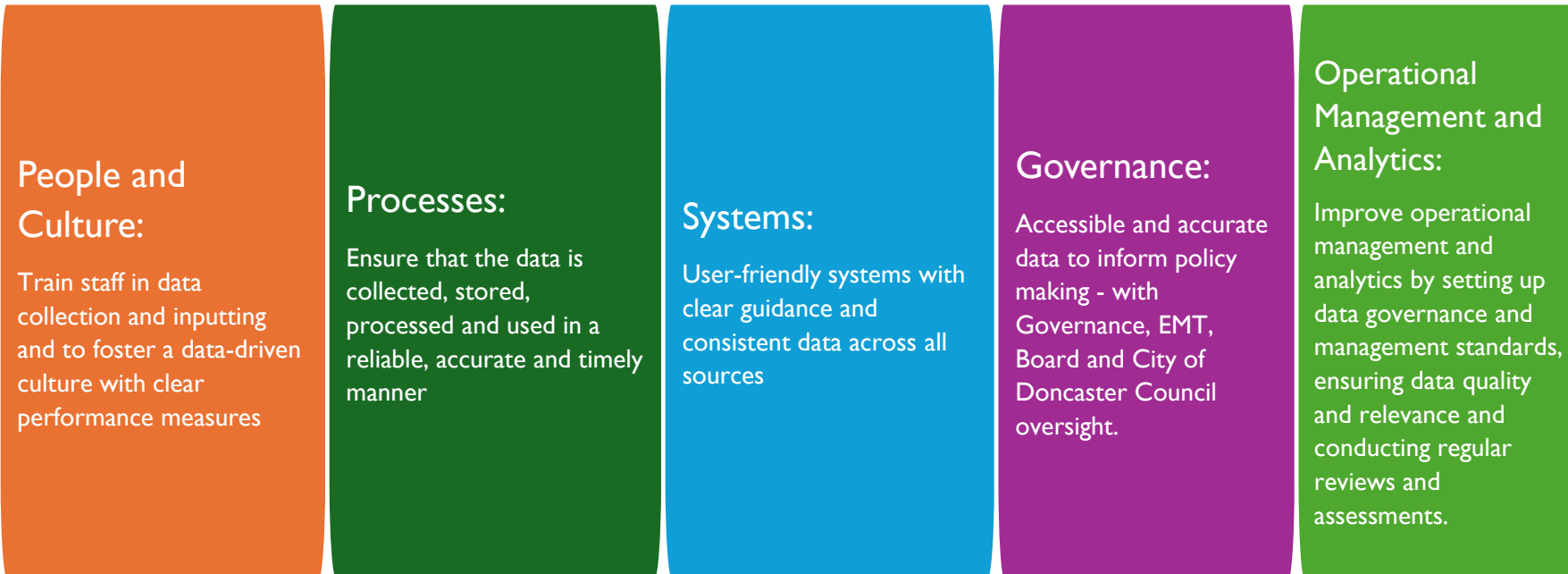- Trust in data
- Rigorous data oversight

5 DATASMART STRATEGY THEMES

The housing ombudsman's **SPOTLIGHT ON** Knowledge and Information Management (KIM) report outlines specific actions with regards to data in terms of how data is: • created • stored • used, and • shared.

The recommendations also mandate that we should have a clear governance role for data and use it to plan and perform well.

With this in mind, the **DataSMART Strategy** has been developed with 5 key themes:

People and Culture:

Train staff in data collection and inputting and to foster a data-driven culture with clear performance measures

Processes:

Ensure that the data is collected, stored, processed and used in a reliable, accurate and timely manner

Systems:

User-friendly systems with clear guidance and consistent data across all sources

Governance:

Accessible and accurate data to inform policy making - with Governance, EMT, Board and City of Doncaster Council oversight.

Operational Management and Analytics:

Improve operational management and analytics by setting up data governance and management standards, ensuring data quality and relevance and conducting regular reviews and assessments.

People and Culture: Train staff in data collection and inputting and to foster a data-driven culture with clear performance measures

How We Aim To Achieve This:

- Staff to be trained in effective collection and inputting of data.
- Information at induction as standard.
- Emphasis as a whole organisation on the importance of accurate collection and inputting of data.
- Promote a data driven culture.
- Define, establish and incorporate Data responsibilities into all staff Check-Ins by way of performance management measures appropriate to role.

Why We Want To Do This:

- Promote a data-driven culture across the organisation.
- Emphasise the importance and benefits of accurate and timely data collection and inputting for the organisation's performance, accountability and decision-making.

How We Will Measure Our Success:

- The number and percentage of staff who complete training courses and modules.
- The level of satisfaction and confidence of staff in collecting and inputting data, as measured by surveys and feedback forms.
- Establishing regular data-related communication and collaboration channels across the organisation, such as data newsletters, data forums, data champions and data working groups.
- Incorporating data responsibilities into the performance management system, such as setting data-related objectives, conducting data check-ins, providing data feedback and recognising data achievements.
- Recognising staff who demonstrate excellence and improvement in data collection and inputting skills and culture.

Processes: Ensure that the data is collected, stored, processed and used in a reliable, accurate and timely manner

How We Aim To Achieve This:

- Manage and maintain all the organisations data sets, locations, data owners and data champions in an Information Asset Register.
- A consistent approach enabling good organisation-wide data flows.
- Trust in the data accuracy and acceptable data quality clearly defined.
- Data errors are corrected in real time, upfront.
- Silo working removed, so data is subject to the same processes and clearly defined values for common data (i.e. 8, eight, 08).

Why We Want To Do This:

- Enhance trust and confidence in the data and its use.
- Improve efficiency and effectiveness of data processes and systems.
- Reduce costs and risks associated with data errors, inconsistencies and breaches.
- Support compliance with legal and regulatory requirements for data protection and privacy.
- Enable better analysis, reporting and insights from the data.
- Facilitate collaboration and communication among data stakeholders and users.

How We Will Measure Our Success:

- Monitoring the frequency and severity of data errors and measuring the time and resources required to correct them, as well as the potential consequences or risks of using inaccurate or outdated data.
- Checking the compliance and alignment of the data values with the defined standards or rules and ensuring that there are no discrepancies or ambiguities in the data representation or interpretation.
- Conducting data audits or reviews to assess the consistency, accuracy and quality of the data across the organisation and identifying any gaps or issues that need to be addressed. Collecting and analysing feedback from data users and stakeholders on their trust and satisfaction with the data and evaluating the impact of the data on their decision-making and performance.

Systems: User-friendly systems with clear guidance and training, and consistent data across all sources

How We Aim To Achieve This:

- All systems are easy to navigate. New staff to be given comprehensive training on all systems with user guides/video's etc.
- Single version of the truth.

Why We Want To Do This:

- We want our systems to be easy to navigate, so that we can access the information we need quickly and efficiently.
- We want to provide comprehensive training and support for new staff on all systems, so that they can use them confidently and effectively.
- We want to ensure that our systems have a single version of the truth, so that we can avoid data inconsistencies and errors.

How We Will Measure Our Success:

- Monitoring and reporting on the performance of the data systems and processes against the established data quality standards and criteria and highlighting any areas of improvement or best practice.
- Developing and implementing data quality metrics and indicators that align with the organisational goals and objectives and reflect the needs and expectations of the data users and stakeholders.
- Implementing and evaluating data quality improvement initiatives and projects that address the root causes of data quality issues and enhance the reliability and usability of the data.

Governance: Accessible and accurate data to inform policy making - with Governance, EMT, Board and City of Doncaster Council oversight.

How We Aim To Achieve This:

- Ensure accurate data is easily accessed in order to inform policy.
- Governance oversight role established.
- Add a section in the SLHD Board report templates to include data *(how are we using the data to drive the decision).*

Why We Want To Do This:

- The organisation wants to improve the quality and accessibility of its data for policy analysis and decision making:
  - Data accessibility: The organisation aims to reduce the time and effort needed to access and retrieve the relevant data from various sources and platforms.
  - Governance oversight: The organisation plans to establish a regular and systematic process of data audits, reviews and feedback, led by a governance body or committee that has the authority and expertise to oversee the data management and use.
  - Data implications: The organisation intends to include a dedicated data section in its reports and documents that discusses the data sources, methods, limitations and implications of the data analysis and findings. This is because the organisation seeks clarity on how data informs the policy recommendations, actions and decisions.

How We Will Measure Our Success:

- Data accessibility: Tracking the number and frequency of data requests, the time and effort spent on data retrieval and preparation and the user satisfaction with the data quality and availability.
- Governance oversight: Monitoring the compliance and adherence to the data governance policies and standards, the outcomes and impacts of the data audits, reviews and feedback and the roles and responsibilities of the governance body or committee.
- Data implications: Evaluating the quality and clarity of the data implications section in the reports and documents, the relevance and usefulness of the data analysis and findings for policy making and the feedback and recognition from the stakeholders and partners

Operational Management and Analytics: Improve operational management and analytics by setting up management standards, ensuring data quality and relevance and conducting regular reviews and assessments.

How We Aim To Achieve This:

- Establish consistent data management, by implementing tools, processes and procedures.
- Establish the review process (audits, compliance checks, risks, benchmarking).

Why We Want To Do This:

- We want to always have informative, accurate data to hand which will enable managers to performance manage their service area using robust information and delivering fair outcomes.

How We Will Measure Our Success:

- The availability and quality of data across the organisation, assessed by the frequency, timeliness, accuracy, completeness and relevance of the data sources and reports.
- The adoption and usage of data management tools, processes and procedures, measured by the number, type and frequency of data requests, queries, issues and incidents, as well as the feedback and satisfaction of the data users and stakeholders.
- The effectiveness and efficiency of the data oversight role, evaluated by the alignment, coordination and communication of the data policies, standards and practices across the organisation, as well as the identification, mitigation and reporting of the data risks and opportunities.

St Leger Homes of Doncaster's Values: Progress, Performance, Pride and People

Corporate Plan 2024-2029:

Providing homes in neighbourhoods where people are proud to live

DataSMART Strategy 2024-2027:

To revolutionise how we use our data to make better smarter decisions.

5 Data Strategy Themes:

People and Culture:
Train staff in data collection and inputting, and to foster a data-driven culture with clear performance measures

Processes:
Ensure that the data is collected, stored, processed and used in a reliable, accurate, and timely manner

Systems:
User-friendly systems with clear guidance and training and consistent data across all sources

Governance:
Accessible and accurate data for policy making, with governance oversight and data implications reporting

Operational Management and Analytics:
Improve operational management and analytics by setting up data management standards, ensuring data quality and relevance and conducting regular reviews and assessments.