

Responsible Head of Digital and ICT	Data Strategy	
Section Digital, Data and ICT	Updated: September 2024	

1 Aim

This Strategy aims to ensure data is managed as a strategic asset, enabling informed decision-making, enhancing customer experiences, and achieving regulatory compliance. The Strategy will build upon the foundations laid by previous RHG Data strategies.

This Strategy aligns with Rooftop Housing Group's (RHG) Corporate Plan, ICT Strategy, Customer Strategy, Value for Money, People Strategy and others. It supports our approach of a Data and Technology driven Business, reflecting our commitment to digital transformation and a data-driven decision-making culture.

2 Vision

We provide good quality homes, reliable landlord services and support and advice.

3 Values

We Work Together

We Make Things Better

We Do The Right Thing

4 Equality, Diversity and Inclusion: Principles

At Rooftop we are committed to creating and sustaining a diverse and inclusive environment achieving positive outcomes for potential and existing customers, our colleagues and the wider community. Our commitments to our customers, colleagues and communities are detailed in our Equality, Diversity and Inclusion (EDI) Strategy. We are an organisation that values diversity, champions equality and inclusion. We demonstrate this through the activities and the services we provide. This means living by, working to and acting on our Values.

5 Customer and/or Community Engagement/Involvement

Insight and influence for this Strategy have come from a number of sources including, the work done by the Rooftop Customer Scrutiny Panel, Customer Surveys, Complaints Lessons and wider sector influence in regard to business and customer expectations for data rich digital services and transparency of our performance. All of which requires data, that is accurate, available, and assured.

6 Strategy Strategic Objectives and Outcomes

Five objectives have been created to deliver the vision for Data.

These are:

- Continually improve customer experience using Data to inform decision making
- Improve Data Culture and Literacy across the business
- Improve Data Governance

- Develop an Analytics Operating Model
- Improve Data Architecture by enabling data integration.

Objective one: Continually improve customer experience using data to inform decision making

Continually improving customer experience is a key aim of RHG's Corporate Plan achieved by delivering Good Quality Homes, Reliable Landlord Services and Support and Advice. Accurate, available and usable data is fundamental to the provision of personalised customer experiences. This approach is endorsed by the Regulator of Social Housing, who make excellent record keeping a prerequisite for housing providers to support 'finding their silences' and reducing 'blind spots' when delivering and improving customer experience and services.

The Data collection and management of customer data and associated records is fundamental to the above.

Accurate and complete data about RHG homes is also critical to ensuring excellent customer experiences. RHG have committed to providing Good Quality Homes that are safe and sustainable homes for customers to live in, which can only be achieved by having accurate and reliable asset data to inform investment decisions going forwards.

The relationship between Data, Technology and Digital services are a key component of delivering excellent customer services. Meeting the expectations of RHG customers in a fast-paced digital world requires a joined-up approach to improvement and collaboration at every level. Consultation with all areas of the business, under the overarching transformation vision defined in the ICT Strategy, continues. Joint visions for each area being created, considering dependencies and impacts of future strategic directions on each separate area.

This objective sets out to ensure the Strategy is driven by customer feedback and insight, to create an environment where good quality data is the platform from which customer focussed decisions can be made.

The associated actions are detailed in the Strategy Action Plan at appendix 1.

Expected outcomes:

- Provide customer facing services with data led insight to enable them to deliver enhanced customer experience demonstrated by improving customer satisfaction with services and reduction in complaints.
- Documented data process flows aligned with service reviews enabling immediate identification of impacts of change and predictive analysis of future impacts.
- Data collection is the key consideration for strategic decision making at RHG demonstrated by inclusion of data as a focus for all critical projects.
- In Year 1 RHG will improve the collection and maintenance of data sets by identifying areas of weakness for customer data including vulnerabilities and setting targets for collection and completeness.
- Provide structure and a direction of travel to address the data challenges within RHG – ensuring direct links to Customer, ICT and Digital strategies.
- Data ownership across the business is clear so responsibilities for accurate collection are understood at every level.

Objective two: Improve data culture and literacy across the business

RHG is currently on a journey in understanding the scale and scope of the impact data can have on improving service delivery, for customers and for its assets. Ensuring RHG has a positive data culture is imperative to realising the vision for data. To be an insight led organisation built on a single version of the truth, each stakeholder needs to view data as a core asset and understand the importance of accurate and reliable data in enabling data informed decision making, in addition to understanding how they contribute at an individual level to the long-term ambitions.

This objective sets out to define steps required to achieve an excellent data culture using data literacy as a mechanism to support this.

The associated actions are detailed in the Strategy Action Plan at appendix 1.

Expected outcomes:

- Improved data literacy levels throughout the organisation demonstrated by improved accountability for data quality.
- Data ownership at business unit level demonstrated by effective consumption of data through a self-service reporting and insight model.
- A shift in data culture focused on the importance of data quality, accountability, and ownership evidenced by improvements in customer satisfaction and reduction in complaints.

Objective three: Improve data governance

Data Governance is everything an organisation has to do to ensure data is secure, private, accurate, available, and usable. It includes the actions people must take, the processes that must be followed and the technology required for people to be able to do this effectively.

Strong data governance principles are critical for RHG to ensure processes for managing the availability, usability, integrity and security of data and information are robust. This involves specifying accountability and ownership for data and creating data standards to support data quality, security, privacy, and usage throughout the data life cycle.

This objective sets out to define the steps required to improve the existing framework within which data can be trusted to drive business growth, decision making and support Digital transformation.

The associated actions are detailed in the Strategy Action Plan at appendix 1.

Expected outcomes:

- Solid foundation for effective deployment of reporting technology and infrastructure.
- Clear accountability for each data domain assigned and responsibilities for data ownership formalised and documented.
- Data owners assigned relevant Key Performance Indicators (KPI's) and Key Risk Indicators (KRI's).
- Governance in place to monitor delivery against the Data Strategy and issues identified escalated correctly to minimise organisational risk.

- Performance Management Framework in place to reinforce organisational responsibility for business performance and assure of data quality through centralised validation.
- Data quality is consistently high employing data quality software where required.
- Standardised RHG KPI's and KRI's using sector recognised definitions.
- Creation of a managed repository of structured and unstructured files.
- Evidence application of good data management principles particularly with reference to General Data Protection Regulation (GDPR) and future requirements such as the Social Tenant Access to Information Requirements (STAIR).

Objective four: Develop an analytics operating model

An Analytics Operating Model defines how the organisation will use data to solve problems, make decisions and improve services. The Analytics Operating Model will define how data and analytics are governed to ensure RHG is maximising insight from data. RHG will operate a hybrid model with a central function providing best practice, standards, and support to the wider business in relation to performance management and business insight.

This objective sets out to define steps required to create and embed this model.

The associated actions are detailed in the Strategy Action Plan at appendix 1.

Expected outcomes:

- Definitive descriptions of roles of central function (Data Governance Office – As defined in the Data Policy) and wider business in delivery of performance management and business insight.
- Implementation of a self-service reporting model using Power BI as the primary reporting tool.
- Clear roles and responsibilities established across Data, Technology, Digital and Information Governance teams, separating responsibilities for performance, data governance, data quality and data curation.
- Reinforce awareness of responsibilities in relation to data across the business.

Objective five: Improve data architecture by enabling data integration

To ensure data is structured in a way to make it easily accessible, the Data Platform needs to be defined. A Data Platform is an integrated set of technologies that collectively meets RHG's end to end data needs. The ICT Strategy includes a 'Single Source of Truth objective' however, with the challenges presented by the lack of development by Aareon for their QL system, a requirement for "consolidating the technology estate" has organically grown and this will inform future data platform decisions. This will also support improved data security by ensuring a security layer is included for users and applications. In summary, decisions regarding cloud, on premise or hybrid technology infrastructures will need to be made to inform how RHG acquires, stores, prepares, and consumes its data.

This objective sets out steps required to improve data architecture and reduce reporting and insight limitations. It will be informed and integrated into the new 2025 ICT Strategy.

The associated actions are detailed in the Strategy Action Plan at appendix 1.

Expected outcomes:

- Improved data quality achieved by alignment with the ICT roadmap identified in the ICT Strategy 2025.
- Fully integrated core datasets enabling improved access to data from a single repository and location, leading to improved customer experience.
- Creation of one version of the truth across core datasets evidenced by improvements in customer experience and satisfaction with RHG services.
- Deliver business unit dashboards to inform real-time operational decision making and measurement of value for money efficiencies as a result.

7 Data Protection: Principles

Rooftop recognises the importance of protecting the personal data of our customers, colleagues, contractors and other stakeholders and our commitment to compliance with data protection laws and managing personal data responsibly. As an organisation, we are committed to ensuring everything we do with personal data follows the principles of lawfulness, transparency, fairness and accuracy whilst minimising the amount of data we collect and only using it for specific, explicit and legitimate purposes until we no longer need it.

8 Review

This Strategy will be reviewed every three years unless there are major changes in legislation or good practice. A report to the Board on progress will be made annually.

The Head of Digital and ICT is the owner of this Strategy and responsible for implementation and ongoing monitoring of progress against objectives and outcomes

Multiple forums and frameworks will be utilised to measure the success of this strategy as it progresses:

- RHG Board and Executive Team
- Leadership Team
- Data Steering Group
- Data Stewards Group

9 Appendix – Strategy three-year Action Plan

Data Strategy Three Year Action Plan

The key actions are per objective and listed below:

Obj Ref	Key Actions	Target/Outcome	Y1	Y2	Y3	Lead
1	<p>To improve our customer experience using data we will:</p> <ul style="list-style-type: none"> • Develop customer feedback and satisfaction mechanisms • Improve data collection and its assurance through Data targets and defined ownership • Identify common customer issues or complaints and develop processes to address these issues • Align the Data Strategy with the new ICT and Digital Strategy (2025). 	Defined in the Strategy	X	X		HoDICT
2	<p>Improve data culture and literacy:</p> <ul style="list-style-type: none"> • Establish a data Literacy programme • Create baseline of employee skills in relation to data • Introduce an insight slot within Leadership Team • Internal communications to promote data management • Create a Data Fundamentals e-learning course. 	Defined in the Strategy	X	X		HoDICT
3	<p>Improve data governance:</p> <ul style="list-style-type: none"> • Develop a glossary and data definitions for all core datasets including calculations, rationales for exceptions, system location and data owners for each • Initiate an RHG Data Quality project and consider the implementation of a Data Quality tool to highlight anomalies • Data owners to secure data quality within their team supported by central resources (Data Governance Office) to improve data • Develop Data Standards using sector models (e.g. HACT) • Implement a structured Electronic Document and Records Management System (EDRMS). 	Defined in the Strategy	X	X		HoDICT

Obj Ref	Key Actions	Target/Outcome	Y1	Y2	Y3	Lead
4	Develop an analytics operating model: <ul style="list-style-type: none"> Implement an Analytics Operating Model including a centrally managed function overseeing performance management and business insight Map dependencies between Data, Technology, Digital and Information Governance. 	Defined in the Strategy		X	X	HoDICT
5	Improve data architecture by enabling data integration: <ul style="list-style-type: none"> Design and implement a Data Platform ensuring data can be collected, stored, managed, and analysed effectively Investigate the benefits of implementing a Data Warehouse/ERP at RHG Power BI self-service programme for all business areas. 	Defined in the Strategy		X	X	HoDICT