Data Strategy 2026 – 2030

Delivering trusted data to deliver on our promises

CONTENTS

1.0 Vision

To create one trusted source of data that enables every colleague to make informed decisions, delivers excellent services to residents, supports regulatory compliance and provides the insight needed to achieve the ambitions of ccha2030.

This strategy applies to all organisational data, including resident, tenancy and lease, repairs, asset, compliance, service charge, financial, procurement, governance and performance information. It applies to all employees, contractors, third-party providers and systems that create, manage or use ccha information.

Our data will become a strategic asset rather than simply information held within different systems.

2.0 Background

2.1 Current Position

ccha currently holds important operational, financial, asset, resident and compliance data across a number of systems, spreadsheets and local records. These include Cx, SUN Finance, Asprey, Cx interfaces, many Microsoft Excel spreadsheets held in various folders on SharePoint and a range of supporting manual processes. While these systems contain valuable information, the organisation does not yet have one consistent, trusted view of its core data across all business areas, that is understood and accessible by responsible and relevant parties.

This creates duplication, inconsistent definitions, manual reconciliation and uncertainty about which information should be relied upon for decision-making, regulatory assurance, resident service delivery and value for money.

The current position is therefore one of significant opportunity. ccha already has the core systems and information needed to support better services, stronger assurance and more informed strategic choices, but this requires clearer governance, agreed data standards, improved data quality, better integration and a shared organisational understanding that data is a corporate asset.

2.2 Supporting ccha2030

Better Outcomes for Residents

A more complete and trusted view of residents will enable us to design services around individual needs rather than organisational processes. By bringing together information from across our systems, we can identify vulnerabilities earlier, tailor communications more effectively, resolve issues more quickly and improve the overall resident experience. This will support higher levels of satisfaction, strengthen trust and help ensure that residents receive the right support at the right time.

Empowering Staff Through Better Information

The strategy will enable colleagues to work more efficiently by reducing reliance on duplicate systems, spreadsheets and manual data handling. Staff will have access to consistent, reliable information, allowing them to spend less time on administration and more time delivering services. Better quality data and improved reporting will also support faster, evidence-based decision making at all levels of the organisation.

Strengthening Safety and Compliance

Accurate and accessible data is fundamental to maintaining safe homes and meeting our regulatory obligations. High-quality resident and asset information will improve the management and monitoring of building safety, fire safety, gas, electrical, asbestos and water hygiene compliance. It will also support the development and maintenance of the "golden thread" of information, ensuring that critical property and safety data is complete, up to date and readily available when required.

Delivering Better Quality Homes

Integrating information from our housing management, asset management and customer insight systems will provide a richer understanding of both our homes and our residents. By combining stock condition data, repairs history, compliance records, planned investment programmes and resident feedback, we will be able to make more informed investment decisions and prioritise resources where they deliver the greatest benefit.

Improving Value for Money

Trusted data will help us maximise the value of every pound invested in our homes and services. Better information will reduce duplication and inefficiencies, strengthen procurement and contract management, improve financial forecasting and provide a stronger evidence base for investment decisions. This will support more effective use of resources while delivering improved outcomes for residents and the organisation.

Strategic Benefit

Ultimately, the Data Strategy will create a single source of trusted information across the organisation, enabling better services, safer homes, more informed decisions and improved value for money. It will provide the foundation needed to meet regulatory expectations, support future digital transformation and ensure that data becomes a strategic asset rather than an operational by-product.

2.3 Alignment with the Housing Ombudsman KIM Spotlight Report

The Housing Ombudsman's Spotlight Report on Knowledge and Information Management highlights the importance of robust data governance, clear accountability, trusted information and the effective use of insight to improve services and resident outcomes. A review against the Ombudsman's recommendations indicates that ccha already has many of the core foundations in place, including active governance oversight, established performance reporting, strong information governance arrangements and ongoing investment in digital transformation.

The review also identified several areas where further development is required to move from good operational data management towards a more mature, organisation-wide approach to knowledge and information management. These areas form the key drivers for this Data Strategy.

Key Development Priorities

Formal Data Strategy and Governance Framework

While responsibility for information management exists across the organisation, a formal Data Strategy, supported by clear governance arrangements, has not previously been established. The organisation requires a single framework that defines data ownership, authoritative systems, quality standards, accountability arrangements and reporting requirements. An Information Asset Register and clear data stewardship model will provide the foundation for effective data management and regulatory assurance

Consistent Data Standards

A recurring theme within the review was the need for organisation-wide data standards. While individual services maintain data requirements within their own processes, there is an opportunity to establish a common set of standards covering data entry, validation, maintenance and quality assurance. This will improve consistency across systems and increase confidence in the information used for decision-making and regulatory reporting.

Resident Insight and Vulnerability Data

Significant work is already underway through the Equality, Diversity and Inclusion programme and Customer Needs Survey to improve understanding of residents and their support needs. The next stage of development is to ensure this information is consistently maintained, regularly reviewed and fully integrated into operational systems so that colleagues have access to reliable, up-to-date resident insight when delivering services

System Integration and Accessibility of Data

The organisation is undertaking a wider digital transformation programme, including reviews of existing systems, reporting arrangements and data flows. A key objective is to ensure that information can be shared effectively between systems, accessed easily by colleagues and used to generate meaningful operational and strategic insight. This will reduce reliance on manual processes and support more efficient decision-making

Data Quality within Third-Party Services

The Ombudsman highlights the importance of extending data quality expectations beyond internal systems. ccha has already begun embedding data quality requirements within procurement and contractor management arrangements, particularly within repairs services. This strategy will formalise those expectations and ensure that data standards form part of supplier performance management and contractual requirements.

Skills, Capability and Insight

Improving systems and governance alone will not deliver the full benefits of better data. Colleagues must have the confidence and capability to understand, interpret and use information effectively. The strategy will therefore support the development of a more data-literate organisation, where data is not only recorded and reported but is actively used to identify risks, improve services and support evidence-based decision-making.

This Data Strategy directly addresses the priority themes identified through the KIM review by:

- Establishing a clear governance framework for data ownership and accountability.
- Defining authoritative systems and a single source of truth for key datasets.
- Implementing organisation-wide data quality standards.
- Improving resident insight and vulnerability information.
- Strengthening integration between core business systems.
- Increasing confidence in management information and KPI reporting.
- Building organisational capability to use data and insight more effectively.
- Supporting compliance with regulatory expectations and the Housing Ombudsman's recommendations.

3.0 Strategic Priorities and Objectives

3.1 Create a Single Source of Trusted Information

ccha will establish clear ownership of core datasets and authoritative systems so that information is recorded once, maintained consistently and reused across the organisation. Cx will remain the primary system for housing, resident, tenancy, repairs and property data; Asprey Estate Pro for asset and compliance data; and SUN Finance for financial and statutory records. Other systems will provide specialist functionality, enrichment and reporting without creating conflicting versions of key data.

This will create a consistent and reliable view of residents, homes, services and finances, reduce duplication, improve data quality and increase confidence in information used for decisions, performance management and regulatory assurance.

Success will be achieved when colleagues can confidently rely on a single, trusted version of organisational data, regardless of where it is viewed or reported.

3.2 Improve Data Quality, Standards and Accountability

High-quality data is essential for delivering services, managing risk and meeting regulatory requirements. ccha will implement clear data quality standards covering completeness, accuracy, validity, timeliness, consistency and uniqueness. KPI definitions, calculations, ownership and reporting methodologies will be documented and consistently applied.

Data quality is a shared organisational responsibility. Every service area will be responsible for ensuring the information it creates and maintains is accurate, complete and up to date, supported by named Data Owners, Data Stewards and Information Asset Owners.

Success will be achieved when critical business decisions are supported by accurate, complete and reliable information, with clear ownership and accountability for all critical datasets.

3.3 Strengthen Information Governance and Compliance

ccha will manage information securely and responsibly throughout its lifecycle, from creation to disposal. Information will be collected, stored, accessed, retained and disposed of in accordance with legal, regulatory and business requirements, including UK GDPR, the adopted NHF Data Retention Schedule and the Group Data Protection Policy.

This will strengthen compliance with data protection legislation, consumer regulation, building safety requirements and Housing Ombudsman expectations. Robust information governance will support accurate records, efficient Subject Access Request handling, appropriate retention, secure disposal and clear audit trails.

Success will be achieved when information is secure, accessible, well governed and demonstrably compliant with regulatory requirements.

3.4 Develop an Integrated Data Environment

The IT Strategy defines the technology platforms, infrastructure, cyber security, business continuity, disaster recovery, digital services and technical architecture required by ccha. This Data Strategy complements it by defining how information is owned, governed, protected, improved and used to support business outcomes.

ccha will continue to develop integration between key business systems so that data can be entered once and used many times. This will reduce reliance on spreadsheets, minimise manual intervention, improve operational efficiency and provide the foundation for trusted reporting, analytics and service improvement.

Success will be achieved when key organisational processes are supported by automated, reliable and efficient data flows.

3.5 Become an Insight-Led Organisation

ccha will move from mainly collecting and reporting data towards using insight to inform strategic and operational decisions. Reporting will increasingly highlight trends, exceptions, emerging risks and forward-looking indicators, helping leaders and managers understand performance, anticipate challenges and target resources more effectively.

Through the continued development of Power BI and other reporting tools, ccha will provide a consistent and trusted view of performance at operational, managerial and strategic levels. Board members, executives, managers and frontline colleagues will increasingly use the same underlying datasets to support evidence-based decisions.

As data maturity develops, ccha will adopt advanced analytics, automation and AI-assisted tools in a controlled and responsible manner. These technologies will augment professional judgement rather than replace accountability for decisions affecting residents, services or regulatory compliance.

Success will be achieved when trusted insight is routinely used by the Board, Executive Team, managers and frontline colleagues to make timely, evidence-based decisions that improve performance, assurance and resident outcomes.

4.0 Delivery Roadmap Overview

The five-year delivery roadmap is summarised in Appendix D. It translates the strategic objectives into phased activity across governance, data quality, integration, reporting and insight. The roadmap recognises that ccha has already begun its digital transformation journey and that foundational work on governance, data quality and assurance must be embedded before more advanced insight and analytics are developed.

5.0 Success Measures

By 2030 ccha will achieve:

5.1 Single Source of Truth and Integration

By 2030:

- Cx is recognised as the single source of truth for operational housing data.
- Asprey Estate Pro as the single source of truth for strategic asset data.
- SUN system will be the single source
- Duplicate data across systems is significantly reduced
- Power BI dashboards are linked to approved source systems and supported by clear data ownership and sign-off.
- Reliance on manual spreadsheets for reporting is significantly reduced.

5.2 Data Quality and Trusted Information

By 2030:

- Critical data fields achieve and maintain at least 95% data quality
- Managers have confidence that KPI reports are accurate, timely and based on data captured correctly at source.
- All corporate KPIs have agreed definitions, source systems, calculation rules, named owners and documented validation processes

- Improved regulatory assurance is achieved through trusted, auditable information.

5.3 Governance and Accountability

By 2030:

- The Asset and Liability Register is complete, current, auditable and reviewed regularly by Finance, Assets and Governance teams.
- The Fixed Asset Register reconciles to SUN Finance within agreed tolerances, supported by clear ownership and regular sign-off.
- Data ownership, stewardship and accountability arrangements are embedded across the organisation

5.4 Asset and Financial Assurance

By 2030:

- At least 95% of properties have accurate, evidenced build dates and complete core asset records on Asprey.
- The Fixed Asset Register, Asset and Liability Register and finance records provide a consistent and trusted view of organisational assets
- Asset information supports robust investment planning, compliance reporting, valuation and long-term financial forecasting

5.5 Information Governance and Compliance

By 2030:

- The time required to complete Subject Access Request or STAIRS is reduced through improved information management and record retrieval.
- Information is retained, archived and disposed of in accordance with approved retention schedules and GDPR requirements.
- Personal data is managed in accordance with UK GDPR requirements.

5.6 Reporting, Insight and Decision-Making

By 2030:

- Board, Executive Team and managers routinely use insight dashboards and trend analysis to support decision-making.
- Board and Executive reports are produced more efficiently and with greater confidence in the underlying data.
- Reporting increasingly focuses on trends, risks and forward-looking insight rather than retrospective performance reporting.

5.7 Resident and Organisational Outcomes

By 2030:

- Better resident outcomes are achieved through more informed, evidence-based decision-making.
- Trusted information supports improved service delivery, stronger regulatory compliance and better value for money

6.0 Strategic Risks

The successful delivery of this strategy depends upon sustained organisational commitment, adequate resources and effective governance. The following strategic risks will be monitored through the Data Governance Group and reported through existing governance arrangements.

6.1 Risk 1 – Poor Data Quality

Poor quality data may undermine confidence in reporting, decision-making and regulatory assurance.

Mitigation

- Data Quality Framework implemented.
- Data ownership established.
- Data Quality Scorecards introduced.
- Regular validation and reconciliation processes embedded.

6.2 Risk 2 – Lack of Organisational Capacity

Delivery of the strategy may be delayed due to competing organisational priorities and limited staff capacity.

Mitigation

- Phased five-year roadmap with resources and budgets built in.
- Prioritisation through the Data Governance Group.
- Integration with wider digital transformation programmes.
- Regular review of delivery plans and resource requirements.

6.3 Risk 3 – Inconsistent Data Ownership and Accountability

Without clear accountability, data standards may not be consistently applied.

Mitigation

- Named Data Owners and Data Stewards.
- Clear KPI ownership.
- Defined governance structure.
- Formal sign-off arrangements.

6.4 Risk 4 – System Integration Challenges

Failure to integrate systems effectively could result in continued duplication, manual processes and inconsistent reporting.

Mitigation

- Establish authoritative systems.
- Prioritise high-value integrations.
- Reduce reliance on spreadsheets.
- Implement structured testing and reconciliation processes.

6.5 Risk 5 – Information Governance and GDPR Non-Compliance

Failure to manage personal information appropriately could result in regulatory penalties, reputational damage and reduced trust.

Mitigation

- Compliance with UK GDPR and the Data Protection Act 2018.
- Approved retention and disposal schedules.
- Regular staff training.
- Information Asset Register maintained.
- Periodic audits of information governance arrangements.

6.6 Risk 6 – Inaccurate Asset and Financial Information

Weaknesses in asset and financial data could impact financial reporting, investment planning, valuation and regulatory compliance.

Mitigation

- Asset and Liability Register review.
- Regular reconciliation between SUN Finance, the Fixed Asset Register and asset management systems.
- Defined ownership and sign-off responsibilities.
- Ongoing data quality monitoring.

6.7 Risk 7 – Failure to Realise Benefits

Improved data quality alone will not deliver better outcomes unless information is actively used to inform decisions.

Mitigation

- Development of Power BI dashboards.
- Data literacy and insight training.
- Insight-led performance management.
- Board and Executive governance and reporting focused on trends, risks and outcomes.

7.0 Governance and Monitoring

The Board retains overall responsibility for approving the Data Strategy and receiving assurance regarding its delivery.

The Executive Team will oversee implementation of the strategy and ensure that adequate resources are available to support delivery.

The Data Governance Group will monitor progress against the roadmap, review data quality performance, oversee compliance with data governance requirements and coordinate improvement activity across the organisation.

Progress against the strategy will be reviewed annually and reported to the Executive Team and Board. The strategy will be formally reviewed every 4 years, or earlier if there are significant regulatory, organisational or technological changes.

Appendix A – Data Governance Framework

Purpose

The Data Governance Framework establishes accountability, ownership and oversight arrangements to ensure that ccha's data is managed as a strategic organisational asset.

The framework ensures:

- Clear accountability for data quality
- Consistent data standards
- Regulatory compliance
- Confidence in KPI reporting
- Alignment of housing, asset and finance data
- Effective management of information risks

Governance Structure

Level	Role	Reports To
1	Board	—
2	Executive Team	Board
3	Executive Sponsor (Director of Finance & Resources)	Executive Team
4	Data Governance Group	Executive Sponsor
5	Business Data Owners (Housing / Assets / Finance)	Data Governance Group
6	Data Stewards	Business Data Owners
7	All Staff	Data Stewards

Responsibilities

Role	Responsible For
Board	Strategic oversight Assurance Regulatory compliance Monitoring delivery of the Data Strategy

Executive Team	Strategic leadership Resource allocation Data-related decision making
Executive Sponsor	Sponsoring the strategy Escalating significant risks Reporting progress
Data Governance Group	Data quality Data standards KPI assurance Information governance Data-related risks Prioritisation of improvement activity New reporting requirements AI and analytics opportunities
Business Data Owners	Quality of business datasets Data definitions Sign-off of KPI reporting Validation procedures
Data Stewards	Day-to-day maintenance Monitoring quality issues Data correction User support
All Staff	Accurate data entry Following standards Protecting information Reporting errors

KPI Accountability Model

Each KPI will have:

Requirement	**Description**
KPI Owner	Accountable for performance measure
Data Owner	Accountable for source data
Data Steward	Responsible for maintenance
Source System	Agreed authoritative source
Calculation Rule	Approved methodology
Validation Process	Quality check completed
Sign-off	Approved before publication

Appendix B – Data Quality Framework

Data Quality Vision

By 2030 ccha will maintain trusted information that is:

- Accurate
- Complete
- Timely
- Valid
- Consistent
- Secure

Data Quality Dimensions

Dimension	Definition	Examples	Target
Completeness	All mandatory fields populated.		95%+
Accuracy	Data correctly reflects reality.	Resident details, build dates, asset references, service charge records, rent statements	95%+
Validity	Information follows defined rules and formats.	Postcodes, contact details, asset references	98%+
Timeliness	Information recorded promptly.	Repairs updates, resident contact updates, asset changes	95%+
Consistency	Information matches across systems.	Asset references, property addresses, fixed assets	95%+
Uniqueness	Duplicate records minimised.	Resident records, contractor records, supplier records	Less than 2%

Example Data Quality Scorecard (not full comprehensive list)

Domain	Measure	Target
Resident Data	Contact details complete	95%
Resident Data	Communication preferences recorded	95%
Resident Data	Vulnerabilities recorded	95%
Resident Data	Equality information held	90%
Asset Data	Build dates completed	100%
Asset Data	Component data complete	100%
Asset Data	Compliance records complete	100%
Finance Data	Asset reconciliation completed	100%
Finance Data	Supplier validation completed	100%
Service Charge Data	Cost allocations reviewed	100%
Service Charge Data	Service charge records complete	100%
Service Charge Data	Reconciliations completed	100%

Appendix C – Data Architecture

Design Principles

Principle	Description
Single Source of Truth	Every critical dataset will have one authoritative source.
Enter Once, Use Many Times	Information entered into core systems will be reused wherever possible.
Minimise Manual Intervention	Automated integration will replace manual spreadsheets.
Reporting From Approved Sources	Power BI will report from authorised systems only.

Target Architecture

Layer	Systems / Components	Feeds Into
Source Systems	CX Housing System (Residents, Tenancies, Leases, Repairs, Properties) Asprey Asset Management System SUN Finance PO System (budget monitoring)	Data Integration
Data Integration	Consolidation and reconciliation of data drawn from CX, Asprey, SUN Finance and the PO System	Power BI Layer
Power BI Layer	Integrated reporting and dashboards built on approved source systems	Board, Executive, Managers, Operations
Consumers	Board Executive Managers Operations	—

Authoritative Systems

Data Area	Authoritative System
Residents	CX
Tenancies	CX
Repairs	CX
Leasehold Details	CX/Sharepoint
Rent Accounts	CX
Service Charges	CX / SUN Finance
Assets	Asprey
Compliance	Asprey
Fixed Assets	SUN Finance
Procurement	PO System
Performance Reporting	Power BI

Priority Data Domains

Domain	Data Items
Housing	Residents, Tenancies, Leases, Arrears, Voids, Repairs and Estate Management Data (linked to service charges)
Assets	Stock condition, Compliance, Planned investment (cyclical and components), Golden thread
Finance	Fixed assets, Service charges, Budgets, Forecasts,
Governance	Complaints, SARs, STAIRS, Risks, Audits, Regulatory returns, Procurement

Appendix D – Roadmap and Delivery Plan

Initiative	Y1	Y2	Y3	Y4	Y5
Data Governance Group	●				
Data Owners & Stewards	●	●			
Data Dictionary	●	●			
Information Asset Register	●	●			
Asset & Liability Register Review	●	●			
Build Date Review	●	●	●		
Fixed Asset Reconciliation	●	●	●	●	●
KPI Definitions & Ownership	●	●			
Power BI KPI Reporting	●	●	●	●	●
KPI Automation	●	●			
Service Charge Data Review	●	●			
Service Charge Data Improvement		●	●		
Data Quality Baseline	●				
Data Quality Scorecards		●	●	●	●
CX Data Improvement		●	●		
System Integration		●	●		
Spreadsheet Reduction		●	●		
Integrated Dashboards		●	●		
Resident Insight Dashboards				●	●
Predictive Analytics				●	●
Asset Investment Modelling				●	●
AI Assisted Analysis				●	●

Legend: ● = Delivery Period