

# KIM Delivery Programme Action Plan

The action plan below presents a summary of the Knowledge and Information Management (KIM) programme with each of the actions below representing a project, or part of project, required to successfully deliver and realise the objectives of the strategy.

Each project will require a project sponsor with accountability for the project’s success, which can approve major project decisions and agree funding and a project champion that is an enthusiastic advocate for the project to build and maintain momentum and promote the project benefits. Further, each project should be resourced with a working group to complete the deliverables of each project. It is anticipated these staff will be drawn from services to provide operational expertise and insight and KIM team staff to provide change management and analytic skills.

Before the programme can commence the projects should be reviewed and prioritised based on benefits, benefit horizon, cost and practicality. It is likely some projects can be delivered in the short-term (within 1 year) whilst some will require significant resource and take over 5 years to complete, with all delivering varying level of benefit across the success spectrum.

## Pillar 1: Knowledge Management

To establish a robust system for capturing, storing, and sharing of institutional knowledge that enables the transfer of know-how, understanding, and insights — including tacit knowledge (the knowledge that's hard to write down but crucial for effective action).

Initiative	Current compliance	Future actions
<b>1a - Develop Centralised Knowledge Repositories</b>	<p><b>Intranet contains policies and some procedures (but may lack context).</b></p> <p><b>Some individual teams have own Wikis or specific induction guides for their team.</b></p>	<ul style="list-style-type: none"> <li>• Identify and prioritise key knowledge areas to be recorded (e.g., processes, procedures, best practice, lessons learnt, expert directories, “how to” guides).</li> <li>• Create strategic decision logs that not only recording what decisions were made, but why they were made, what factors were weighed, and what the alternatives were.</li> <li>• Implement an accessible digital platform for storing and retrieving knowledge.</li> <li>• Create knowledge owners responsible for inspiring, initiating, gathering and reviewing content.</li> </ul>

		<ul style="list-style-type: none"> <li>• Regularly update and validate repository content.</li> </ul>
<b>1b - Promote a Knowledge-Sharing Culture</b>	<p><b>Informal mentoring occurs</b></p> <p><b>Strong apprenticeship programme exists.</b></p> <p><b>A Solution squad has been formed.</b></p> <p><b>Lessons learnt exercises exist for some events.</b></p>	<ul style="list-style-type: none"> <li>• Develop formal mentorship programme for transferring tacit knowledge from experienced employees to newer ones through coaching, storytelling, and example.</li> <li>• Create communities of practice across services where people regularly share experiences, solve problems, and build expertise together.</li> <li>• Implement structured debriefs after projects or incidents that capture what went well, what went wrong, and why — beyond just reporting facts.</li> <li>• Implement knowledge retention structured interviews, knowledge transfer sessions, or shadowing programs aimed at capturing critical know-how before it walks out the door.</li> </ul>
<b>1c - Enhance Staff Training</b>	<p><b>Staff are engaged via staff briefings and leader network sessions.</b></p>	<ul style="list-style-type: none"> <li>• Develop training courses and material for knowledge management.</li> <li>• Provide continuous training on knowledge management tools.</li> <li>• Conduct periodic assessments to measure training effectiveness.</li> <li>• Review existing policies and procedures for knowledge management inclusion that details not just what was built, but why it was built a certain way — embedding design rationales, trade-offs, and assumptions into documentation</li> <li>• Enhance staff engagement by encouraging senior employees to share stories that convey organisational values, critical judgments, or unique experiences.</li> <li>• Review Job descriptions and person specifications to embed knowledge and information culture.</li> </ul>

## Pillar 2: Information Management

Organise information and information systems to optimise the delivery of structured information for reliability, availability and compliance whilst maintaining oversight of information assets.

Initiative	Current compliance	Future actions
<p><b>2a - Identify and Classify Data Assets</b></p>	<p><b>Record retention has been applied to the Housing Management system.</b></p> <p><b>Staff are regularly trained on GDPR.</b></p>	<ul style="list-style-type: none"> <li>• Develop and maintain a business-friendly information asset register that provides a comprehensive catalogue of the organisation’s data assets.</li> <li>• Implement retention periods on information records to ensure information is kept for only as long as necessary.</li> <li>• Review existing training on information management.</li> </ul>
<p><b>2b - Progress Single System strategy (unless industry data standard adopted)</b></p>	<p><b>Housing, Allocations, Assets, Repairs, Servicing and Purchasing have already been consolidated into a single housing management system to improve information visibility and reporting.</b></p>	<ul style="list-style-type: none"> <li>• Ensure adoption of the housing management system by Planned Maintenance and Capital Works teams.</li> <li>• Migrate health and safety data and functions into the housing management system.</li> <li>• Migrate homelessness data and functions into the housing management system.</li> <li>• Increase the scope of communication between integrated systems e.g., dynamic planning solution, mobile working platform.</li> <li>• Seek out systems that support widespread open integration, built to recognised industry standards, which allow for information to flow easily between the organisations, and third-party, systems, with a view to migration.</li> </ul>

<p><b>2c - Migrate Internal Document Management System</b></p>	<p><b>Existing document storage adequately stores documents and is routinely backed up however does not support collaboration or retention rules.</b></p>	<ul style="list-style-type: none"> <li>• Review existing documents and associated file structure.</li> <li>• Define document ownership at a senior level with decision making delegated to responsible officers.</li> <li>• Migrate to new purpose-built document management system.</li> <li>• Apply revised retention rules to migrated documents.</li> <li>• Monitor and enforce document reviews in line with retention schedule.</li> <li>• Implement a digital Document Management System for contracts, compliance documents, and policies.</li> </ul>
<p><b>2d - Enhance Information Provision Platforms</b></p>	<p><b>Website provides customers with service delivery and performance information however some content requires updating.</b></p> <p><b>Intranet delivers information to staff. Opportunities exist for enhancement.</b></p>	<ul style="list-style-type: none"> <li>• Review and replace website content.</li> <li>• Update information structures using a customer perspective.</li> <li>• Review and renew intranet structure in line with service information needs.</li> <li>• Develop and deploy operational and oversight dashboards for significant information records.</li> </ul>

## Pillar 3: Data Management

Increase visibility and availability of accurate data to enhance decision-making and evidence regulatory compliance.

Initiative	Current compliance	Future actions
<b>3a - Implement Data Standards</b>	<b>None</b>	<ul style="list-style-type: none"> <li>• Evaluate existing industry data standards for potential adoption.</li> <li>• Evaluate the benefits and costs of data standardisation.</li> <li>• Create and agree a definition for commonly used words or phrases.</li> <li>• Document data fields used in integrations to support collaboration and testing activity.</li> <li>• Train all staff on basic data manipulation skills and tools such as formatting and filtering data on a spreadsheet.</li> </ul>
<b>3b - Data Quality Assurance</b>	<b>Data quality reports exist for some services.</b>	<ul style="list-style-type: none"> <li>• Devise and agree a set of evolving data principles to be adhered to that set out how data is to be structured and recorded.</li> <li>• Train staff on data principles and their importance such as ‘the golden thread’.</li> <li>• Define data ownership at a senior level with delegated data stewards for day-to-day operational decision-making aligned to data principles.</li> <li>• Conduct regular audits to assess compliance with governance policies.</li> <li>• Create a set of exception reports that capture data quality issues.</li> <li>• Review data quality reports for remediation and targeted training activity.</li> </ul>
<b>3c - Enhance Data Visibility and Availability</b>	<b>Data analytic capacity exists within the organisation</b>  <b>Power BI Desktop has been deployed to data analysts within the KIM team</b>	<ul style="list-style-type: none"> <li>• Review data analytic capacity in relation to organisational objectives and timelines.</li> <li>• Provide training opportunities for analysts and other interested staff in reporting and analytical skills.</li> <li>• Encourage and promote the use of tools such as Power BI that can combine data from different systems to produce ‘a single version of the truth’.</li> <li>• Evaluate the ability to increase the functionality of document management systems to assist in self-service document submission and review.</li> </ul>

## Pillar 4: Digital Transformation and Innovation

Leverage digital technologies to exploit data assets in the enhancement of service delivery, customer experience, and operational efficiency.

Initiative	Current compliance	Future actions
<b>4a - Implement Automation and AI Solutions</b>	<b>Limited telephone and web bot facility already exists.</b>	<ul style="list-style-type: none"> <li>• Develop and deploy AI bots to process telephone and chat enquiries.</li> <li>• Introduce a live-chat facility to enable seamless handover from bot chat and increase efficiency.</li> <li>• Automate routine processes such as rent collection, Universal Credit verifications and personal housing plans.</li> <li>• Investigate and evaluate AI tools for tenant feedback analysis and predictive maintenance.</li> </ul>
<b>4b - Enhance Tenant Self-Service Platforms</b>	<p><b>Customers apply and manage applications for the housing register online.</b></p> <p><b>Customers can view personal information online including rent statements and maintenance.</b></p> <p><b>Customers can make repairs appointments and pay rent online.</b></p>	<ul style="list-style-type: none"> <li>• Expand online portals for customers to access and maintain personal information and submit integrated service requests.</li> <li>• Introduce facility that allows customers to manage or cancel appointments.</li> </ul>
<b>4c - Equip a Mobile Workforce</b>	<b>Trade staff already use mobile solutions by default.</b>	<ul style="list-style-type: none"> <li>• Provide field staff with mobile tools for accessing tenant information and reporting repairs.</li> <li>• Provide staff with the ability to complete estate and flat inspections whilst in the field.</li> </ul>

## Pillar 5: Tenant and Stakeholder Engagement

To use information and knowledge to strengthen relationships with tenants, partners, and stakeholders.

Initiative	Current compliance	Future actions
<b>5a - Enhance Feedback Mechanisms</b>	<p><b>Tenant surveys are currently conducted over the phone.</b></p> <p><b>Complaints process has been overhauled with more personalised responsive contact.</b></p> <p><b>Repairs and Maintenance contractors provide work updates via the contractor portal.</b></p> <p><b>Residential Social Landlords (RSL) advertise and shortlist properties via the RSL portal.</b></p> <p><b>Tenant Satisfaction Measures are published to the website.</b></p>	<ul style="list-style-type: none"> <li>● Implement online functionality for surveys and feedback.</li> <li>● Establish a real-time response system for tenant concerns and complaints.</li> <li>● Increase capabilities and usage of partner portals to provide real-time information and potentially submit queries and documentation.</li> <li>● Run focus groups periodically to capture insights from all parties.</li> <li>● Increase transparency through openly sharing performance updates, strategy changes and key initiatives.</li> <li>● Audit information flows to identify bottlenecks with recommends for resolution.</li> </ul>
<b>5b - Improve Feedback Analysis</b>		<ul style="list-style-type: none"> <li>● Use data analytics to assess common complaints and service gaps (see also 4a above).</li> <li>● Develop action plans based on feedback insights to improve services.</li> <li>● Evaluate Customer Relationship Management (CRM) systems with a view to better consolidating customer interactions and feedback in one place.</li> </ul>

<b>5c - Establish Community Knowledge Hubs</b>		<ul style="list-style-type: none"><li>• Create online hubs for tenants to access information on housing services and community events such as Engagement HQ (See also 1a above).</li><li>• Partner with local organisations to provide additional support services.</li><li>• Regularly update hubs with relevant content and resources.</li></ul>
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