

HOUSING OMBUDSMAN:

Spotlight on Knowledge and Information Management (KIM)

Accent

Self-Assessment Form: Accent Housing

The complexities of this housing crisis require *modern* and *agile* services. But this report reveals how landlord's services can be held back by weaknesses in data and information, that can turn an ordinary service request into an extraordinarily protracted complaint.

The full spotlight report is [here](#).

This self-assessment has been completed by Jonathan Place, Director of Customer Relations and Alice Keirle-Shaw, Senior Strategy Advisor

The icons below are used to show where we meet or do not meet the Housing Ombudsman's recommendations.



We meet the requirement



We do not meet the requirement

	Requirement	Comply?	Comments	Comments	Who?	When?
Governance and Culture						
1	Define the oversight role of governance for knowledge and information management - Governance should seek assurance that the landlord knows its products, services and residents well, and that it uses this data to inform business and financial planning		Governance structures and responsibilities are set out in our standing orders in relation to planning and monitoring performance.			
2	Implement a knowledge and information management strategy - - Defining knowledge and information management. - Clear definitions of which data repository is to be used for which datasets. - The implementation of an Information Asset Register so you know what data you already have, what you don't have, and what you need. - Outcomes-focused data mining: what you are trying to achieve and what do you need the data for? - How it aligns with the overall business strategy and the need for continuous service improvement. - What the expected standards are, how they will be monitored, and the consequences of failing to adhere to them		We have a 'Records Management and Retention Policy' and are currently undertaking a detailed review of our Records of Processing Activities (ROPA). We have established a Data Governance Forum with representatives from across the organisation, which provide assurance on the quality of data required for critical processes. We also have a Data Strategy. We have performance scorecards covering different operational service areas, and these are used to monitor overall organisation-wide performance. KPIs are reviewed regularly at governance forums, including our Customer Experience Committee and Board. General duties and responsibilities are set out in our standing orders in relation to planning and monitoring performance. We have reviewed our data and reporting and ensured it aligns with the requirements of TSMs.			

	Requirement	Comply?	Comments	Comments	Who?	When?
Governance and Culture						
2			Having launched our latest corporate strategy we have developed KPIs which align with each of the strategic objectives which we have agreed for the next three years.			
3	Benchmark against other organisations' good practice in knowledge and information management - This should underpin a continuous improvement approach to service delivery		We are members of Housemark and routinely submit performance data enabling us to benchmark against peer organisations. Specific colleagues are also members of benchmarking organisations and best practice groups.			
4	Review safeguarding policies and procedures - Ensure data analysis forms part of a landlord's proactive activities to satisfy their duties		Our Safeguarding Policy and Procedure were reviewed in December 2023 and will be reviewed again in 2025/26. All colleagues and Board members are expected to complete mandatory e-learning (level 1) training on an annual basis. We are in the process of reviewing the training matrix for all roles including Board. The Designated Safeguarding Lead (DSL) and Deputy Designated Safeguarding Lead (DDSL) are expected to complete a relevant e-learning (level 3) on an annual basis.			

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Governance and Culture						
4			Records of all safeguarding training are stored and managed on an internal management system. We launched our case management tool in 2024 which has improved our recording and reporting capability. An annual safeguarding report is provided to our Customer Experience Committee and a bi-annual report to our Senior Leadership Team. The DSL, Director of Housing, CEO and the Board Safeguarding Lead meet quarterly. Safeguarding Leads and Regional Safeguarding Leads attend Reflective Practice quarterly to discuss practice and case reviews. December 2025 saw the introduction of regional reflective practice sessions for Housing Partners and call handlers.			
5	Train staff on the requirements of the Equality Act 2010 - Particularly with relevance to the importance of knowledge and information management as a tool for compliance		Mandatory E Learning modules: ‘Diversity, Inclusion and Belonging’. Our EDI Specialist provides regular interactive events covering EDI topics. We have a central EDI policy that lists responsibilities for all colleagues and managers, including being familiar with the policy. This outlines our responsibilities within the Equality Act.			

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Governance and Culture						
5			Our EDI Specialist also delivers training on the EA and protected characteristics for all new starters within the contact centres. Regular sessions which are also run are: People Series (alternating between protected characteristics); this year we're launching our cafe programme (covering sex, gender, disability); We are also creating self-service learning hubs for each protected characteristic. In addition, we are carrying out inclusive language training. We are currently devising a new L&D strategy which will embed EA knowledge and responsibilities further.			
6	Review internal guidance around recording vulnerabilities - Particularly to ensure temporary, as well as permanent, vulnerabilities are recognised, recorded and then removed from records once no longer appropriate		We are working on guidance which sets out how we will record and review customer vulnerabilities, including any adjustments/support that we need to provide. We are developing a Diverse and Additional Needs Strategy. We will use this to embed our approach to vulnerability data collection and storage.	The Diverse and Additional Needs policy will be presented to Customer Experience Committee in February 2026 and launched to the wider business in March 2026. We will be compliant with this recommendation once the Diverse & Additional Needs policy is launched.	Director of Customer Relations	March 2026

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Devise key recording standards						
7	Develop organisational key data recording standard requirements that will ensure good records that support the business and demonstrate compliance with national standards - This should set out the minimum standard to which data must be entered in the various databases owned by the landlord		We have technical measures built into our systems and databases to ensure data accuracy and comprehensiveness. We have automated data quality reports which highlight errors, omissions and anomalies within our data. These are shared with data owners who will review and update the data. We have recently reviewed and updated data standards, critical data items and key domains.			
8	Make adherence to the minimum standard for knowledge and information management part of the service level agreement with third parties - The quality of information sharing should form part of the assessment at procurement stage		We carry out due diligence as part of our procurement and supplier selection processes. Wherever possible we use standard terms and conditions that set out minimum standards for data quality and legal compliance			
9	Have a clear categorisation system for ATIS/FOI requests - This allows quick identification of whether the question has previously been answered and analysis of which systems require refinement to answer questions in future		We are not subject to FOI but we are currently preparing for the introduction of STAIRs to identify information that we should routinely make publicly available and how we will respond to specific requests. STAIRs is not yet in place. We publish certain performance information on our website on a quarterly basis already, and will continue to build on this.	Prepare for the introduction of STAIRs to identify information that we should routinely make publicly available and how we will respond to specific requests	Business Assurance Team	1 October 2026

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Devise key recording standards						
10	Publish FAQs on websites and keep them updated - This allows for information self-service and reduces resourcing requirements		We have information for customers on our website including FAQs for complaints, guidance on evacuation processes, ASB Toolkit and 'how to' videos for repairs and the repairs responsibilities guidance.			
Ensure appropriate systems are in place						
11	Review existing databases for capability and capacity to record those key data requirements - Ensure databases are capable of adequately capturing information about residents – e.g. vulnerabilities. To ensure databases are capable of adequately capturing information about homes – e.g. repairs and stock condition		We have several systems that capture data about our homes and customers, including a housing management system that contains the bulk of this data. The Board have recently approved the business case for a new CRM and data platform which will further support our capability and capacity to record key data requirements. We also have a change management process that enables us to keep systems up to date with new requirements and integrations.			
12	Train staff on using systems - Including minimum data standards, performance measures and quality assurance processes		Colleagues who need to use the Housing Management system are subject to appropriate training and sign-off as part of their induction. Ongoing training is delivered to support updates to our processes and systems.			

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Ensure appropriate systems are in place						
12			We have designed a data governance training programme that is being rolled out to SLT and then the wider business over the coming months.			
13	Ensure databases are easy to interrogate, and that the data can be extracted and used - Staff should be able to easily access the information they require. This is essential for evidence-based practice and informed decision-making. Where systems can be interrogated effectively, this produces crucial insight regarding patterns, themes and potential shortfalls		Our systems have native reporting capability that enables staff to monitor what's being recorded in the support of tracking and decision making. Our new data platform is designed to be our single source of truth, providing clean, accurate data for staff to consume through easy to understand reports, underpinning evidence-based practice and informed decision-making.	Deliver new data platform	Deliver new data platform	October 2027
14	Schedule appropriate sensitive information reviews - Resident information and personal characteristics change on a regular basis. Records should be appropriately reviewed to ensure a landlord continues to know its residents – disability or illness, financial difficulties and family composition		We are looking to implement review processes to review the customer data including sensitive information that we hold about our customers. Methods will consider inbound and outbound contact from customers through, for example, our Hubs, wellbeing checks, tenancy reviews, etc. We've also added the capacity to see review dates for all customer vulnerabilities on the Housing Management system.	Assess the completeness of vulnerabilities dataset in relation to the wider customer population. Embed processes to understand current durations of customer vulnerabilities and that these are reviewed on an appropriate timescale.	Head of Data Head of Data, Director of Housing Services and Director of Customer Relations	January 2027

	Requirement	Comply?	Comments	Comments	Who?	When?
Mergers and other structural changes						
15	Stress test systems prior to change - To identify whether they can 'talk' to each other; data can be securely transferred, and staff from each landlord can access the data they need	N/A	This would be developed with other relevant parties as part of any proposed merger. This is not currently applicable.			
16	Undertake a risk assessment regarding knowledge and information shortfalls before the change - This should be a living document with clear risks and mitigations documented, incorporating a review cycle and emerging risk identification. This document should continue beyond the date of change	N/A	This would be developed with other relevant parties as part of any proposed merger. This is not currently applicable.			
17	Proactively investigate incoming datasets during mergers as part of due diligence - Identify gaps in the knowledge of incoming stock and residents, and work to fill those gaps	N/A	This would be developed with other relevant parties as part of any proposed merger. This is not currently applicable.			
18	Establish clear data exception reporting processes - This allows the new organisation to identify issues post-change quickly	N/A	This would be developed with other relevant parties as part of any proposed merger. This is not currently applicable.			

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Repairs						
19	Set out clear requirements of operatives before they are allowed to record an appointment as missed - This should include ensuring that the appointment was notified to the resident, it was made at a time they could attend, checking that any contact requests were adhered to, guidance on what level of contact (e.g., Two door knocks, calling the resident) etc.		The requirement to make 3 contact attempts before closing down a routine repair is set out in the contracts with our main repairs providers. Contractors are required to make a record of contact attempts, and these are monitored as part of routine contractor performance			
20	Conduct wastage analysis on missed appointments - Use the insight generated by accurate records of missed appointments to identify efficiencies and action plans, including whether a broader time range of appointments would be of benefit		We need to consider developing a methodology for analysing data around missed appointments. We now ask Ian Williams to provide this data monthly so will have it from March to start analysis but this will take a couple of months to embed.	Develop methodology for analysing data around missed appointments	Director of Assets and Compliance	June 2026
21	Implement an automated appointment reminder system - This could take the form of text messages the day before		Our main repairs contractor sends automated appointment confirmations and reminders to customers who have reported routine repairs. We have also implemented, with our main repairs contractor, a 'final mile' tracking message to give customers a better idea of their repair appointment time.			