

# Data Management Services

For UK Social Housing Organisations

*Data Strategy, Architecture & Platform Implementation*

**FoundationLink™ Data Platform Accelerator**

Cloud & Platform Agnostic

**LASHAN Digital**

Digital & Data Transformation Consultancy and Delivery Partner

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## The Data Challenge in Social Housing

UK housing associations face an unprecedented convergence of regulatory pressure, operational complexity, and data fragmentation. The Regulator of Social Housing now requires transparent performance reporting through TSM metrics. Awaab's Law demands proactive identification of damp and mould risks. The Building Safety Act requires comprehensive asset data. Yet most organisations struggle to answer even basic questions about their stock and tenants.

### Common Challenges

**Data silos:** Housing management, repairs, assets, finance, and CRM systems hold fragmented views of the same properties and tenants. Each system was procured to solve a specific problem, but the resulting landscape makes cross-functional analysis difficult.

**Manual reporting:** TSM submissions require weeks of spreadsheet wrangling and reconciliation. Finance teams spend days extracting arrears data. Asset teams maintain parallel spreadsheets because they don't trust the core system data.

**No single source of truth:** Different departments report different numbers for the same metrics. Board reports contain caveats about data quality. Regulatory submissions require manual validation that delays filing.

**Reactive operations:** Unable to identify at-risk tenancies before arrears escalate, predict component failures before they cause harm, or optimise contractor performance based on actual outcomes.

**Technology investment without data strategy:** Many organisations have invested in new HMS platforms, repairs systems, or analytics tools—but without a coherent data strategy, these investments fail to deliver expected value. Data quality issues persist, integrations remain incomplete, and business users lose confidence.

### The Cost of Inaction

Organisations without integrated data capabilities face regulatory risk from unreliable TSM submissions, operational inefficiency from manual reporting processes, strategic blindness from inability to model investment scenarios, and reputational exposure from failure to identify damp, mould, and safety risks proactively. The gap between what regulators expect and what most organisations can deliver continues to widen.

## Our Approach

LASHAN Digital provides end-to-end Data Management Services designed specifically for UK social housing organisations. Our approach spans the complete data lifecycle—from strategic planning and governance through to operational implementation and ongoing optimisation.

Unlike traditional consultancies that deliver strategy documents without implementation capability, or technology vendors focused solely on platform deployment, LASHAN Digital bridges the gap between data strategy and data operations. We provide vendor-agnostic advice and help organisations build sustainable data capabilities that drive measurable business outcomes.

Central to our implementation approach is FoundationLink™—a purpose-built accelerator solution for building modern data platforms specifically designed for UK social housing. FoundationLink™ can be deployed to your choice of cloud platform, giving you flexibility and avoiding vendor lock-in.

## Our Service Framework

LASHAN Digital's Data Management Services encompass eight interconnected domains. We work with you to understand where you are today, define where you need to be, and build the capabilities to get there.

| Domain                   | Strategic Focus                                                                                           | Operational Delivery                                                                                  |
|--------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| <b>Data Strategy</b>     | Vision and roadmap development, business case creation, stakeholder alignment, success metrics definition | Prioritised initiatives, investment planning, benefits realisation tracking                           |
| <b>Data Governance</b>   | Policy frameworks, data ownership models, stewardship structures, regulatory compliance mapping           | Governance tool implementation, workflow automation, compliance monitoring, data catalogue management |
| <b>Data Architecture</b> | Target state design, logical/physical models, integration patterns, technology selection                  | Platform deployment, pipeline development, data mart creation, semantic layer design                  |
| <b>Data Operations</b>   | Operating model design, process standardisation, SLA frameworks, incident management                      | Pipeline management, monitoring and alerting, incident resolution, performance tuning                 |
| <b>Data Quality</b>      | Quality framework design, metrics definition, business rules capture, remediation prioritisation          | Quality rule implementation, automated monitoring, exception workflows, root cause analysis           |
| <b>Data Risk</b>         | Risk assessment, DPIA guidance, security classification, retention policies                               | Access controls, encryption implementation, audit logging, incident response procedures               |

|                               |                                                                                          |                                                                                      |
|-------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <b>People &amp; Skills</b>    | Capability assessment, target operating model, role definitions, training needs analysis | Training delivery, knowledge transfer, recruitment support, community of practice    |
| <b>Continuous Improvement</b> | Maturity assessment, roadmap development, success metrics, benchmark comparison          | Iterative enhancement, performance review, capability expansion, value demonstration |

## Service Features and Benefits

| Domain                     | Features                                                                                                                                                                                           | Benefits                                                                                                                                                                                                                    |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Data Strategy</b>       | Current state assessment, vision and principles definition, use case prioritisation, roadmap development, business case creation, stakeholder alignment workshops, success metrics framework       | Clear direction for data initiatives. Alignment between business needs and technology investment. Prioritised roadmap focusing on highest-value activities. Stakeholder buy-in. Measurable outcomes to track progress.      |
| <b>Data Governance</b>     | Policy framework development, data ownership model, stewardship structures, RACI definition, data catalogue implementation, metadata management, regulatory compliance mapping                     | Clear accountability for data assets. Consistent approach across the organisation. Reduced regulatory non-compliance risk. Staff understand data responsibilities. Foundation for data quality improvement.                 |
| <b>Data Architecture</b>   | Target state architecture design, logical and physical data models, integration pattern definition, technology selection support, platform deployment, pipeline development, semantic layer design | Scalable platform that grows with your needs. Integrated data from multiple sources. Reduced technical debt through consistent patterns. Faster development of new data products. Platform aligned with industry standards. |
| <b>Data Operations</b>     | Operating model design, process standardisation, SLA definition, incident management procedures, monitoring and alerting, performance tuning, change management, capacity planning                 | Reliable data platform with defined service levels. Issues identified and resolved quickly. Consistent processes reduce errors. Clear escalation paths. Platform performance maintained over time.                          |
| <b>Data Quality</b>        | Quality framework design, business rule capture, automated quality monitoring, exception reporting, remediation workflows, quality scorecards, root cause analysis                                 | Improved confidence in data accuracy. Issues identified at source rather than in reports. Reduced time investigating discrepancies. Better data for regulatory submissions. Foundation for reliable analytics.              |
| <b>Data Risk</b>           | Risk assessment, DPIA support, security classification, access control design, encryption implementation, audit logging, retention policy definition, incident response procedures                 | Reduced risk of data breaches. Compliance with GDPR and sector regulations. Clear audit trail for sensitive data access. Appropriate data retained for required periods. Preparedness for security incidents.               |
| <b>People &amp; Skills</b> | Capability assessment, target operating model, role definitions,                                                                                                                                   | Staff equipped to use and manage data platforms. Reduced                                                                                                                                                                    |

|                               |                                                                                                                                                                   |                                                                                                                                                                                                             |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | training needs analysis, training delivery, knowledge transfer, recruitment support, community of practice                                                        | dependency on external support. Clear roles and responsibilities. Sustainable internal capability. Better adoption of new tools and processes.                                                              |
| <b>Continuous Improvement</b> | Maturity assessment, benchmark comparison, roadmap updates, success metrics tracking, value demonstration, lessons learned capture, capability expansion planning | Ongoing progress toward data maturity goals. Evidence of value delivered from investment. Identification of next improvement priorities. Learning from experience. Data capability that improves over time. |

## From Strategy to Platform

Many organisations make the mistake of jumping straight to technology selection without first establishing clear data strategy and governance foundations. This leads to platforms that don't meet business needs, poor adoption, and wasted investment.

Our approach ensures you have the right foundations before building:

- 1. Understand:** Current state assessment—data landscape, pain points, maturity baseline, stakeholder needs
- 2. Define:** Data strategy and target state—vision, principles, success metrics, prioritised use cases
- 3. Design:** Architecture and governance—data model, integration approach, quality framework, operating model
- 4. Build:** Platform implementation—infrastructure, pipelines, semantic layer, reporting
- 5. Sustain:** Ongoing operations—monitoring, enhancement, governance, continuous improvement

## FoundationLink™: Data Platform Accelerator

Once strategy and governance foundations are established, FoundationLink™ accelerates the platform build phase. It is a purpose-built accelerator toolkit—a collection of reusable assets specifically designed for UK social housing organisations.

### What is FoundationLink™?

FoundationLink™ includes HACT-aligned data models, Infrastructure-as-Code templates for deployment, transformation patterns implementing medallion architecture, data quality rule libraries with sector-specific validations, governance configurations for data access control and lineage, and template views for TSM reporting and operational KPIs. The platform can be

integrated with our SocialComply solution for AI-assisted compliance management. These assets reduce the effort required to build a housing-specific data platform.

## Accelerator Components

| Component                      | What We Deploy Into Your Environment                                                                                                       |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HACT Data Model</b>         | Schema definitions for Property, Tenant, Tenancy, Repairs, Compliance, Arrears, and Assets—aligned with HACT Data Standards                |
| <b>Integration Patterns</b>    | Reusable integration design patterns for housing management systems. Integration work is required to connect your specific source systems. |
| <b>Medallion Architecture</b>  | Infrastructure templates and pipeline code for Bronze, Silver, Gold data layers with automated orchestration and data quality gates        |
| <b>TSM Reporting Templates</b> | Template views for Tenant Satisfaction Measures, repairs performance, safety compliance, and void turnaround as starting points            |
| <b>Data Quality Rules</b>      | Validation rules for UPRN completeness, postcode formatting, gas cert expiry, tenancy integrity, and arrears consistency                   |

**Note:** *Timelines vary depending on your organisation's data maturity, system complexity, and readiness. Specific projections are confirmed during the Discovery phase.*

## Deployment Options

FoundationLink™ is cloud and platform agnostic. We work with your preferred technology stack and cloud provider. The platform can be configured to support your integration requirements, including connections to external systems where needed.

| Platform Options        | Capabilities                                                                                                                                                      |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Databricks</b>       | Full FoundationLink™ accelerator. Deployable on Azure, AWS, or GCP. Unity Catalog governance. Platform supports various integration patterns as required.         |
| <b>Microsoft Fabric</b> | FoundationLink™ adapted for Microsoft Fabric. Azure only. Microsoft Purview governance. Native Power BI integration.                                              |
| <b>Other Platforms</b>  | We can adapt our approach to work with other data platforms based on your existing investments and preferences. Contact us to discuss your specific requirements. |

**Vendor Agnostic Approach:** We provide independent advice on platform selection based on your organisation's needs, existing investments, and strategic direction.

## Additional Data Services

Beyond platform implementation, LASHAN Digital provides a range of data services that can be engaged as part of your data management programme or on a standalone basis:

| Service                          | Description                                                                                                                                                 |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Data Engineering</b>          | Pipeline development, ETL/ELT processes, data integration, API development, performance optimisation, and ongoing pipeline maintenance.                     |
| <b>Reporting &amp; Analytics</b> | Dashboard development, report creation, KPI frameworks, TSM reporting, board packs, self-service analytics enablement, and Power BI/Tableau implementation. |
| <b>Data Analysis</b>             | Ad-hoc analysis, trend identification, performance benchmarking, root cause analysis, and insight generation to support decision-making.                    |
| <b>Data Quality Services</b>     | Data profiling, quality assessment, cleansing and remediation, duplicate management, and ongoing quality monitoring.                                        |
| <b>Data Migration</b>            | Migration planning, data mapping, extraction and transformation, validation, cutover support, and legacy system decommissioning.                            |
| <b>Training &amp; Enablement</b> | End-user training, technical skills development, data literacy programmes, and knowledge transfer to build internal capability.                             |

## Delivery Model

LASHAN Digital offers a flexible delivery model that can combine UK-based consultants with offshore technical teams. This hybrid approach provides cost-effective delivery whilst maintaining quality and security standards. However, the delivery model is entirely the client's choice—if you require all services to be delivered from the UK, we can accommodate this.

### UK Onshore Team

Client-facing activities including strategy, architecture, business analysis, stakeholder engagement, governance, project management, and any other client-facing activities are delivered by our UK-based consultants. This ensures direct engagement with your teams and alignment with your organisational context.

### Offshore Technical Team (Optional)

Where clients choose to utilise our offshore capability, technical delivery including data engineering, pipeline development, report building, and platform configuration can be delivered by our offshore team. All offshore team members work within your security requirements, including:

- Secure VPN access to client systems as required
- Remote desktop access to client environments where specified
- Compliance with client information security policies
- Background checks and security clearance as required
- Working within client-specified hours for overlap with UK teams
- Data handling in accordance with GDPR and client data protection requirements

The hybrid model enables us to provide competitive rates whilst ensuring that sensitive client data remains protected and all work is carried out within agreed security parameters. If you prefer a fully UK-based delivery, we offer this as a standard option. The specific delivery and security arrangements are agreed during engagement setup and documented in our service agreements.

## About LASHAN Digital

LASHAN Digital is a UK-based digital and data transformation consultancy specialising in the social housing sector. With over 20 years of experience, we combine domain knowledge with technical capability to deliver outcomes—from strategy through to operational delivery.

**Why LASHAN Digital?** Social Housing Specialists • Vendor & Cloud Agnostic • HACT Aligned •

### Get Started

Contact us to discuss how LASHAN Digital can support your data management journey.

[info@lashan.digital](mailto:info@lashan.digital)

<https://lashan.digital>

LASHAN Digital | Cloud & Platform Agnostic | HACT Data Standards Aligned