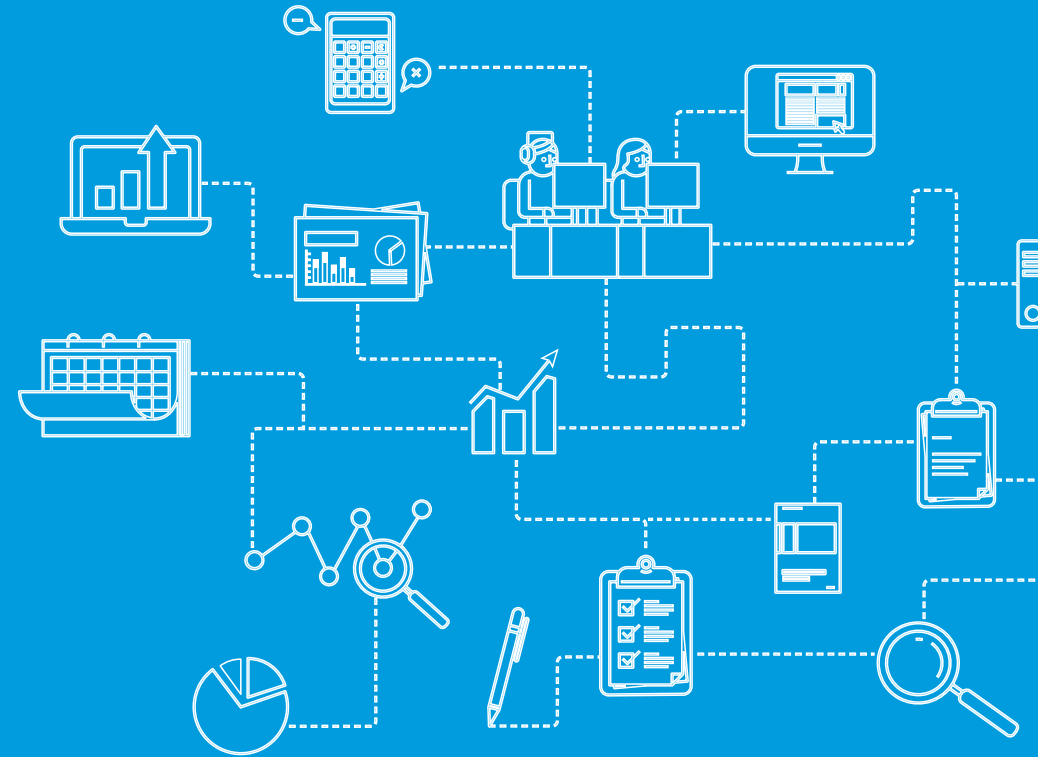


An RSM guide

Getting started on your data governance programme

Why you should do it, and how to do it effectively?



For more information visit:

www.rsmuk.com/analytics

GETTING STARTED ON YOUR DATA GOVERNANCE PROGRAMME

For many organisations data has become the most important asset. But do you really trust your data?

Organisations of all sizes and in all sectors operate multiple systems that collect data. Unfortunately, there are often few controls around that information, and the data is only as good as the processes that manage it. That's where data governance comes in.

In this guide we take you through some key considerations to support you on your data governance journey to produce more quality data that yields more effective business insights.

Learn more about:

- 01 What is data governance, and its importance?
- 02 Establishing the value driver and building the business case
- 03 Creating a data governance framework
- 04 What roles should be established, and who should be involved?
- 05 How mature are your current data governance processes?
- 06 The four pillars of data governance
- 07 Essential tips to overcoming potential challenges



Turn your data into an asset by understanding, harnessing and linking your data to create a single source of truth that can be trusted throughout your organisation.

01

What is data governance, and its importance?



As organisations become more reliant on their systems, data governance has become more prominent, and the adoption of data governance practices is on the increase.

So, what is data governance?

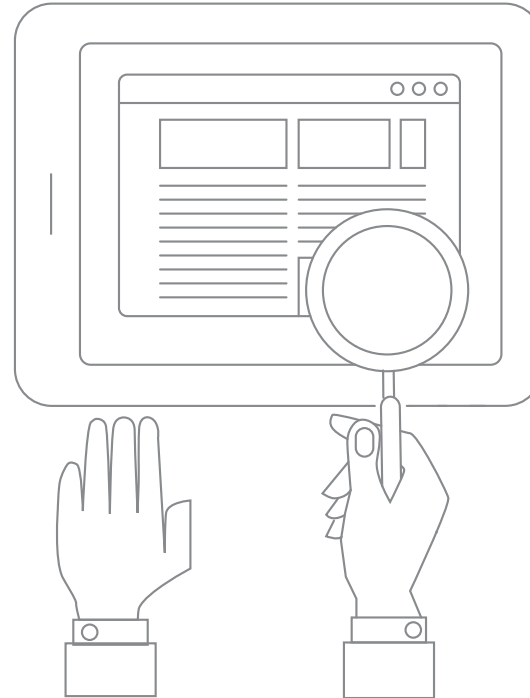
Data governance relates to the disciplined way organisations manage their data and data-related assets. Data Governance frameworks and processes formalise behaviours around how data is defined and used within an organisation to improve the quality, availability, and usability of the data and manage risk.

The impact data has on critical decision-making

Data governance is important for any organisation wanting to use its data to make critical business decisions. Data is an organisational asset and making the best use of this data allows your organisation to remain competitive.

For example, having confidence in the accuracy of your sales data might enable you to predict the best future revenue streams and design the most effective, targeted marketing campaigns. Analysis of processed data might help you identify where productivity could be enhanced or cost reduction achieved.

Insights such as these are only possible if the data being analysed is consistent, accurate and accessible.



Data is an organisational asset

01

WHAT IS DATA GOVERNANCE, AND ITS IMPORTANCE?

02

Establishing the value driver and building the business case



There is no 'one size fits all' approach to data governance and no single business case.

Every business has different priorities for how it wants to use its data to support its decision making so data governance should support your unique strategy and goals. Also, some organisations already have mature data processes in place, supported by central data warehouses, sophisticated technologies and business intelligence processes. Other organisations are more fledgling in their approach to and use of data.

Focus

Whatever your goals and whatever stage of the journey your organisation is at, you will already be managing your data in some way, whether that is through formal or informal governance processes. Your business case should focus on improving the areas that will bring the most value and where you can demonstrate the most return for your investment (time, resource and money).

Typically, there are three types of data governance business case:

01

Using data to generate revenue.

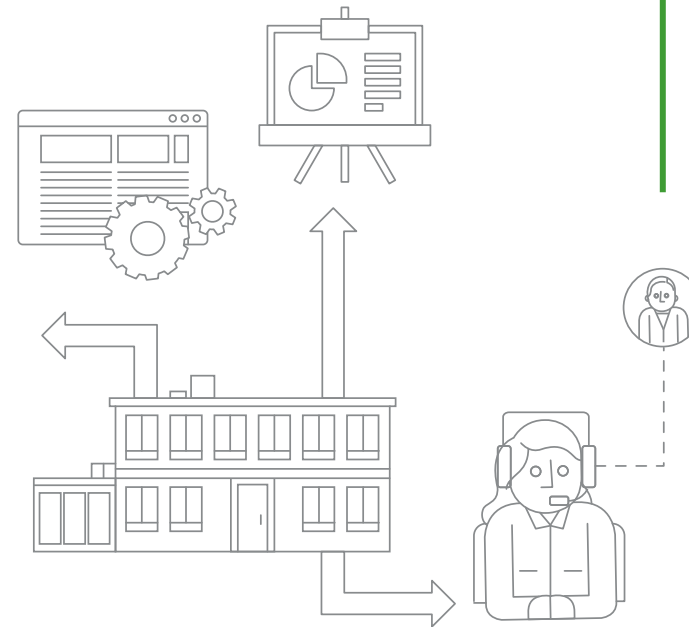
02

Using data to improve operational efficiency.

03

Using data to reduce risk through improved regulatory compliance.

Gather the evidence and document and quantify the opportunities for the area(s) that will best support your business goals.



Focus on improving the areas that will bring the most value

02

ESTABLISHING THE VALUE DRIVER AND BUILDING THE BUSINESS CASE

03

Creating a data governance framework



The word ‘governance’ implies a central body of authority, largely removed from day to day activities who sign off or press pause on key business initiatives.

By contrast, effective data governance relies on consistent data management practices across all levels of the organisation, guided by a set of clear processes and rules. A Data Governance Framework provides the rulebook for IT teams, data analysts, SMEs and end users alike.

Having a clear view of the desired content of the Data Governance Framework will guide the setup, launch, and implementation of the data governance programme.

A typical data governance framework will include the following:

Mission statement and programme goals

The business case and how it supports business strategy.

Scope

The processes and data within the chosen area of focus, as well as the specific objectives and success criteria for data governance in these areas.

Roles and responsibilities

Who will be involved in the programme and who has what decision making responsibilities (including data owners, data stewards and data custodians).

Data sources

Where your data comes from and how it is stored and secured.

Data rules and definitions

Data policies, standards, definitions and control mechanisms.

Change management

How the different stakeholders will be involved, communicated with and trained on new processes.

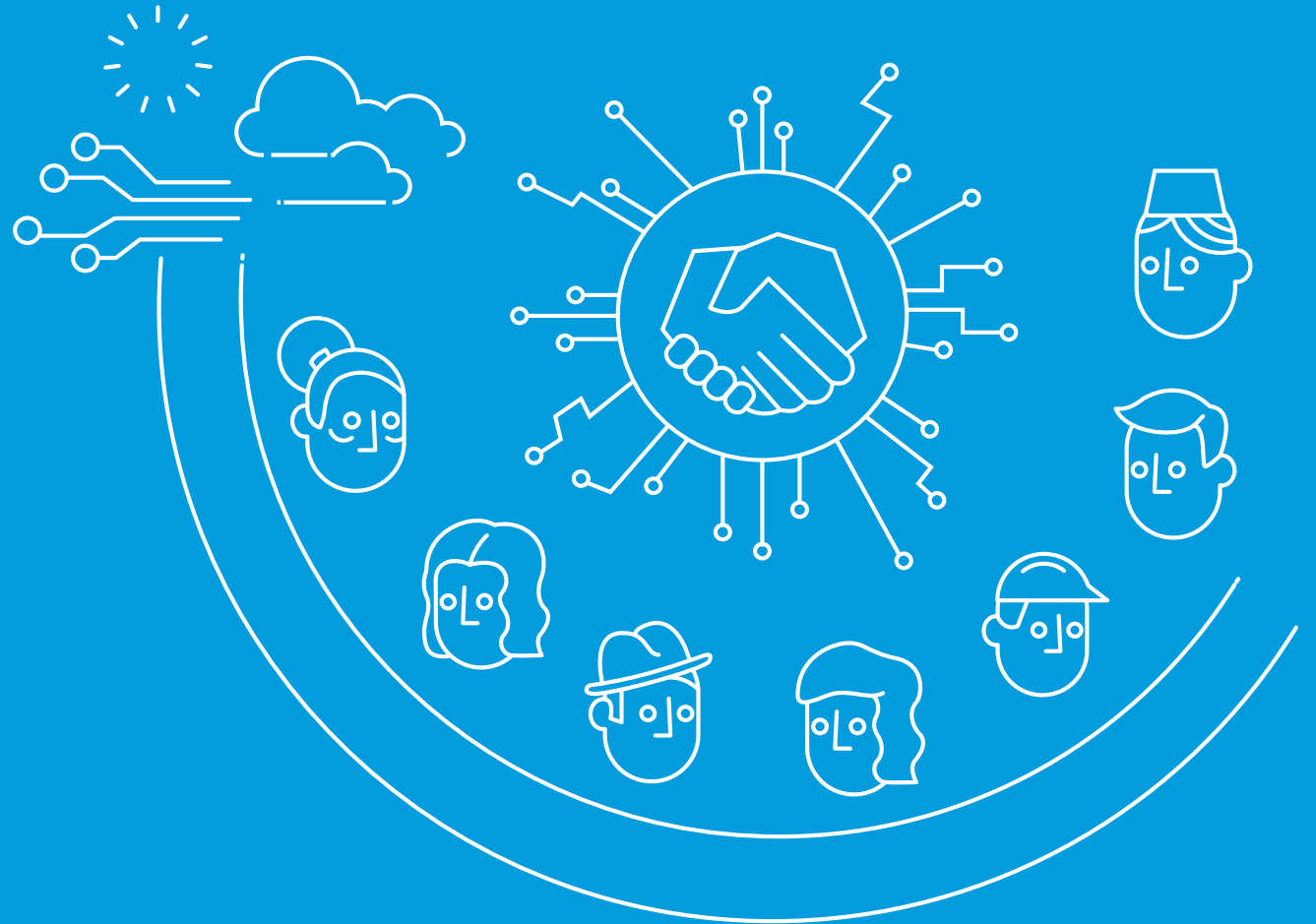


03

CREATING A DATA
GOVERNANCE
FRAMEWORK

04

Roles and responsibilities



What roles should be established, and who should be involved?

Like any major business initiative, a Data Governance Programme should be supported by a senior executive who ultimately oversees and takes accountability for the programme.

However, like most business initiatives, the success of the programme will depend largely on the involvement of those closest to the business processes - the IT and Business Improvement teams, the SMEs and the end users – to implement and champion the data governance practices.

Chief Data Officer (CDO) or Exec sponsor

Sponsorship, funding, staffing, monitoring progress, advocating internally.

Data governance manager and team

Coordinates the process, sets goals and priorities, selects tools and technologies, tracks metrics, manages internal communications.

Data governance committee

Approves foundational data governance policies and procedures for implementing them, resolves disputes between BUs over data definitions and formats.

Data Custodians

Custodians are very much situated within an IT role and are responsible for the technical environment in which data is stored and

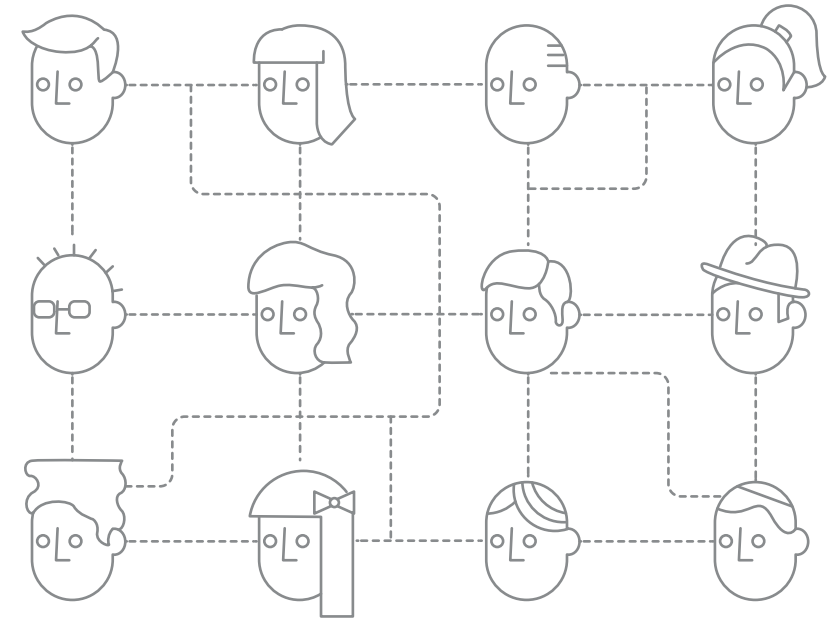
managed in accordance with business requirements.

Data owners

Has accountability for the quality, maintenance and access rights of one or more data sets in line with business requirements. They are usually senior business stakeholders.

Data stewards

Oversees data sets to keep them in order, ensuring that policies and rules are approved and implemented and also complied with by users. These are workers with knowledge of particular data assets and domains and can be a mix of IT and business representatives.



04

ROLES AND
RESPONSIBILITIES

05

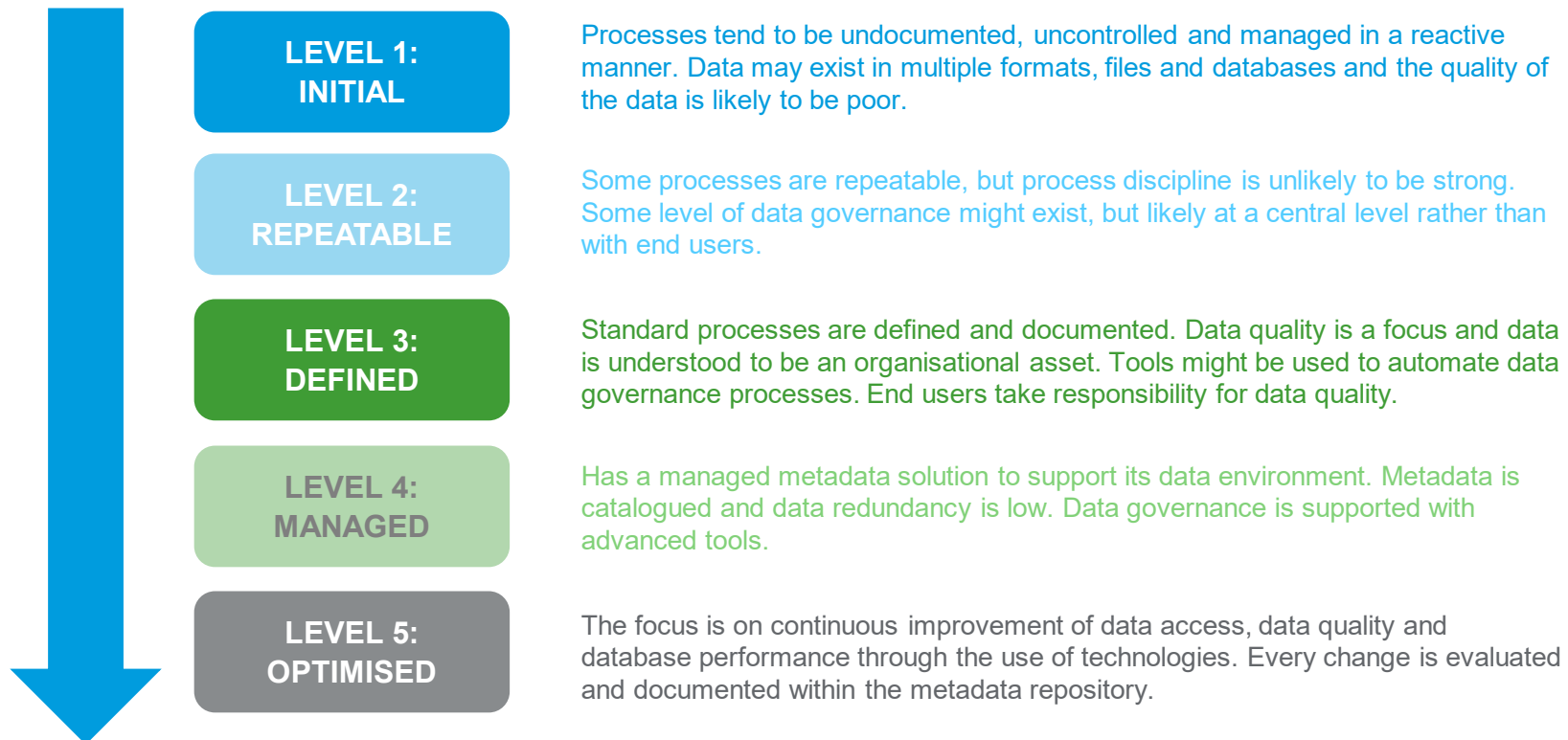
**Data governance
maturity level**



How mature are your current data governance processes?

The actual activities within any Data Governance programme will depend on the current maturity level of the data management systems and processes within your organisation. Organisations at a low level of maturity experience little value from their data and are at high risk of breaching data protection regulations, whereas those reaching the optimum level experience significantly increased value and reduced risk.

Effort is required to move through the different levels and weighing up relative effort to reward will be part of the ROI considerations for each organisation.



05

DATA GOVERNANCE
MATURITY LEVEL

06

The four pillars of data governance



Data governance programmes are underpinned by four key data management processes.

By evaluating these areas, it will be possible to build up a picture of the level of data maturity within your organisation and determine your starting point as well as the realistic goals for your data governance programme.

1

Architecture and integration

- To what extent are your data management processes supported by tools and technologies?
- Is data stored in a centralised data repository?
- What level of BI analytics is performed on the data?

2

Data quality

- What is the current level of data quality?
- Is your data accurate, complete and consistent across systems?
- What level of data audits and data cleansing activities are carried out to identify and fix data errors, data inconsistencies and remove duplicates?

3

Master data management

- MDM is a data management discipline that dovetails naturally with data governance. It defines a master set of data, ensuring that data consistency is maintained between systems. To what extent has an MDM approach been adopted?

4

Data security and compliance

- What tools and rules are in place to ensure data security and data compliance?
- What's the level of risk associated with data protection and data privacy?
- What is the level of data security and compliance where self-serve analytics (data analysis and reporting carried out by end users) is taking place?

**06**

THE FOUR
PILLARS OF DATA
GOVERNANCE

07

Essential tips to overcoming potential challenges

www.rsmuk.com/analytics





Creating a winning business case

Data governance programmes are not quick and easy. Most businesses already have a set of stretch goals and strategic priorities and where data governance is perceived as 'data people adding bureaucracy to commercial processes' it is unlikely to get any traction.

Top tip:

Create a business case that makes a clear link between effective data management and desired business outcomes. Establish what the business currently can't do because the data and associated processes don't support those activities. Focus on what is critical to gaining or maintaining competitive advantage rather than a nice to have.



Focus from the business

Good data governance is critical to the management of effective business processes and data-driven decision making, however, it just won't sound exciting to most people in the business. Most people involved in data governance programmes have a day job and will need to be convinced that the time and effort they invest in the programme will be worth it in the long run.

Top tip:

Ensure leadership support before you begin. Incentivise and motivate individuals to get involved and select individuals to work on the programme who already work closely with data and won't see their involvement as additional responsibilities.



Goals and expectations

Data governance programmes can be targeted and small, organisation-wide, or somewhere in the middle.

Top tip:

Be realistic with what can be achieved with the budget and resources available. Prioritise and define a phased approach with short term milestones that can be celebrated along the way.

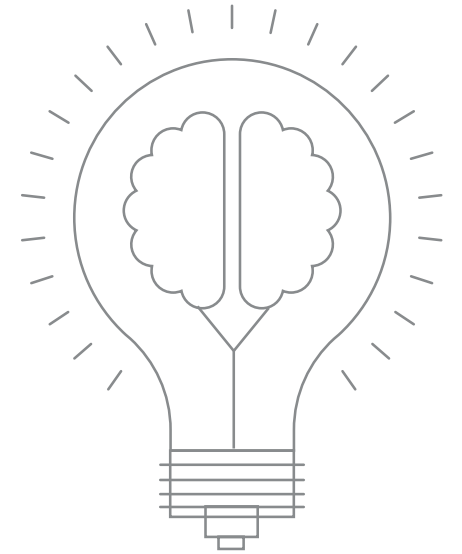


No-one likes change

Anyone who inputs or uses data in the organisation will need to buy into any new processes and ways of working regardless of whether or not they've been involved in implementing the data governance framework.

Top tip:

Formalise existing processes rather than creating entirely new ones. Ensure targeted communication and training plans are in place.



07

ESSENTIAL TIPS
TO OVERCOMING
POTENTIAL
CHALLENGES

Best practice



What?

Be clear on what you want your data governance programme to achieve – define your success criteria.



Why?

Get your stakeholders on board by aligning your data governance objectives with the business goals they care about most.



When?

Create a roadmap for delivery that includes realistic phases and milestones that support the long-term plan of the business.



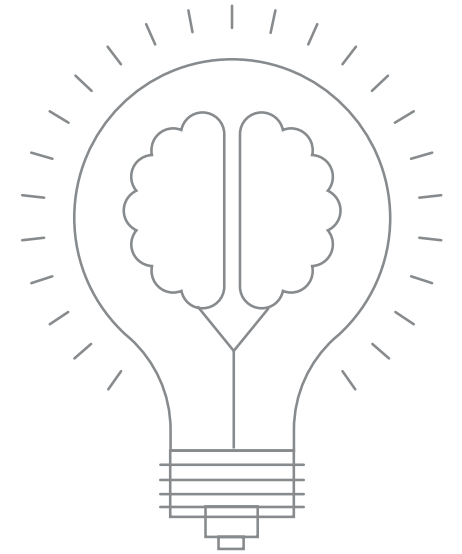
Who?

Ensure the programme is business-driven – involve the people closest to the data in process formalisation, so they see it as integral to their day job.



How?

Focus as much on people as on technologies and processes - create a training and education plan and an ongoing communication plan. Ensure your IT and data experts work collaboratively with your SMEs and end users to deliver the programme with the business instead of to the business.



07

ESSENTIAL TIPS
TO OVERCOMING
POTENTIAL
CHALLENGES

Data and analytics consulting services at RSM

We offer a comprehensive range of data and analytics consulting services to help turn your data into an asset by understanding, harnessing and linking your data to create a single source of truth that can be trusted throughout your organisation.

We can help you identify the best solutions for your needs - from the underlying platform to the front-end visualisations, from off the shelf products to custom built enterprise solutions. Our advice and solutions will help you to drive actionable insight and enable better and faster decision making.

Our experienced team focuses on understanding your business challenges and driving actionable information. We adopt a flexible tool agnostic approach and follow an agile methodology, allowing us to adapt to your changing environment

Our service includes:

- Data source evaluation
- Data quality assessment
- Data integration and modelling
- Data governance
- Enterprise analytics solutions selection and implementation
- Reporting and visualisations advice

Helping drive your data and analytics strategy and supporting you to implement a business Intelligence solution

For more information on how you can get started on your data governance programme contact:

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