G-Cloud 14

PwC and G-Cloud: Knowledge, experience, value

Information Governance Services
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Contents

Transforming Business using the Cloud

We have worked with many Central and Local Government clients to support the implementation of their business objectives using cloud technology. Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations.

Cloud technology and services have the potential to reduce cost, remove technology bottlenecks, and facilitate rapid business innovation. As a result, for most organisations globally, adopting cloud technology has become a question of "when and how" rather than "if".

Opportunities for enterprises generally include a combination of one or more of the following:

- Implementing private and/or hybrid clouds for infrastructure and applications;
- Smarter use of public cloud infrastructure for optimising existing business functions;
- Using cloud for implementing new business services or digital operations; and,
- Reducing cost by moving to consumption based pricing models that only charge for the actual IT capacity and services used.

Migration or adoption of cloud must be properly choreographed for success. We understand the realities and the business and technical risks that should be fully considered, understood and mitigated before such a move. Critical considerations include:

- Alignment of business and technology objectives. This is essential to fully realise the targeted benefits of any cloud transformation or any refinement of existing cloud services. There can be a tendency to adopt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible. The trade-offs between business, customer and technology requirements must be considered to make informed design decisions;
- Availability and reliability of services. The avoidance of operational downtime to mitigate in lost revenue, unnecessary operational cost or reputational damage that can disrupt business operations;
- Decentralised support structures. The need to tailor and revise the approach to operational security to cover the support structures employed by cloud service providers that will have a different risk profile for sensitive information.
- Data handling practices. Data classification and data-handling practices that reflect the data flow within a cloud environment must be understood and tailored accordingly to protect customer data.
- Data privacy. Compliance with GDPR to understand where and how information can be stored or processed. The cloud model enables data to bounce swiftly around the world by using available server capacity in various geographic locations, but this must be within the bounds of what is permissible. This is ever more of a concern as organisations review their front office, back office and out of office experiences.
- Future Technology Trends. Cloud applications are the stated direction of travel for the major application vendors, but any upgrade path must also cater for the future technology needs of the organisation and seek to minimise technical debt where possible.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, enabling concerns to be addressed and the correct path to the cloud to be selected.

As a trusted advisor PwC provides the framework, and the wealth of private and public sector experience, to consider the combination of Business, customer experience and Technology activities outlined above. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support them:

- As a partner through the complete lifecycle of strategy to execution; and,
- With point business issues encountered during implementation or running the business.

Information Governance Services

This section describes in more detail the service features and benefits included within this service definition document.

Information Governance Services

Information Governance services enable our clients to identify and minimise the data risks, establish ownership, policies, controls and processes in place to address reliability and regulatory compliance in order to enable a data driven, insight led business.

We leverage expertise from Legal, Technology Risk, Cyber Security and Forensics.

Information Governance Service Features

- Review business and user requirements for cloud based ECM
- Maturity assessment of readiness to adopt cloud ECM
- Process to identify and manage critical business information
- Identification and categorisation of personal data or sensitive data
- Design and implementation of data retention policies and retention schedules
- Design and build taxonomies and business classification schemes for fileplans
- Managed migration of information into cloud environment – cloud migration
- Training and guidance on information governance in the cloud
- Machine learning and artificial intelligence to extract information from contracts
- Understand the risks, costs and inefficiencies of holding excessive data

Information Governance Service Benefits

- Reduced migration costs and lower long-term storage costs
- Better decisions, due to greater insight and confidence from data
- Defensible policy and process for information management
- Discovery and triage of sensitive data or personally identifiable information
- Higher rate of user adoption
- Reduced business interruptions and data breach incidents from increased security
- Replaced manual tasks with technology to extract information cost effectively
- Creation of a central repository of contract information 'Golden Source'
- Gained understanding and insights into your third party contracts
- Cleansing and organisation of unstructured data

Our view on the service features and benefits within this service offering document are presented below:

1. **Identifying your current high priority risks and focus areas and defining a customised approach for managing information in the cloud to address them**

Deciding how to transform business using the cloud is one of the most complex decisions enterprises are grappling with. Cloud can provide significant cost reduction, eliminate technology bottlenecks, and facilitate rapid business innovation. Hosting data in the cloud comes with its own risks and data management techniques and controls can help you address these risks.

We help our clients understand how to approach these challenges when designing their information management processes for the data hosted in the cloud, and how to maintain the efficiency post-migration.

A common challenge is identifying a starting point.

- We will equip you to be able to readily identify areas of low maturity or high risk, allowing you to prioritise better.
- We can perform assessments to identify gaps in the programme against our frameworks and best practice and highlight key risks and recommendations.
- You will have an industry standard Strategy, policies, processes, controls and technology that can help reduce your data related incidents, create oversight and control of data assets, and reduce risk.
- You will benefit from our knowledge and expertise of the market and regulatory landscape; we will provide practical insights across all stages.
- We focus on making the processes of migrating your information to the cloud simpler and more effective for your users by helping you identify only what needs to be moved. Our business change specialists provide support to you throughout the migration process, enabling your people to adopt processes and technology to work together.
- Positions the enterprise to take control of its information and turn potential liabilities into assets.

2. **Supporting you to respond to crisis and implement remediation**

Data breaches can happen to even some of the most prominent organisations if recent history is any indication. Every organisation therefore requires an immediate and effective breach management system and response plan. We help organisations formulate the most fit-for-purpose management strategies and remediation measures in the event of a data breach.

- We will perform an immediate assessment of the breach to identify the root cause.
- We have a multidisciplinary team to design a plan of attack that will remediate the immediate threat.
- Simultaneously, we will support you in building the right technical and organisational measures to protect your organisation from another breach. This can include creating a data governance structure that fits the profile of your organisation, analysing your papershield against industry best practices, performing in-depth discovery and remediation on your structured and unstructured data landscape, embedding the right culture and awareness, strengthening third party/procurement processes, designing an audit readiness framework to fulfil GDPR duties, and creating a playbook to ensure that your employees have a clear understanding of their roles and responsibilities in the event of a breach.
- As consent and data subject rights are coming under increasing scrutiny from the Information Commissioner's Office (ICO) for the GDPR, we will help you perform audits on your current 'Cookies' and marketing consent models as well as your data subject rights framework to ensure that your organisation processes information in a safe and compliant manner.
- You can trust that we will leverage our network of SMEs from different lines of service to best manage a crisis.

A key component of cloud data migration roadmap is data quality management. Organisations often find themselves digressing from the core data migration activities to fix data quality issues and embark on long and resource intensive data cleansing activities.

We have a data quality framework which helps you with a tangible and customisable plan to remediate data cleansing and data quality management activities.

3. Incorporating data citizenship through risk assurance

We will help you introduce effective changes to the way that your people work with information in the cloud from how it is created, stored, and used to final disposal. Our team has expertise in information governance, discovery, data analytics, technology and business change. Together, we can:

Assess your information landscape

Compare the information health of your organisation to industry good practice, providing you with a profile of your risk exposure. We will help you to identify your existing strengths and weaknesses.

Define sustainable migration

Determine a strategic blueprint and plan for profiling, indexing and migrating information of value; leaving the redundant and unwanted information behind to be remediated in line with policy.

Work with a range of technology providers

We regularly work with a range of leading technology providers to enable us to profile, migrate and remediate information based on its business value. Our tools assess your information to show:

- Where you store different types of information and who uses it.
- What sensitive information is unsecured.
- The age profile of your information.
- The levels of redundancy and duplication across your systems (e.g. fileshares or email servers).
- Information ownership and access provision.

Understand how you work and what you need

Our workflow is designed to extract key descriptors about your information (i.e. metadata) to make it more understandable and offer you a range of controlled actions to manage your most important information. We use the profile to determine the extent of your risks and define:

- Improved rules for governing your information.
- Areas or systems that require remediation.
- Structures that improve access to information.
- A roadmap for remediation.

Transform the way you treat information

Design, build and implement an information governance framework to meet your strategic need, identify where your valuable information is and define processes and tools to bring it under control.

We provide a technology assisted solution to map and profile your data. We work with you to improve the utility of your data by identifying where your valuable data is and remediating the redundant, out of date or obsolete. This allows you to realise maximum value from your information assets.

4. Augmenting your Business as Usual with Data Governance and Data Privacy as a Service

We have a team of highly experienced and skilled professionals who have implemented data governance, data management including data privacy for a number of clients. Our capability is complemented with a strong suite of tried and tested methodologies, frameworks, templates, tools and accelerators.

Our clients often require augmented support to address their business as usual data governance and management needs with minimal disruption to their own resource pool and infrastructure needs.

PwC's data governance as a service and data privacy as a service offering provides you the resource augmentation and infrastructure to address your data governance and privacy needs.

In addition we offer staff augmentation with our subject matter experts to enable you to have a trusted source of advice.

5. Data driven approach to understanding your data

We tackle data discovery by blending interview-based data mapping with a technology enabled approach. We use sophisticated technology combined with industry, legal and data expertise to understand your data and identify key issues. We can scan your network – from file shares and emails to laptops and the cloud –

to look inside your files and locate the data that's causing you problems. This will ultimately give you a better awareness of what you have, where it is and who can access it. We can then show you how to use that insight to manage risk, save money and time, and make better business decisions.

The requirement to understand your data depends on what type of data it is:

- **Sensitive data** which is liable for regulatory scrutiny, such as personal data under the General Data Protection Regulation (GDPR), needs to be easy to locate if and when requested. You also need to be able to demonstrate that it is secure.
- **Intellectual property**, you need to know who can access this and how it's being used.
- **Vast quantities of more trivial data**, this can pose inherent risks if data is stored for too long or is obsolete. This volume of data could be taking up unnecessary space on your network, and ultimately costing you money.

6. Contract Digitisation

Our team of paralegals and solicitors work alongside our technology specialists who utilise machine learning and artificial intelligence techniques to extract key data points from a range of contracts. The right combination of people and technology can result in long, labour intensive, expensive tasks being completed quickly and in a much more cost effective way.

We have partnerships with a number of leading technology providers in this industry as well as the ability to create our own bespoke solutions for our clients. This includes enhancing existing technology with end-to-end workflow solutions and advanced management reporting when required. We can offer the following services:

- Extraction of data and codification of contracts.
- Creation of a "golden source" searchable contract database.
- Review, revision and repapering of contracts.
- Review of third party service provider agreements and commercial loan portfolios and preparation of associated contractual risk summaries.