Deloitte.

Data Governance Assessment, Design
and Implementation

G-Cloud 14 Service Definition Document

May 2024

MAKING AN
IMPACT THAT
MATTERS
since 1845

Contents

1   Deloitte Overview

As a leader in professional services, Deloitte LLP is committed to making an impact to our clients, our people and for society. We have over 25,000 staff based across the UK providing audit, risk advisory, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. We work together to build trust, support inclusive growth, and build capability, enabled by our **breadth and depth of expertise across advisory, delivery, engineering and managed services.**

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government, Welsh Government and Crown Dependencies.

Our Cloud Capability

At Deloitte, we help our clients **Imagine, Deliver** and **Run** the businesses of the future through the power of **Cloud**. We have deep Cloud architecture, engineering, operational, commercial, and business transformation expertise delivered by a team of more than 26,000 Cloud Practitioners globally. We have delivered over 2,000 cloud implementations over the past 5 years and have 60+ cloud centres of excellence supporting the delivery of cloud services to our clients.

In the UK, we have a growing team of OCI specialists, over 100 Cloud managed service specialists plus the following certifications across AWS, Microsoft Azure and Google Cloud:

We help our clients with all aspects of their journey-to-cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to optimise your client investments, and to navigate your organisations cloud journey, providing specialist cloud architecture, engineering, and operational skills at all stages, with a large proportion of our team holding the clearances required to meet your specific security requirements.

Our alliances & ecosystems

To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft[1], Google and SAP. A selection of our partners and alliances are presented below:

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[1] As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

What the analysts say

Don't just take our word for it. Deloitte is recognised by the analyst community as being **leaders in cloud transformation services.** This reflects the wealth of experience we have in delivering cloud services across the public sector and wider private sector combined with our out-of-the-box templates, tools and assets.
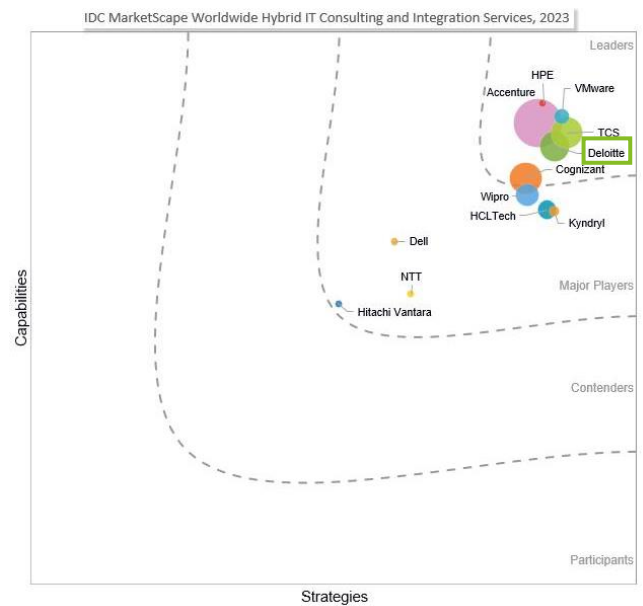
Gartner

Originating in 2021, Deloitte has been recognised as a Leader in this category for three years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019.

Gartner: Magic Quadrant for Public Cloud IT Transformation Services. **© Gartner inc. 2023**

IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Hybrid IT Consulting and Integration Services 2023** Vendor Assessment. In 2023, we were also recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.

IDC MarketScape: Worldwide Hybrid IT Consulting and Integration Services 2023 Vendor Assessment **© IDC inc. 2023**

Deloitte scored highest in 4 of 5 Use Cases in **Gartner® Critical Capabilities for Public Cloud IT Transformation Services 2023** report:

"Deloitte approaches all aspects of cloud adoption, including migration, with transformation as an objective."

Cloud Transformation

Transform Faster, Transform Smarter

Deloitte's Cloud Transformation can fast-forward your journey to the Cloud, unlocking innovation, efficiency, and growth.

Find out more here

2   Service Overview

Data governance is concerned with directing resources to deliver fit for purpose data to an organisation commensurate with its structure and strategy. Deloitte can assess your current data governance activities and also design and help implement a tailored data governance solution. Deloitte can assess your current data governance activities and also design and help implement an individually tailored data governance solution for your organisation. Our services typically cover three stages: Assessment, Design and Implementation.

Assessment

Most organisations have some elements of data governance in place, but these may be scattered or incomplete, rendering them ineffective. Based upon our experience, we have developed an assessment approach for data governance, divided into a number of key domains linking back to our data governance framework, and supported by a number of customised tools. Applying our assessment has helped our clients identify particular areas where challenges and opportunities exist, and given our extensive range of client experience, we are able to provide a comparison to the industry average, or best in class.

Design

Deloitte have considered the core components that are needed in order to successfully operate data governance, linked to our data governance framework. Our data governance solution designs have helped our clients identify practical ways of governing data, based upon our extensive range of client experience.

Implementation

Implementation is often the hardest step to get right, as the organisational model must be embedded, and the tangible benefits should be demonstrated quickly. We have helped our clients to successfully implement data governance through the creation of combined teams. Our experienced team works alongside our clients to develop and grow their data governance operation, offering on the job training and support throughout the process. It is important that data governance transitions to business as usual and runs without day-to-day involvement from Deloitte. We consider this the last step in a successful data governance engagement.

3   Detailed Service Description

Our Approach

Deloitte will provide a team of experts to work within your organisation to conduct the project, with the support of Deloitte SMEs (subject matter experts) to add their experience and insight. We have a standard approach which can be applied flexibly depending on the size and complexity of the organisation or data.

Assess

Document review

The document review is conducted first; it can help form the questions for the interview phase. We collect and review all key documentation made available. (Typical documentation requested is in the next section)

Planning

It is important to understand both what has been documented officially, and what is operating in practice. Based upon the documentation and support from your team, we will set out the areas of the organisation, and key people with the relevant roles that we would like to interview.

Stakeholder interviews

We will interview the employees identified in the planning stage to gauge their understanding of data governance, how data is managed, their insights into the data challenges faced, and their data aspirations. When more employees can contribute than is practical to interview while maintaining cost-effectiveness, we can supplement interviews with our automated assessment tool and send out customised questionnaires.

Assessment review and write-up

Stakeholders will be given the opportunity to confirm our findings as part of the write-up phase, particularly in terms of the factual accuracy of what has been captured. Findings will be structured in alignment with our data governance framework, highlighting key challenges and opportunities.

Design

The design phase is focused on the development of the components of data governance. This includes:

- Organisational Design – Data governance structure including people, committees, reporting lines;
- Roles and Responsibilities – Includes individual responsibilities, skills and time allocation;
- Terms of Reference – Responsibilities of committees, their structure, reporting lines, and authority;
- High Level Processes – How data governance operates and interacts with parts of the organisation;
- Principles – High-level objectives for governance, and how this will apply to the organisation;
- Reporting – Reporting packs (recommended metrics for monitoring data and to support decision making); and
- Roadmap – High-level roadmap for how to implement data governance across the organisation.

Review and submission

Stakeholders will be given the opportunity to review our data governance design as each component is created, and time is allowed for a comprehensive review once the design components are complete. All deliverables are subject to internal Deloitte review, with SME's and Partners leveraged to add insights and experience to the observations and recommendations.

Implement

Many data governance roles are part time and performed by people already within your organisation. The implementation phase will identify these people and introduce them to their data governance responsibilities through customised training materials and courses. Additionally, the initial committee meeting(s) will be held, where we will set the approach for future meetings, and look to ratify the principles, roles and responsibilities, terms of reference and roadmap. Data Governance Assessment, Design and Implementation 7

Inputs and Your Contribution

We have assumed that you will be in a position to provide certain inputs to the service and make the following contribution to the work, which we have detailed below. If you are not in a position to provide these inputs and contribution then we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

The Deloitte team will require access to a number of pieces of documentation, where it exists, to effectively perform the information-gathering phase. Typically, the request will include:

• Data Governance Frameworks • Reporting packs and metrics • Standards • Organisational design • Process documentation • Data issue logs • Roles and Responsibilities • Terms of Reference • Policies

We would also seek to interview individuals from across the organisation. This typically might include:

• Data Governance Sponsor • Data Users • Data Quality Team • Data Governance Manager • Senior Business Representatives • Data Security Team • Data Owners, Stewards, Custodians• IT Operations • Data Architecture team

The key contribution required from you is to help identify the right people to interview. Agreeing this early will allow the team to schedule interviews and identify the scale of the project.

Your senior stakeholders will need to review the data governance documentation as it is produced, giving their feedback to help ensure it is as tailored as possible to your organisation.

During the implementation phase, we will need assistance identifying suitable candidates for data governance roles, and members of proposed committees to be available to attend the kick off meetings.

Outputs

What will you get in terms of deliverables, outputs and outcomes from this service?

The key output of the assessment is the data governance report, structured around the data governance framework. The report will highlight key issues and challenges and identify activities to improve.

The outputs of the design phase have been described above, but are listed again here:

• Organisational Design • Terms of Reference • Reporting pack • Roles and Responsibilities • High-Level Processes & Principles • Roadmap

The implementation phase will include:

- Training materials;
- An introduction to data governance for the people identified for key roles; and
- A kick-off meeting for the data governance committee(s)

Business Context

What situations is this service designed to be used in?

Aspirations to improve analysis, insights and efficiency will depend on good data. Key benefits of good data governance include:

- Efficiency improvements – reduced management and operating costs through simplified and more efficient processes, greater understanding of the data available, and clear coordination across projects;
- Reducing risk – effectively understanding the data environment, opportunities for data quality improvement, risks for data loss and commercial or reputational risks throughout the flow of data;
- Regulatory and legal compliance – accurately and efficiently producing regulatory or market reporting, and demonstrating compliance with regulatory data governance requirements;
- Revenue creation – understanding the market and opportunities more effectively, creating cross-sell and upsell opportunities, increasing and improving client retention and addressing new markets; and
- Competitive advantage – improving market insight and analytics allowing for better targeting, competitive pricing, and strategic decision making.

Deloitte uses a framework to guide the successful development of data governance. Our view is that data governance can be split into organisational competencies across six key domains and four key elements:

Vision Aligning the data strategy to the objectives of the business.

Domains What is governed?

- Data Usage - Removing impediments and delivering enablers to extract value from data.
- Data Quality - Measuring, creating and maintaining reliable data.
- Data Security - Meeting data privacy and protection needs.
- Data Management – Management of reference, meta, and master data management, development and testing.
- Data Assets - Emphasising the footprint of data within the organisation, improving the performance of all aspects of data value.

Elements - How is it governed?

- Organisation - Target operating model with accountability and ownership to govern your data;
- Policies & Standards - Definition of entities and inter-relationships for the data being governed;
- Processes - Design and implement processes and controls to govern and manage your data; and
- Reporting – Continuous monitoring of the effectiveness of data governance and domains it governs.

Each components is considered in the assessment, determining existing elements and what is in need of development.

Scale and Complexity

The effort involved in delivering our service is driven partly by what we will do and what you will do before we arrive and alongside us. It is also driven by the scale and complexity of your business situation.

We would expect that, as part of the information-gathering phase, to conduct around 20 hours of interviews and review up to 30 documents. Our approach is flexible to accommodate the scale and complexity of your situation so may differ from this, in this case, we can discuss options to fit.

Exclusions and Service Restraints

Where service constraints exist of a general nature, they would usually be addressed in the Service Definition document. These and any other constraints would need to be discussed with the client prior to placing the Order. This

includes constraints that are specific to the client or the client's situation or that need to be addressed before delivery of the service. We will rely on the client to bring to our attention, before the order is agreed, any specific constraints that need to be addressed including those that could impact on quality, service levels, costs or duration of the engagement.

4 Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

- Your organisation name

- The name of this service

- Your name and contact details

- A brief description of your business situation

- Your preferred timescales for starting the work.

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