



BDO AND IPAA 'RETHINK' INFORMATION SERIES

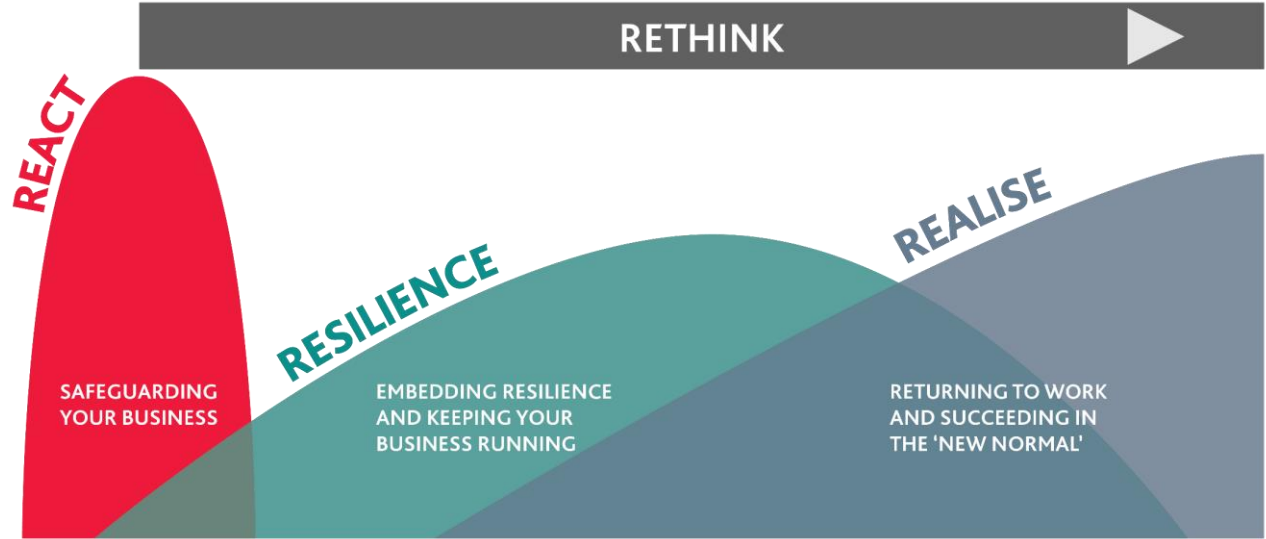
**RELIABLE INFORMATION AT  
THE EXECUTIVE LEVEL**

September 2020

# HELPING ORGANISATIONS BOOST THEIR ORGANISATIONAL RESILIENCE

In the current operating climate, knowing how to plan for ‘what’s next’ is crucial. To help guide this process BDO has drawn on the first-hand experience and insights of its global teams to develop the ‘Rethink’ framework. Much of the world has moved past the react phase, and is heavily entrenched in resilience, where the goal is to identify what will help your organisation be successful in the new normal.

A focused effort to embed improvements and risk mitigation approaches in this Resilience phase — made up of five key focus areas — is what will set an organisation up for success in the ‘new normal’.



The way in which businesses respond to the initial impact of the COVID-19 crisis, minimising the catastrophic effects on its business operations, employee safety, supply chain and ongoing financial viability.

Maintaining business operations during disruption using techniques that allow people, processes and information systems to adapt to changing patterns. The ability to alter operations in the face of changing business conditions preserving the continuity of the provision of 'critical functions' to a firm's customers.

Applying the learnings from key resilience activities and continuing to adapt. Successfully adapting to new business models and ways of working are needed to address essential and obligatory political, economic, socio-cultural, and technological changes.

# BDO AND IPAA's 'RETHINK' INFORMATION SERIES

This Information Series focuses on five of the critical enablers of the Resilience phase, which are particularly relevant for public sector organisations. We will guide you through the role each can play in the decision making process and the important factors your leaders must consider as they look to the future.

If you would like more information about BDO's Rethink framework, please visit [our website](#) for material and podcasts covering a wide range of topics, including people, operations, compliance, risk, and finance.



**CYBER SECURITY  
AT THE  
EXECUTIVE LEVEL**



**DIGITAL  
TRANSFORMATION**



**REIMAGINING  
BUSINESS  
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**RELIABLE  
INFORMATION AT THE  
EXECUTIVE LEVEL**



**WORKFORCE  
TRANSFORMATION**



RELIABLE INFORMATION  
AT THE EXECUTIVE LEVEL



# HAVING THE RIGHT INFORMATION TO MAKE DECISIONS HAS NEVER BEEN MORE IMPORTANT

Organisational agility through the COVID-19 crisis is critical to survival, but it is just as important when coming out the other side. The changing public sector landscape with regards to consumer and client behaviour, employee ways-of-working, and competition require executives to have the right information to make informed tactical and strategic decisions.

## THE DRIVERS



### EXTERNAL

COVID-19 has resulted in the most dramatic shift in market dynamics since the great depression. Traditional strategies, tactics, and ways-of-working are under tremendous pressure.



### INTERNAL

The need for accurate and trusted information is not new, but many organisations have historically de-prioritised its importance and are now at a strategic disadvantage.

## YOUR LEVERS



Building a data-driven organisation



Defining your new normal strategy



Boosting your data capability

## KEY CONSIDERATIONS

1. Build from your COVID-19 experience  
*How did you make decisions at the height of the COVID-19 pandemic response?*
2. Understand the new public sector landscapes and the relevancy of your organisation's capabilities and services  
*How are your organisation's services being impacted as a result of the COVID-19 pandemic?*
3. Embed a data driven culture by valuing information as an asset  
*Solve for the who, what, and when of interacting with data, and identify where you need additional skillsets.*



# THE OPPORTUNITY TO BUILD A DATA-DRIVE ORGANISATION

Some organisations are making it through the COVID-19 pandemic by luck rather than by design, leaving the accountable executive layer feeling exposed. Now that we are moving towards a *new normal*, organisations have the opportunity to leverage the change to drive a data-driven culture. There are three actions needed to kickstart the process and it is all possible on a tight budget.

## INFORMATION GOVERNANCE

*Outcome focused, cross-domain governance drives tangible change*

Most organisations already have, or have tried to implement information governance.

Overtime, these governance structures suffer from inertia when the executive agenda changes or funding stops.

Invest time to ensure outcomes are being achieved and empower groups through action.

## OPERATING MODEL

*Sponsored, funded, and empowered with the right skills*

Understand the benefits and challenges of different data organisation structures and make a strategic decision about the services and capabilities required to deliver your organisational strategy.

Your data organisation needs a mix of CAPEX and OPEX funding, and executive sponsorship to produce the outcomes you want.

## CULTURE

*Everyone has a role to play in building a data driven culture*

We often hear client frustrations about the current quality of their organisation's data, with repeated technical solutions failing to fix the problem.

Culture is at the heart of data change, and is a pervasive, longer lasting solution to data challenges.

Define and promote a data driven culture from the executive to the operational level.

# INFORMATION GOVERNANCE

*“governance is boring, I’ve never noticed any benefits...”*

We understand, but information governance is more than putting together a series of committees for people to discuss an organisation’s information. It is a vehicle for tangible change and, in a world of restricted investments, it can almost self-fund through execution.

## *1. Knowing what is where*

If your organisation has a fundamental distrust of information, part of the driver is not knowing what and where information is created and stored.

When conducting a recent information review for a government organisation, we found it had 172 different sources of information. This is common, but you cannot start to solve the problem without knowing where information exists.



## *2. Roles and responsibilities*

After you know where information is created and stored, it is easier to understand who is logically responsible and accountable for maintaining and improving it.

Define a detailed set of information governance roles and responsibilities from the executive, down to operational staff that physically interact with the data.



## *3. Identifying and solving problems*

Now that your organisation has a greater understanding of what information exists, where it resides and who is responsible for it, empower those involved to identify and solve problems - even if this is half a day a week.

Where problems are too big to solve by one or more teams, make sure the people involved in Information Governance know how to progress the problem to a project.



# OPERATING MODEL

*“a data capability is a service-driven function...”*

Providing data services to the organisation is not a new concept, but aligning those services to what the organisation actually needs right now could be the difference in maintaining or striving in the new normal.

## 1. Services

The push through government during the past five years has been towards automation and advanced analytics methods like machine learning and artificial intelligence.

Define the services your organisation needs from the data capability, and communicate how they can be engaged.

Set baseline service level agreements internally and mature them before publishing to the organisation.



## 2. People and capability

The people and skill set of a data capability will be driven by the services the organisation needs.

After your services are identified, align your existing capability and supplement the team with additional expertise where required, through upskilling programs or by creating process efficiencies.



## 3. Ways of working

Identify the ways people within the data capability interact with each other and the broader organisation.

A challenge is to blend contemporary ways of working (like Agile and DevOps) with standard public sector development methodologies (like PRINCE2).

Agree the outcome and review it on a regular basis.





# CULTURE

*“changing culture is hard...”*

The hardest part about shifting to a data driven organisation is not the technology or problem solving, it is fundamentally changing how people perceive data.

## *1. Executive driven*

If there is not deeply ingrained executive support to see the problem through to solution, success is compromised from the outset.

There have been an overwhelming number of cases globally where a lack of executive support stems the progress of a data program before benefits are realised.



## *2. Line of sight*

Personnel at all levels need to be aware of the shift towards becoming a data driven organisation.

Be open and transparent about what you are trying to achieve.

Communicate progress and demonstrate tangible change at every point possible – always answering the question ‘what’s in it for me?’



## *3. Operational conversation*

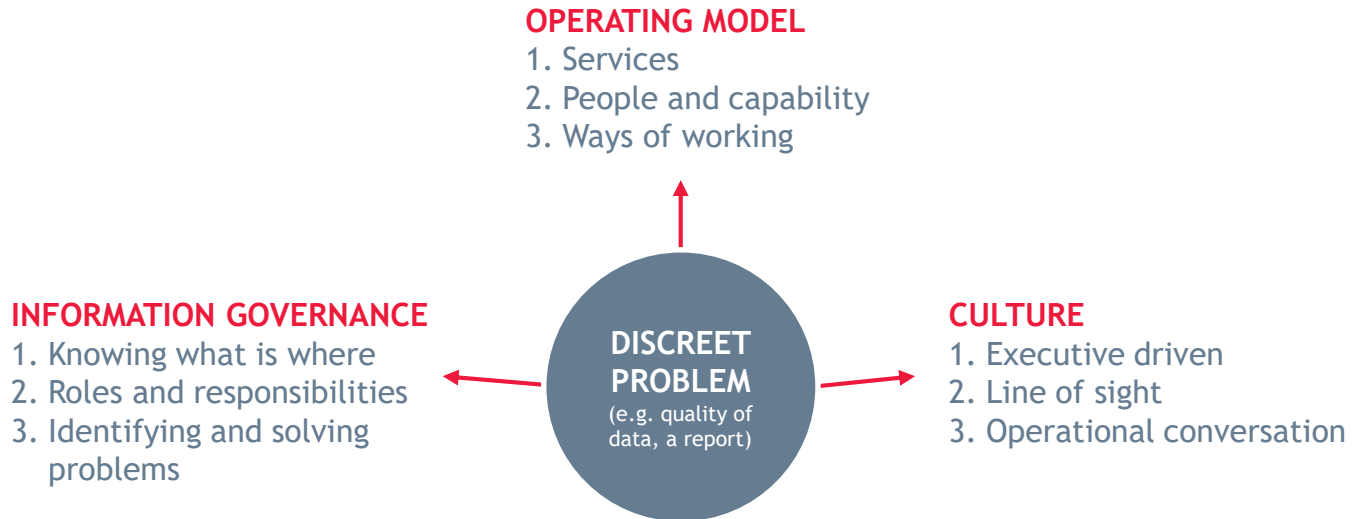
People generally do not talk about data in day-to-day operations unless it is a problem.

Change this pattern by instilling operational conversation mechanisms to your team/weekly/daily meetings such as a data quality moment – a five minute talk at the start of every meeting where a participant gives an overview of something they have identified and used data to help solve.



# MAKING THIS REAL IN TIMES OF RESTRICTED FINANCIAL INVESTMENT

This can seem like an overwhelming - and costly - challenge at first, with much to do. In our experience, government organisations have the most success when they start small by identifying a discreet problem, and then build the governance, operating model and culture while solving the problem. This is a low cost point of entry that builds momentum to keep driving toward data driven benefits. Do not solve for the world - prove it works and keep solving bite-sized chunks.





**JASON SORBY**  
National Lead Partner, Consulting

+61 7 3173 5506  
jason.sorby@bdo.com.au



**FAHIM KHONDAKER (author)**  
Partner, Consulting

+61 7 3237 5677  
fahim.khondaker@bdo.com.au

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