8. Organisation Enablers

8.1 Leadership

Strong and sustained leadership, advocacy and funding from senior executive leaders are important success factors for any data governance program. The leadership is responsible for setting direction, motivating employees, investing in, and developing the necessary people skills required to manage and extract value from the data. Senior leadership should provide the high-level support needed to drive the data agenda of the agency and play a key role in facilitating collaboration across business functions to ensure data-related decisions are aligned with the agency's strategic objectives.

8.2 Data Driven Culture

Without strong leadership support and engaged executive sponsors, obtaining the funding, resources and alignment necessary for data governance may be challenging. Leaders are in a unique position to communicate the degree to which the agency values data as a strategic asset. Embedding data governance also generally requires some level of transformation within the organisation. Engaging the buy-in of individuals that are sufficiently senior and that can champion the data governance program across the organisation will help facilitate change management.

8.3 What good looks like

- **Sponsorship:** Senior leadership display strong, explicit and ongoing commitment for data governance

- **Investment**: Senior leadership recognise and address data resource needs and infrastructure requirements to support data governance

- **Participation**: Senior leadership participate in decision-making on important opportunities and risk mitigation issues relating to organisational data assets

- **Collaboration**: Senior leadership collaborate across different areas of the organisation to break down information silos, including risk and compliance, cyber security, data analytics and privacy

8.4   How to achieve good practice

- **Develop and deliver training in data for executives**, enabling them to make informed decisions and have a data and evidence-first mindset

- **Set up a data governance decision-making body** that comprises cross-functional leaders from across the organisation

- **Incorporate data metrics and goals into corporate plans and public reporting** and monitor and regularly report on progress

- **Build data use and analytics into organisational strategies and plans**

- **Appoint a member of the senior executive to lead and champion the organisation's data governance agenda**

8.5   Questions to ask yourself

What are the specific qualifications and expertise required for the data governance leadership roles? Do the potential leaders possess the necessary technical knowledge, understanding of data governance principles, and relevant experience?
How will the data governance leaders collaborate with other departments and stakeholders to ensure that data governance is integrated into the organisation's overall strategy and operations?
How will leaders be kept accountable?
Is there stakeholder buy-in? Do they recognise the value of data and the potential of data as an asset?
What leadership qualities are essential for successful data governance, such as communication skills, decision-making abilities, and the capacity to navigate complex organisational challenges? Is there stakeholder buy-in?
How will the data governance leaders promote a data-driven culture within the organisation and encourage employees to embrace data as a strategic asset?
How will the data governance leaders ensure that the data governance strategy aligns with the organisation's business goals and objectives?
What mechanisms will be put in place to ensure accountability and responsibility among data governance leaders?
How will the leaders prioritise and address data governance issues based on their impact and urgency?
How will the data governance leaders handle potential conflicts between different stakeholders regarding data access, usage, or ownership?
How will the leaders stay up-to-date with emerging data governance trends, best

practices, and regulatory changes?
How will the data governance leaders promote data literacy and data awareness among employees and stakeholders?
How will the data governance leaders measure the effectiveness of the data governance strategy and communicate its impact to the organisation's leadership and stakeholders?
How will the data governance leaders address challenges related to data privacy and security, and how will they ensure compliance with relevant regulations?
What strategies will the leaders use to gain buy-in and support from key decision-makers and executives in the organisation?
How will the data governance leaders foster a collaborative and inclusive approach to data governance, involving input from various stakeholders and departments?
How will the data governance leaders handle data governance incidents, such as data breaches or data quality issues?
What steps will be taken to provide ongoing training and professional development for data governance leaders to enhance their skills and knowledge?
How will the leaders balance the need for centralised data governance with decentralised decision-making at various levels of the organisation?
How will the data governance leaders ensure that data governance practices are well-documented, accessible, and understood by all relevant parties?
How will the leaders promote continuous improvement in data governance practices and adapt the strategy to evolving organisational needs and technological advancements?