# ENFORCING DATA GOVERNANCE: FROM FRAMEWORK TO OPERATIONAL EXCELLENCE

**Federal Public Service FINANCE**

**Forum on Tax and Customs Data Science**

04 - 05 Jun 2025

**IOTA**
Intra-European Organisation of Tax Administrations
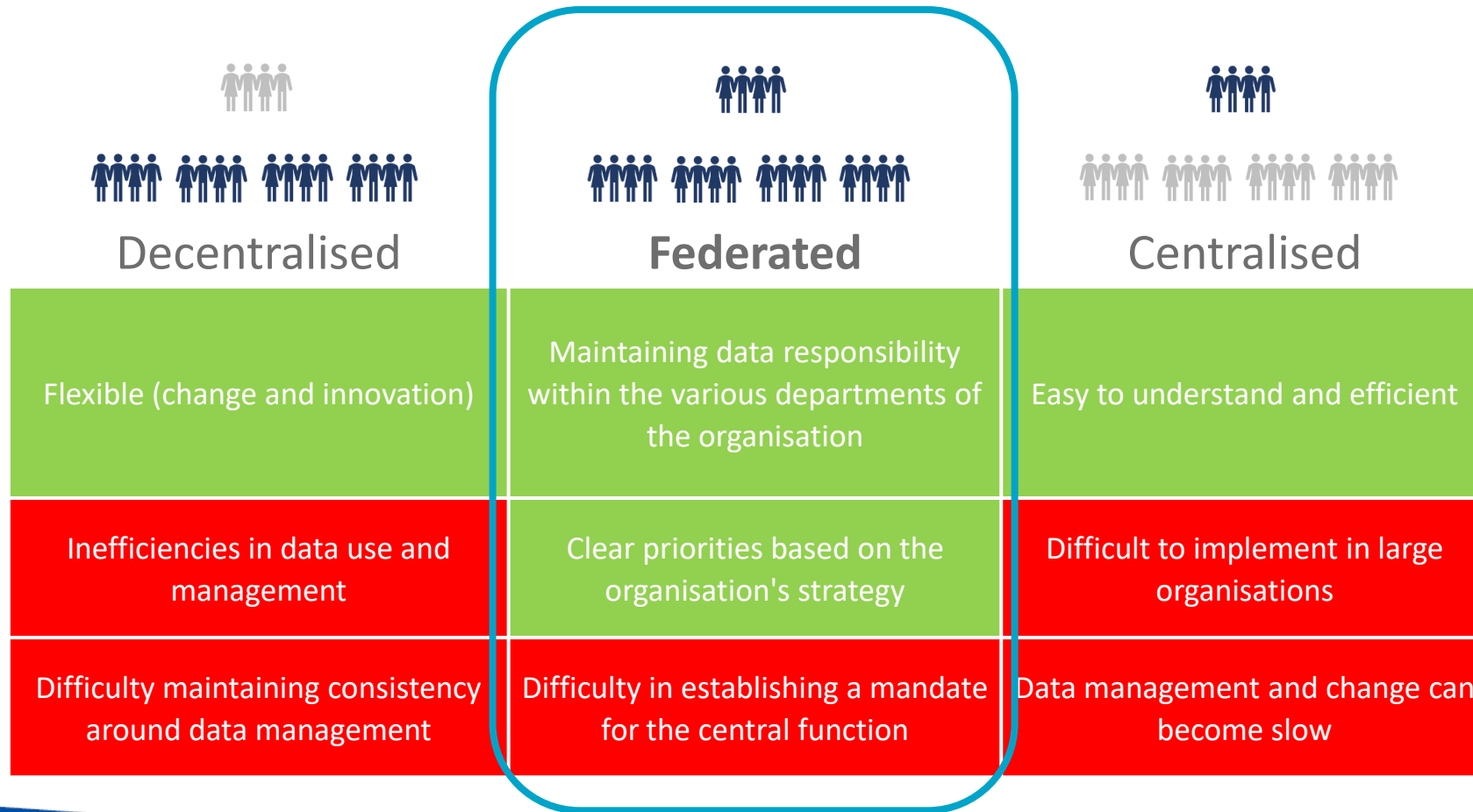
# DATA-DRIVEN ORGANISATION



## Unlock Data Assets

## Empower Everyone

## Act On Data

# FEDERATED OPERATING MODEL

|  | Decentralised | Federated | Centralised |
|---|---|---|---|
| | Flexible (change and innovation) | Maintaining data responsibility within the various departments of the organisation | Easy to understand and efficient |
| | Inefficiencies in data use and management | Clear priorities based on the organisation's strategy | Difficult to implement in large organisations |
| | Difficulty maintaining consistency around data management | Difficulty in establishing a mandate for the central function | Data management and change can become slow |

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# DATA GOVERNANCE COUNCIL

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| Escalation Feedback | Data Governance Office | Executive | Data governance steering board | Implementation | BOARD OF DIRECTORS |
| | | Strategic | Data governance council(DGC) | | ENTITIES DG PARTNERS |
| | | Operational | Data governance working teams | | ENTITIES |

**Data Governance Council (DGC)**
- → **Virtual and centralised governance layer** to have a representation of the **entire organisation**
- → Supports the 'Connected Governance' concept with the **Data Governance Partners**
- → Supports the **central coordination** of data governance initiatives
- → Supports the **distributed responsibility** within each entity
- → Organisation under the responsibility of the **Data Governance Office**
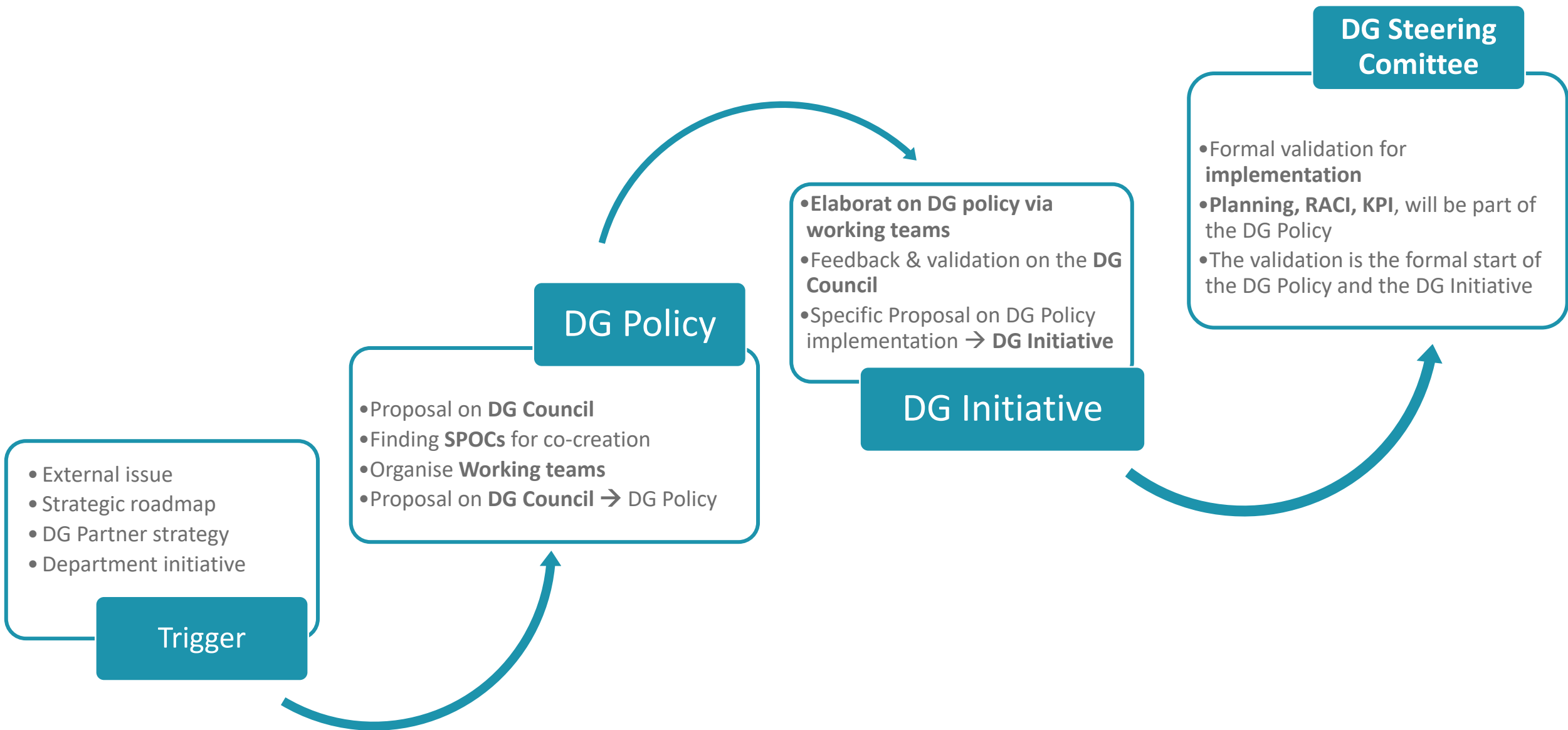
# "ENFORCING" DATA GOVERNANCE

Co-create DG policy from concrete use cases and peer collaboration

Operationalise with a clear process, RACI, workload, scope and metrics

Visualise DG initiatives and monitor them via clear KPI's

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DATA MANAGEMENT MATURITY ASSESSMENT
DMMA

TOWARDS A FEDERATED DATA CULTURE
-
GENERAL ADMINISTRATION TAXES

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**Chairman**

Chairman's Services ← → Autonomous Departments

**Staff Departments**

B&MC
Budget and Management Control ← → P&O
Personnel and Organisation

ICT
Information and Communication Technologies ←

**General Administrations**

GASTI
Special Tax Inspectorate ← → GACR
Collection and Recovery

GACE
Customs and Excises ← → GAPD
Patrimonial Documentation

GATaxes
Taxes ← → GATreas
Treasury

GAESS
Expertise and Strategic Support ←
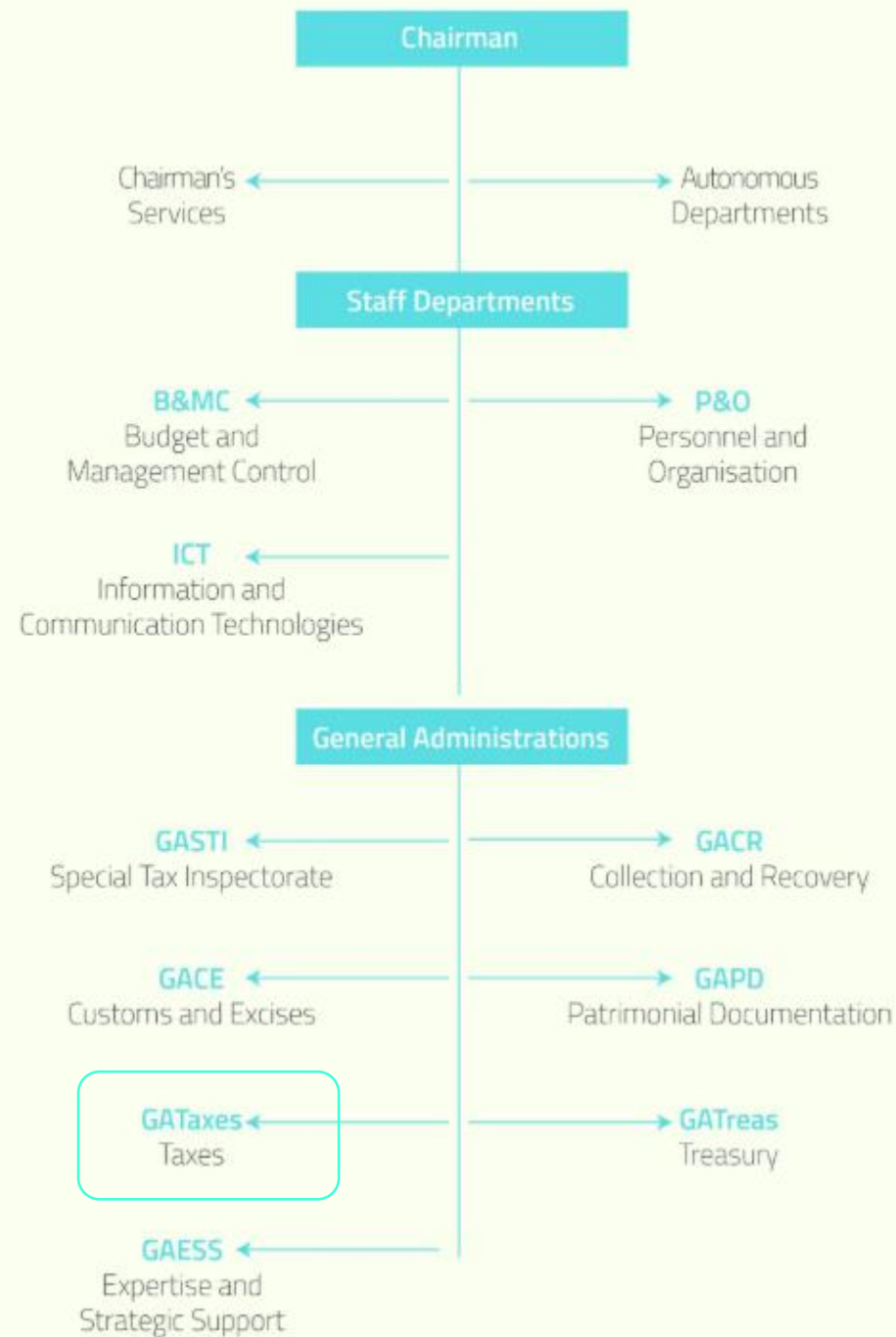
DATA AS A STRATEGIC ASSET

DATA AS A SERVICE

# A FEDERATED DATA CULTURE

- **How?** -- A Council on the level of the General Administration

- **Why?** – Stakeholders engagement
  - Business Glossary --  Business
  - Data Categorisation -- Privacy & Security Services
  - Data Catalog – Business data Analysts

- **One size fits all?** -- Case by Case

- **Remark!** -- Functions versus Roles
  - What is a function for one part organisation is a role for other parts

# DATA AN "ASSET" OR A "SERVICE"?

- Data Governance or Data Management?

- "Faux Question"
  - You need both to avoid
    - getting locked up in an Ivory Tower
    - Getting (un)lucky when creating data-products

- Case of dashboarding
  - You need good data quality
  - You need to know where to find the data
    - → Data Catalog – People who know where to find the data
  - You need access to the data and permission to use certain technology
    - → Data Security
  - You need people who can use the technology and implement security measures
    - → Data Management
  - As you progress you get to understand that there is metadata that should be available in all applications for all type of taxes
    - →Data Architecture

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