Data Governance

Service Description



anmut

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About Anmut

Anmut provides public sector decision-makers with the tools and insights to understand how data supports their organisation's goals and where to invest to create measurable value.

We specialise exclusively in data management. Our multi-disciplinary team has proven experience delivering evidence-based outcomes for government organisations. Typical results include clearer prioritisation of data investments, reduced rework and processing costs, strengthened governance, and faster, lower-risk cloud or digital programmes.

We are Cyber Essentials Plus certified and operate an Information Security Management System aligned to ISO 27001. We treat data protection and responsible handling as core to every engagement. For more information visit anmut.co.uk.

"Anmut is unique in that they bring the best of both worlds: the rigour of a Big Four combined with the agility and creativity of a start-up."

"Anmut apply data science to data problems."

CDO, UK Government organisation

Overview of our Data Governance offering

DATA GOVERNANCE AS AN ENABLER OF DATA ASSET MANAGEMENT

Anmut's Data Governance Service is founded on the principle that organisations cannot manage data as a strategic asset, unless they can govern it effectively.

Data governance is the mechanism that enables organisations to exercise authority, control, and shared decision-making over their data assets. Without it, data remains fragmented, inconsistently managed, and treated as a liability, rather than an asset that underpins service delivery, operational performance and public value.

Our approach positions data governance as integral to the successful execution of ongoing data asset management. It complements Anmut's wider set of services, by providing the mechanism for governing the data assets that matter the most, defining accountability and decision rights, and assuring the fitness-of-purpose of data over time.

TARGETED, PROPORTIONATE GOVERNANCE

Rather than attempting to govern all data equally, Anmut focuses governance effort where data has the greatest impact on stakeholder outcomes such as:

- Operational and safety performance
- Critical service delivery
- Capital asset management and maintenance
- Regulatory reporting
- Investment decision-making

This ensures governance activity always remains proportionate, practical and aligned to organisational priorities.

Our data governance services are well suited to organisations with:

- Complex operating models
- Critical operational or asset data
- Multiple stakeholders
- A clear need to assure data quality and reliability in support of service delivery

KEY FEATURES OF ANMUT'S APPROACH TO DATA GOVERNANCE

Feature	Anmut Approach
Strategic Alignment & Value Enablement	It is treated as the strategic bridge between organisational outcomes strategy and your data assets, ensuring the two are intrinsically linked. It is framed not as bureaucracy, but as a crucial enabler of value, unlocking innovation, and managing change for data.
Ruleset for data	It translates business needs into an organisational ruleset for managing, utilising, and protecting data. This includes establishing policies and procedures (e.g., data integrity, access, security, usage, and retention). It ensures the necessary standardisation for the entire organisation to operate using one set of guardrails.
Foundational Integrity	It establishes and enforces minimum data integrity and quality standards for critical data assets. It ensures data is in a fit and ready state for specific purposes, and its strategic role includes ensuring Master Data is accurate, complete, and consistent.
Holistic Risk Management	It is responsible for setting the expectations for how data is protected and utilised, working to minimise risks related to data integrity, security, data privacy, and compliance requirements. It provides a comprehensive defence strategy, ensuring that data risks are detected and addressed.
Accountability and Collaboration	It defines clear roles and responsibilities (ownership and shared decision-making) to drive data management across the enterprise. By running horizontally across the organisation, it unifies functional silos and facilitates the collaboration needed to achieve common goals
Change Management	It is seen as 'change management for data.' Its function is to continuously steer and nudge data operations to fulfil the changing needs of the business. This ensures that data remains responsive and valuable as organisational context evolves

How Anmut delivers its Data Governance Service

A DATA ASSET LED APPROACH

Anmut delivers data governance through a data asset management lens, aligning governance activities to data value, risk and delivery priorities.

We work with clients to understand what data supports organisational capabilities and operational outcomes, and to identify the data assets that are most critical to delivery and decision-making.

PRACTICAL DATA GOVERNANCE BUILDING BLOCKS

We design data governance that can be embedded into existing operating models, focusing on the following components:

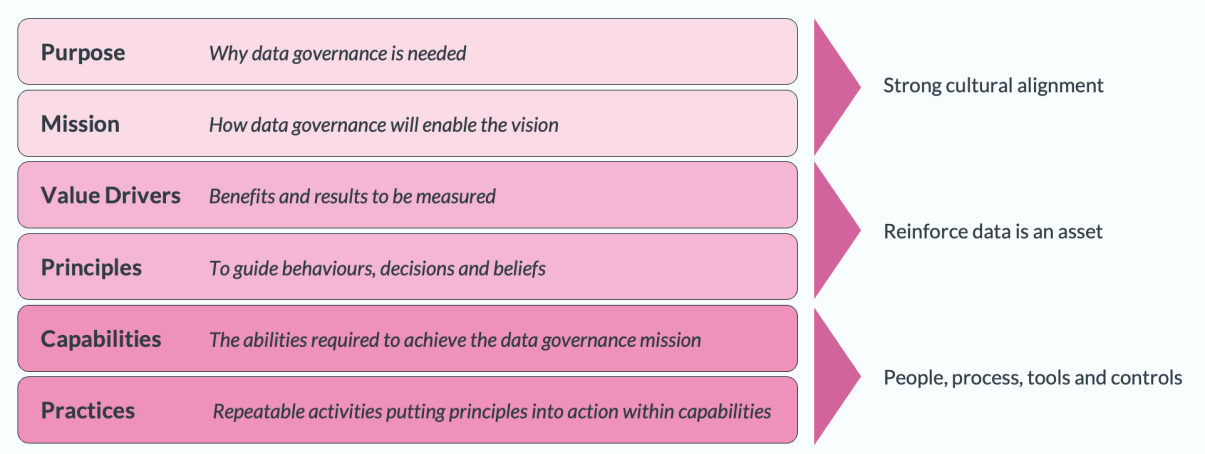


Figure 1: Building blocks of effective data governance

- **Purpose & Mission**: we work with clients to define why data governance needs to exist and what it must enable. This anchors it directly to organisational objectives. From a data asset management perspective, this ensures governance effort is focused on protecting and improving the data assets that matter most. This is key to ensuring strong cultural alignment.
- **Value Drivers:** we identify the value and risk drivers that data governance must address and define how success will be measured. This enables organisations to prioritise governance effort based on value and risk, justify investment in data improvement, and assess whether governance is improving data fitness-for-purpose (data quality etc.) The value drivers provide the link between data assets, organisational outcomes, and governance decisions.
- **Principles:** we establish a small set of principles that guide how decisions about data assets are made. These principles shape behaviours and trade-offs, such as - when data is 'good

enough' for a given purpose, how conflicts between speed and accuracy are resolved, how risk is managed across the data lifecycle, and how decisions are made in general.

- **Capabilities:** we define the organisational capabilities required to manage data assets effectively including - ownership and stewardship, data assessment and assurance, issue prioritisation, remediation and ongoing monitoring. By making capabilities explicit, organisations can decide where to build internal capability and where third-party support is appropriate, supporting a sustainable data asset management model.
- **Practices:** we design repeatable practices that put data governance into action where data is created, changed, and used. These might include – data assessment and assurance processes, change control and traceability, monitoring of data fitness/data quality, feedback loops for root cause analysis, and decision-making forums.

Together, these building blocks enable organisations to move away from reactive, one-off data fixes and towards a managed data asset portfolio. Governance becomes how data assets are understood, prioritised, improved and assured.

ASSURANCE-LED

Where data assessments, data quality initiatives or data corrections are being undertaken, we provide independent assurance that:

- Assessment logic is sound and justifiable
- Assumptions are explicit and traceable
- Proposed data corrections are fit for purpose
- Changes can be repeated, monitored and, where required, rolled back.

This ensures governance actively supports data improvement rather than creating delivery friction.

CLEAR AUTHORITY AND DECISION MAKING

We establish clear roles, responsibilities and decision rights for data assets, ensuring accountability across internal teams and third-party suppliers for:

- Data creation
- Data maintenance
- Data use
- Data assurance

GOVERNANCE EMBEDDED IN DELIVERY

We work collaboratively with client teams and suppliers, sharing findings iteratively during delivery rather than reporting issues at the end. This allows risks to be addressed early and improvements to be sustained.

Our approach prioritises people, process and decision-making over tools and artefacts.

WHY ANMUT

- **Governance that enables data to be managed as an asset**: Anmut does not treat data governance as an end-in-itself. Governance exists to enable organisations to manage data as a strategic asset, to prioritise investment, assure fitness-for-purpose and sustain value over time.
- **Governance driven by value at stake:** We focus governance effort on the data assets that matter most to operational delivery, safety, regulatory outcomes and public value, rather than attempting to govern all data equally.
- **Governance judged by outcomes:** Success is measured by improved data fitness, reduced delivery risk and sustained improvement, not by the number of policies, committees or tools implemented.

Client requirements

To deliver our Data Governance service, the following inputs are helpful where available:

- Access to key business, operational and data stakeholders, including data owners and supplier leads.
- Documentation relating to business objectives, operational priorities and existing data standards or policies.
- Visibility of current data assessments, data quality initiatives or improvement activities.
- Access to relevant data samples, assessment outputs or supporting documentation for assurance activities.
- Engagement from a senior sponsor to support alignment and decision-making.

During onboarding, we agree scope, objectives and approach. Where some inputs are not available, we adapt our approach and agree a proportionate delivery plan.

An example of our experience

THE CHALLENGE – GOVERNING OPERATIONAL DATA AS A CRITICAL ASSET

National Highways is responsible for maintaining and operating the Strategic Road Network, critical infrastructure for the UK economy. Operational Technology (Op Tech) assets, such as CCTV, signals and monitoring systems, are essential for ensuring safety, planning and prioritising maintenance, and reporting technology availability.

The data describing these Op Tech assets, held within ServiceNow, underpins these activities. However, this data was known to be incomplete and incorrect. Over time, multiple suppliers had been engaged to assess and correct the data on a tactical basis.

While individual data quality initiatives were well intentioned, National Highways lacked assurance that:

- The logic used to assess data completeness and correctness was sound
- Assumptions made by suppliers were valid and consistent
- Proposed data corrections would improve data fitness-for-purpose rather than introduce new risks

As a result, Op Tech data was difficult to manage as a coherent asset portfolio. There was a real risk that uncoordinated fixes, applied without governance or assurance, would undermine confidence in the data and reduce its usefulness for operational decision-making.

THE SOLUTION – ASSURANCE-LED DATA GOVERNANCE IN PRACTICE

Anmut provided independent Data Governance Assurance services to support National Highways in governing Op Tech asset data as a critical operational asset.

Our work focused on embedding governance through assurance, rather than introducing new layers of policy or control. This included:

- **Assuring data assessments**: We reviewed, tested and, where necessary, reproduced supplier-led data assessments to verify that results were accurate, repeatable and based on justifiable logic.
- **Testing assumptions and decision rules:** We examined the business rules and decision trees used to propose data corrections, ensuring they reflected operational reality and were aligned with the intended use of the data.
- **Embedding traceability and repeatability:** We helped establish clear documentation of assessment logic, assumptions and changes, enabling data corrections to be traced, repeated and, if required, rolled back.
- **Iterative, collaborative assurance:** Findings were shared continuously with National Highways and suppliers before data changes were implemented, allowing risks to be addressed early and reducing the likelihood of rework.

This approach ensured governance was applied where data was created and changed, across organisational and supplier boundaries.

WHAT WERE THE RESULTS?

From tactical fixes to managed data assets

The engagement enabled National Highways to move from a series of tactical data fixes towards a more governed and manageable Op Tech data asset portfolio.

Key outcomes included:

- Increased confidence in the accuracy and reliability of data assessment results
- Greater assurance that data corrections improved fitness-for-purpose rather than degrading data quality
- Improved consistency and alignment across multiple suppliers working on the same data assets
- A repeatable and auditable approach to data assessment and correction

Importantly, the work established a governance and assurance model that can be reused for future data improvement initiatives. This supports the long-term management of Op Tech data as a critical asset, enabling National Highways to better prioritise renewals, plan and execute maintenance, and report on technology availability in support of network safety and performance.

Data protection

At Anmut, we feel strongly that data is one of the most valuable and important assets, which is why we are committed to protecting data by maintaining the highest levels of data security and ensuring compliance with data protection regulations. We are Cyber Essentials Plus certified and have developed a comprehensive information security management system that is aligned with ISO 27001.

RECOGNISED

anmut

Connect your data to your purpose.

Anmut.co.uk | hello@anmut.co.uk