Data Operating Model

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 Operating Model offering

ENABLING THE ORGANISATION TO RUN DATA

Anmut's Data Operating Model service enables organisations to embed data management into day-to-day operations, so data can be owned, maintained and assured as a strategic asset.

Many organisations have elements of governance frameworks and policies in place but lack an operating model that allows operational teams to discharge their data management responsibilities in practice. Without this, data ownership is unclear, accountability is fragmented, and data quality improvements fail to scale or sustain.

This service focuses on designing how data management works within the business operating model:

- Who owns which data assets
- How data requirements are defined
- How data quality is assessed and improved
- How accountability is reinforced over time

This service is well suited to organisations where:

- Data is created and maintained by operational teams
- Data quality directly affects key outcomes, such as service delivery or asset performance
- Responsibilities for data are unclear or disputed
- Audit, regulatory or delivery risks are driven by weak data ownership and execution

KEY FEATURES OF ANMUT'S APPROACH TO DATA OPERATING MODELS

Feature	Anmut Approach
Operational ownership of data	Designs clear, practical accountability for data assets within operational teams, ensuring data ownership sits where data is created, maintained and used.
Execution-focused design	Translates data governance intent into roles, processes and day-to-day responsibilities that teams can realistically discharge.
Data asset-led operating model	Structures the operating model around critical data assets and use cases, not organisational charts or central functions.
Blueprints for managing data	Provides consistent blueprints enabling teams to define data requirements, standards and fitness-for-purpose in a repeatable way.
Integrated with existing operations	Builds on the current business operating model rather than replacing it, ensuring feasibility and scalability.
Clear roles and responsibilities	Defines ownership, stewardship and operational responsibilities for information assets, datasets and data processes.
Capability-driven design	Identifies the capabilities required to manage data assets effectively and supports decisions on in-house versus third-party delivery.
Designed for change and growth	Creates an operating model that can adapt to changing business needs, technology and regulatory requirements.
Complimentary to data governance	Explicitly operationalises data governance by defining how governance decisions are executed across the organisation.

How Anmut delivers its Data Operating Model Service

Anmut delivers its Data Operating Model Service through a structured five-stage approach, taking organisations from strategic intent to an implementation-ready operating model.

This approach is grounded in operational reality and explicitly designed to ensure feasibility and adoption.

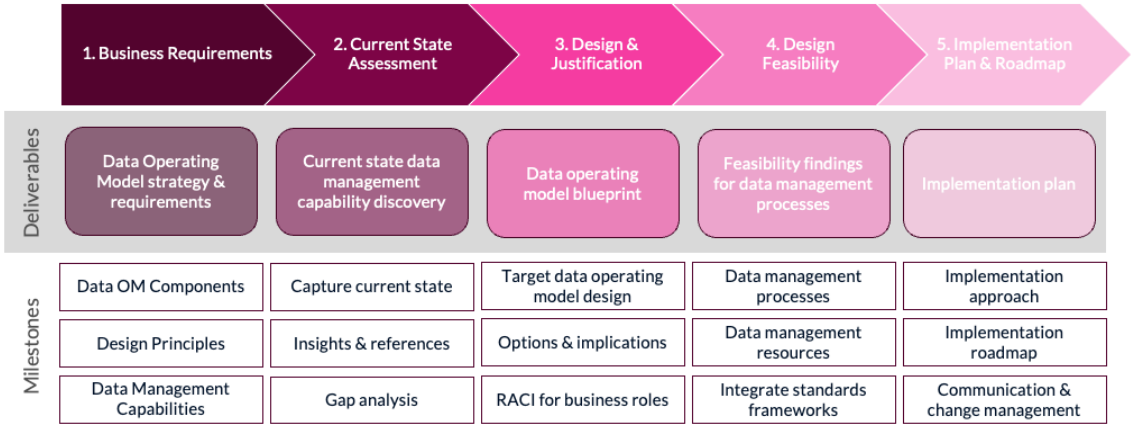

Figure 1: example Data Operating Model Approach

STEP 1: BUSINESS STRATEGY AND REQUIREMENTS

We begin by working with business and operational leaders to clarify:

- Strategic and operational objectives
- Critical use cases and outcomes
- The role data must play in delivering them

This establishes a clear mandate for the data operating model and anchors it to business priorities, not abstract best practice.

Typical outputs

- Data operating model strategy and requirements
- Design principles aligned to business outcomes

STEP 2: CURRENT STATE ASSESSMENT

We assess the current state of data management within the organisation, focusing on:

- Existing data management capabilities
- Ownership and accountability gaps
- Processes, standards and tools in use
- Operational pain points affecting data quality and trust

Typical outputs

- Current state data management capability assessment
- Gap analysis against target state requirements

STEP 3: DESIGN AND JUSTIFICATION

We design the target state data operating model, structured around the capabilities required to manage data assets effectively.

The design typically covers:

- Organisation and roles (ownership, stewardship, accountability)
- Processes and activities for managing data
- Governance and decision-making interfaces
- Measures and motivators
- Technology enablement
- Culture and ways of working.

Design options are assessed and justified, ensuring the model is proportionate, scalable and aligned to operational realities.

Typical outputs

- Data Operating Model Blueprint
- Defined capabilities, roles and RACI
- Options and implications analysis

STEP 4: DESIGN FEASIBILITY

Before finalising the model, we explicitly test feasibility with operational teams, technical stakeholders and central functions.

This stage validates:

- Whether roles and responsibilities are realistic
- Whether processes can be adopted within capacity constraints
- Whether the design aligns with existing policy and standards

This step is critical to avoiding operating models that look good on paper but fail in practice.

Typical outputs

- Feasibility findings for data management processes
- Refined design aligned to operational constraints

STEP 5: IMPLEMENTATION PLAN AND CHANGE READINESS

We provide a clear, phased approach for adopting the data operating model, including:

- Prioritised work packages,
- Indicative timelines and dependencies
- Resource and capability considerations
- Change and communications requirements

This enables organisations to move from design into delivery with confidence, even where capacity is constrained.

Typical outputs

- Phased implementation roadmap
- Change and adoption considerations

WHY ANMUT

- **Designed from operational reality:** Our operating models are built on how work is done, not on idealised structures.
- **Capability-led, not org-chart-led:** We design around the capabilities required to manage data assets effectively.
- **Feasibility before commitment:** Designs are tested with teams before implementation, reducing delivery risk.
- **Implementation-ready outcomes:** Clients receive a clear blueprint and roadmap, not just a conceptual model.

Client requirements

To deliver the Data Operating Model service effectively, Anmut typically requires access to the following, where available:

- **Business and operational stakeholders:** Access to operational leaders, data owners, delivery managers and subject matter experts involved in creating and using data.
- **Business strategy and operational priorities:** Documentation outlining strategic objectives, operational goals, and key use cases that data must support.
- **Existing operating model information:** Current organisational structures, role definitions, governance arrangements and relevant policies or standards.
- **Visibility of current data management activities:** Information on existing data governance, data quality, data management or improvement initiatives.
- **Examples of critical data assets and use cases:** Illustrative data assets, systems or processes that are important to operational delivery or decision-making.
- **Senior sponsorship and decision-making support:** Engagement from a senior sponsor to support alignment, prioritisation and timely decisions

During onboarding, Anmut works with clients to confirm scope, objectives and delivery approach. Where some inputs are unavailable (for example due to capacity, time or resource constraints), we adapt our approach and agree a proportionate delivery plan that reflects operational realities.

Our services are designed to work within existing structures and headcount, avoiding assumptions of large-scale reorganisation or workforce expansion.

An example of our experience

THE CHALLENGE

Our client's operations function was responsible for collecting and maintaining critical operational and asset data but lacked a defined data operating model to discharge its data management responsibilities.

Ownership, roles and processes were unclear, data requirements were inconsistently defined, and improvements were difficult to sustain - contributing to audit findings and delivery risk.

THE SOLUTION

Anmut worked with the Chief Data Office and Operations to design a target state data operating model using the five-stage approach described above.

This included:

- Defining required data management capabilities
- Designing a consistent blueprint for specifying and managing data
- Validating feasibility through multiple workshops with operational stakeholders
- Developing a phased implementation and change plan aligned to capacity constraints

WHAT WERE THE RESULTS?

The engagement:

- Enabled our client to close a key audit action
- Clarified accountability for data within Operations
- Provided a practical blueprint for managing data fitness-for-purpose
- Laid the foundations for sustainable adoption of data management capabilities

This positioned Operations to manage data proactively in support of safety, asset management and strategic decision-making.

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