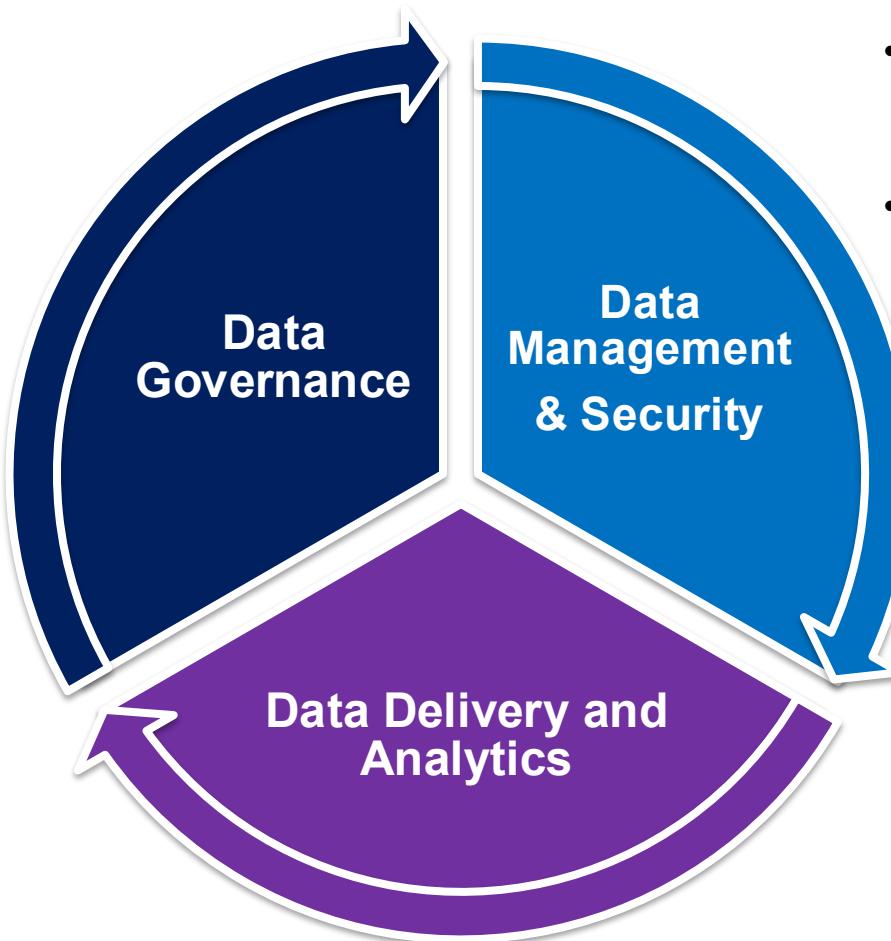


# Data Governance Framework

## Greater collaboration, trust and insights is how we transform

Data Governance provides the ‘**Why**’, Data Management provides the ‘**What**’ and Analytics provides the ‘**How**’. These three concepts are fundamental building blocks for organisations to become a data driven

- Making decisions on data along with our own intuition – *fact-based decision making*
- Having key responsibilities for data from top to bottom – *data is everyone's responsibility*
- Operating Rhythms on how we work together across domain – *democratisation and interdependency of data*
- Easy to follow standards that can steer people when working in the grey – *guide not instruct*



- Accurate, timely and relevant reports so you can make faster and better decisions
- Greater insights on our customers behaviors so we can tailor fit for purpose products
- Automation of repetitive task to focus more on value add activities
- Do you ever look at a report and think “that data doesn’t look right?”
- When I want to make a change to a system what is the downstream impacts to other teams, processes, reports and applications?
- How do I ensure that my team is adhering to the competition laws with data?

# Making data governance practical for stakeholders: the 3ps approach

One of the simplest and most effective ways to communicate the Data Governance Framework is through the lens of **People**, **Process**, and **Platforms**. **People** focuses on roles, responsibilities, and operating models; **Process** ensures policies and guidelines are actionable and business aligned; and **Platforms** provide the technology and tools to integrate governance into day-to-day work, making adoption simpler and more sustainable.

## People

### Establishing Accountability Is Foundational:

**Foundational:** Without clear ownership, even well-intentioned initiatives stall due to ambiguity over who is responsible.

**Culture of Responsibility:** Embed a data-first mindset across all levels, making data quality and privacy everyone's concern.

**Roles and Responsibilities:** A successful data governance framework relies heavily on clearly assigned roles, particularly Data Owners, who are accountable for data quality and integrity

**Data Ownership & Stewardship:** Define and assign roles such as Data Owners, Data Stewards, and Data Custodians to ensure accountability for data assets.

**Operating Model:** Clarify lines of accountability, escalation paths, and reporting structures for DG&M.

## Platforms

**Data Catalogue:** Deploy a centralised data catalogue to enable discovery, classification and lineage tracking of enterprise data assets.

**Metadata Management Tools:** Implement tooling that captures and governs metadata for better context, traceability, and quality oversight.

**Data Quality Tooling:** Use automated data profiling and monitoring solutions to detect anomalies, enforce rules, and generate data quality dashboards.

**Data Labelling & Classification:** Enable platforms that support automated or manual labelling of data based on sensitivity, type, and usage rules.

## Process

# Governance isn't about control, it's about trust, accountability and enabling confident decisions.

*Data Governance and Management provides the foundation for becoming a truly data-driven organisation. It enables trusted data at scale, supports confident decision-making, and embeds accountability across agile delivery and business operations.*

## Why it Matters

*Inconsistent or poor-quality data leads to unreliable reporting and decisions*

*Data is often duplicated, siloed, or unmanaged across systems*

*Lack of clear ownership results in unresolved data issues and accountability gaps*

*AI/ML initiatives are dependent on high-quality, well-understood data*

*Data access and usage may expose the organisation to security or privacy risks*

## Business Benefit / Value Delivered

Builds trust in business intelligence and operational reporting

Reduces duplication, increases efficiency, and improves cross-functional alignment

Ensures data issues are resolved quickly by assigning clear roles and responsibilities

Enables safe, scalable deployment of advanced analytics and automation

Improves data protection through classification, access controls, and data lifecycle rules

# Laying the strategic foundation for scalable, value-driven governance aligned to the organisation's strategic objectives

Establishing a clear and shared understanding of why data governance matters and where it applies ensures the framework is anchored to business priorities, aligned with strategic goals, and designed to scale as the organisation grows.

Step  
one

## Start with a Clear Purpose Statement

- A short, executive-aligned governance mission statement helps drive consistent understanding and sponsorship.
- Example: “*To ensure Artemis can confidently use data to grow, serve customers, and meet obligations by embedding clear ownership, trusted quality, and responsible use of data across the organisation.*”

Step  
two

## Align Governance to Strategic Drivers

- *Growth:* Enabling reliable analytics to target, personalise, and scale.
- *Risk Management:* Supporting compliance and reducing privacy/data breach risks.
- *Efficiency:* Minimising rework and duplication in reporting, analysis, and delivery.
- *Innovation:* Preparing for AI and ML through improved data readiness.

Step  
three

## Define Governance Scope

- Clarify where and how governance will be applied. Keep it practical and tailored to the size of the organisation to start and expand over time.
- Example:
  - **Domains** can be limited to just a few key business functions like Customer, Product, Financial, Risk prior to rolling out to all areas
  - **Data Lifecycle Stages** can be simplified to Producers and Consumers rather than all cycles e.g., Create, Use, Store, Share, Archive, Dispose
  - **Levels of Governance** can be restricted to one of the below based on business size and appetite: Strategic (policy), Operational (stewardship), and Technical (lineage, DQ rules)

# Establishing ownership around our organisational data is the number one milestone for measuring governance

*By establishing, identifying and assigning clear data ownership roles, we create accountability, drive consistency and embed a culture of responsible data use across the organisation. Data without ownership becomes everyone's problem and no one's responsibility.*

<b>Data Owners (C-suite or Execs)</b>	<b>Data Owner Delegates (Senior Leaders)</b>	<b>Data Stewards (Nominees)</b>	<b>Data Custodians (IT/System Owners)</b>
<p><i>Accountable for:</i></p> <ul style="list-style-type: none"><li>• The expectation of quality of data within their area i.e. setting tolerances</li><li>• Ensuring data risk or issues are remediated in due course</li><li>• Representing their domain in relevant forums and making decisions to improve how their data is used across the organisation</li><li>• Investing in data management activities that align to their business strategic priorities (quality, business glossaries)</li><li>• Enforcing data adherence and compliance</li></ul>	<p><i>Accountable for:</i></p> <ul style="list-style-type: none"><li>• Delegate for Data Owner</li><li>• Adherence to data policies and framework for their respective domain</li></ul> <p><i>Responsible for:</i></p> <ul style="list-style-type: none"><li>• Contributing to build data governance, management and security practices</li><li>• Managing capacity within department</li><li>• Working with other departmental DODs to support organisation data strategy</li><li>• Driving data culture</li><li>• Improving data quality</li><li>• Reducing data risk and issues</li></ul>	<p><i>Accountable for:</i></p> <ul style="list-style-type: none"><li>• Being ambassador for all things data (gov, management and security)</li><li>• SME support of their data elements and ensures they are compliance to processes and procedures</li></ul> <p><i>Responsible for:</i></p> <ul style="list-style-type: none"><li>• Delivering self service BI/Insights for relevant function</li><li>• Being first line of support for data</li><li>• Implementing all aspects of data governance and management</li></ul>	<p><i>Accountable for:</i></p> <ul style="list-style-type: none"><li>• Managing the data lifecycle including storage and transmission</li><li>• Ensuring systems are operational</li><li>• Enhancement of systems and tables to support data requirements</li></ul> <p><i>Responsible for:</i></p> <ul style="list-style-type: none"><li>• Ensuring relevant data management and security standards are applied to the systems they managed</li></ul>

## Ensuring data management activities are simple, actionable and pragmatic

Data Management promotes transparency, integrity, and consistency in how data is used across the organisation. It uplifts both the quality of our data and the capability of our people to make informed, fact-based decisions. Strong data management lays the foundation for operational excellence, innovation, and trust.

### Data Management Execution Plan

