

## 4. Data Governance Model

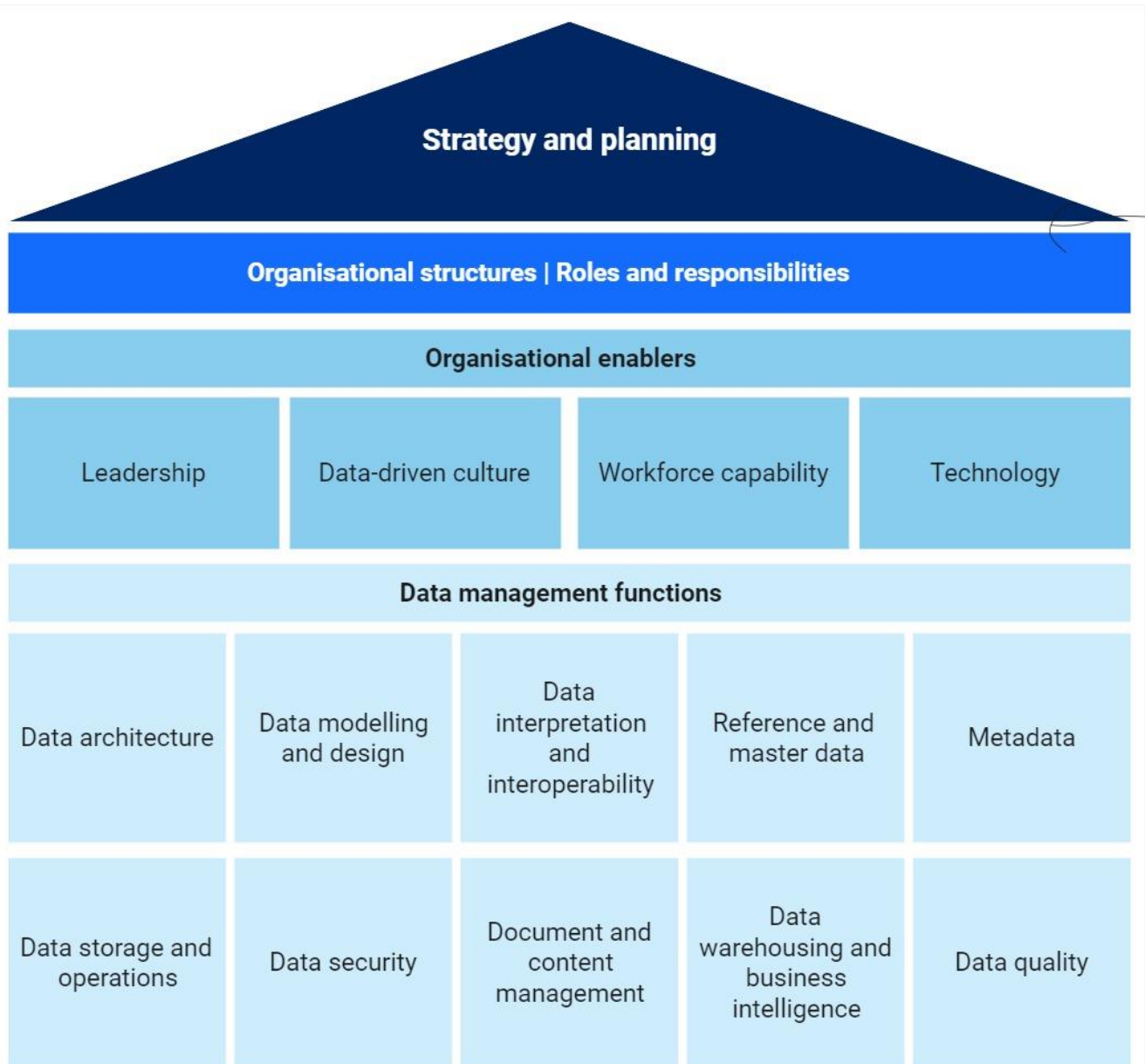
Outlined below is a practical model that has been designed to assist NSW Government agencies to develop or strengthen data governance maturity in their organisation. The Data Governance Model (*the Model*) brings together all the components that are vital for any data governance program, regardless of the agency.

### 4.1 What does the Model cover?

The Model defines four interconnected tiers of data governance activities, each of which is critical to effective data governance in agencies. The four tiers are:

- 1) **Strategy and planning** – agencies clearly define the data governance program's values, vision and mission and compose a business-aligned strategy for governing and managing data as an organisational asset.
- 2) **Organisational Structures & Roles & Responsibilities** – agencies ensure accountability and decision-making authority for data-related activities are appropriately assigned and formalised at all levels of the organisation.
- 3) **Organisational Enablers** – agencies ensure the organisational environment is an enabler of good data governance. This means ensuring there is a strong *motivation* (or 'will') to achieve good data governance by having sustained buy-in and investment from senior leadership, as well as fostering a strong organisational data culture. It also means ensuring the organisation has the requisite *capability* (or 'skill') to achieve good data governance, both in terms of workforce capabilities, as well as appropriate tools and technologies.
- 4) **Data Management Functions**– agencies ensure their data governance program has oversight of core data management functions (e.g. data quality, storage, security, business insights etc.).

Figure 1: Data Governance Model



## 4.2 Interpreting the Model

Each component of the Model, outlined in detail in the following modules, includes a high-level summary of **what** the component is, **why** it is important, what good practice looks like (i.e. the **goals**), **how** to achieve good practice and, where appropriate, provides references to useful resources and relevant standards. The level of detail for each component has been kept to a high level and we intend to expand the practical elements of the framework gradually with input from agencies.

The Model also aligns with Gartner's (2017) 'Golden Triangle' of '**People, Process and Technology**' (with **Data** at the centre), which recognises that effective data governance is an ongoing effort executed by people, enabled by repeatable processes, and supported by technology. Each component of the Model therefore encompasses a mix of accountabilities relating to people, processes and technologies to support the implementation of that component.

