

# Appendix A:

## Submissions and comments

We consulted with agencies and considered their views when reaching our review conclusions. As required by the *Audit Act 1994*, we gave a draft copy of this report, or relevant extracts, to those agencies and asked for their submissions and comments.

Responsibility for the accuracy, fairness and balance of those comments rests solely with the relevant agency head.

### Responses received

Agency	Page
Department of Education	A-2
Department of Energy, Environment and Climate Action	A-4
Department of Families, Fairness and Housing	A-6
Department of Government Services	A-8
Department of Health	A-10
Department of Jobs, Skills, Industry and Regions	A-12
Department of Justice and Community Safety	A-15
Department of Premier and Cabinet	A-17
Department of Transport and Planning	A-19
Department of Treasury and Finance	A-21
Victoria Police	A-23



## Department of Education

Secretary

2 Treasury Place  
East Melbourne Victoria 3002  
Telephone +613 9637 2000

COR25159744

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office

[Redacted]

Dear Mr Greaves *Andrew*

### **Proposed report: Quality of Victoria's Critical Data Assets**

Thank you for your letter of 1 April 2025 and the opportunity to comment on the proposed report for this limited assurance review.

The Department of Education (the department) is committed to assuring the quality of their critical data assets. The department has reviewed the proposed report and has no feedback. The department's proposed action plan to address the recommendation is attached.

Should your office wish to discuss the department's response, they can contact [Redacted]

[Redacted] on [Redacted]

Yours sincerely

[Redacted Signature]

**Tony Bates PSM**

A/Secretary

*15/4/2025*

*Encl.: The department's proposed action plan*

Your details will be dealt with in accordance with the *Public Records Act 1973* and the *Privacy and Data Protection Act 2014*. Should you have any queries or wish to gain access to your personal information held by this department please contact our Privacy Officer at the above address



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**DE action plan: Quality of Victoria's critical data assets**

<b>Recommendations: That all audited agencies:</b>	<b>Response</b>	<b>#</b>	<b>The Department will:</b>	<b>By:</b>
Implement a risk-based approach to managing and maintaining critical data asset quality. This includes: <ul style="list-style-type: none"> <li>identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</li> <li>assessing consequences of poor critical data asset quality</li> <li>developing policies or frameworks that define roles and responsibilities for managing critical data assets</li> <li>establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.</li> </ul>	Accept	1.1	a. Identify key DE data assets and document them in a data catalogue. b. Conduct risk assessment and evaluate potential consequences of poor data quality for these key data assets. c. Based on the severity of their potential consequences, determine which ones are critical data assets and catalogue them. d. Implement processes and activities for assessing, monitoring, reporting, and maintaining critical data asset quality, at planned intervals.	31/12/2026
		1.2	a. Update DE Enterprise Data Governance Framework to include roles and responsibilities for data owners and stewards to manage their critical data assets. b. Allocate data owners and stewards to manage the quality of critical data assets under the guidance of the Data Governance team that manages the data quality framework.	31/12/2025
		1.3	Update the existing DE Data Quality Framework to: <ul style="list-style-type: none"> <li>align it with the data owner and steward roles specified in the Data Governance Framework, and</li> <li>establish processes and activities for assessing, monitoring, reporting, and maintaining critical data asset quality, at planned intervals.</li> </ul>	31/12/2025



Department of Energy, Environment  
and Climate Action

PO Box 500, East Melbourne,  
Victoria 8002 Australia

SEC-250400042

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Level 31 / 35 Collins Street  
MELBOURNE VIC 3000

Via email: [REDACTED]

Dear Auditor-General

**Proposed report - Quality of Victoria's critical data assets**

Thank you for your invitation to comment on the Victorian Auditor-General's Office's proposed report for the performance engagement – *Quality of Victoria's critical data assets* received 1 April 2025.

The Department of Energy, Environment and Climate Action recognises the need for effectively assuring the quality of our critical data assets.

DEECA welcomes your findings and accepts the recommendation detailed in the report. A proposed action plan for addressing this recommendation is enclosed.

I thank your staff for their work and look forward to a continued productive relationship with your office.

Yours sincerely

[REDACTED]

**John Bradley**  
Secretary

15/04/2025

Encl. Department of Energy, Environment and Climate Action – action plan responding to performance engagement – *Quality of Victoria's critical data assets*.



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## Department of Energy, Environment and Climate Action – action plan to address recommendations from VAGO’s report: *Quality of Victoria’s critical data assets*

No	Recommendations	Acceptance	Agreed Action	Completion Date
#1	<p>Implement a risk-based approach to managing and maintaining critical data asset quality. This includes:</p> <ul style="list-style-type: none"> <li>identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</li> <li>assessing consequences of poor critical data asset quality</li> <li>developing policies or frameworks that define roles and responsibilities for managing critical data assets</li> <li>establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals</li> </ul>	<p><input checked="" type="checkbox"/> <b>Yes</b></p> <p><input type="checkbox"/> <b>No</b></p> <p><input type="checkbox"/> <b>In part</b></p> <p><input type="checkbox"/> <b>In principle</b></p>	<p>DEECA will establish a 'Data quality for critical data assets' framework that will:</p> <ul style="list-style-type: none"> <li>include the process for assessing the risks associated with data quality</li> <li>include the process for assessing the consequences of poor critical data asset quality</li> <li>involve reviewing and updating existing policies to ensure they define roles and responsibilities for managing critical data assets</li> <li>set out activities for assessing, monitoring and maintaining critical data asset quality.</li> </ul>	31/10/2026

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## Department of Families, Fairness and Housing

50 Lonsdale Street  
Melbourne Victoria 3000  
Telephone: 1300 475 170  
GPO Box 1774  
Melbourne Victoria 3001  
[www.dffh.vic.gov.au](http://www.dffh.vic.gov.au)  
DX 210319

BAC-EOB-911

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Via e-mail: [REDACTED]

Dear Mr Greaves

Thank you for the opportunity to review and comment on the *Proposed Report: Quality of Victoria's Critical Data Assets*.

The findings and recommendations are fair and have provided the department with useful information to inform improvements in policy and standards compliance. I am pleased to include my department's actions in response to the recommendations as an attachment to this letter.

I would like to take this opportunity to thank your staff for working collaboratively with our department. Should you have any queries, please contact [REDACTED] at the Department of Families Fairness and Housing on [REDACTED].

Yours sincerely

[REDACTED]

**Peta McCammon**  
Secretary

11 / 04 / 2025



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**Department of Families, Fairness & Housing's action plan to address recommendations from *Quality of Victoria's Critical Data Assets***

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	<p>Implement a risk-based approach to managing and maintaining critical data asset quality. This includes:</p> <ul style="list-style-type: none"> <li>a. identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</li> <li>b. assessing consequences of poor critical data asset quality</li> <li>c. developing policies or frameworks that define roles and responsibilities for managing critical data assets</li> <li>d. establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	<p>1a &amp; b – Accept Data Quality Management Plans and Data Quality Statements for the 13 DFFH critical assets identified to be completed.</p> <p>1c – No action required, DFFH was found to have appropriate policies in place.</p> <p>1d – Accept Information Custodians to develop processes for critical assets to ensure compliance with the Data Quality Policy.</p>	<p>30 June 2026</p> <p>30 June 2026</p>



## Department of Government Services

Level 5  
1 Macarthur Street  
East Melbourne Victoria 3002  
Telephone: (03) 9651 5111  
[dgs.vic.gov.au](http://dgs.vic.gov.au)

Our ref: BSEC 250300875

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Level 31, 35 Collins Street  
MELBOURNE VIC 3000

By email: [REDACTED]

Dear Auditor-General

Thank you for your letter dated 1 April 2025 enclosing the proposed report *Quality of Victoria's Critical Data Assets 2024* for my consideration and comment.

The Department of Government Services (DGS) acknowledges the report and supports its recommendation. DGS is committed to continually improving our data quality management practices and incorporating the recommendation from VAGO for ourselves, as well as our customer departments, Departments of Premier and Cabinet and Treasury and Finance.

DGS' response to your report is attached in the action plan that outlines how the department will implement the recommendation.

Should your office require further information, they may contact [REDACTED]

at [REDACTED]

Yours sincerely

[REDACTED]  
**Jo de Morton**  
Secretary

15/04/2025

Your details will be dealt with in accordance with the *Public Records Act 1973* and the *Privacy and Data Protection Act 2014*. Should you have any queries or wish to gain access to your personal information held by this department please contact our Privacy Officer at the above address.



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**Attachment:** Department of Government Services action plan to address recommendations from the VAGO audit: *Quality of Victoria's Critical Data Assets*

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	<p>Implement a risk-based approach to managing and maintaining critical data asset quality. This includes:</p> <ul style="list-style-type: none"> <li>identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</li> <li>assessing consequences of poor critical data asset quality</li> <li>developing policies or frameworks that define roles and responsibilities for managing critical data assets</li> <li>establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.</li> </ul>	<p>Acceptance</p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No  <input type="checkbox"/> In part  <input type="checkbox"/> In principle</p>	<p>Develop our data management governance framework including:</p> <ul style="list-style-type: none"> <li>defining the criteria for identifying the criticality of data assets</li> <li>developing data management policy and procedural guidance including data quality and risk management and incorporate into the Information and Security Management framework (SMF)</li> <li>establishing an education process to train and remind business owners of requirements and responsibilities for data management</li> <li>engaging with business owners to identify critical data assets and capture in our Information Asset Registers (IAR)</li> <li>assisting business owners to develop data quality statements and data quality management plans for critical data assets recorded in our IARs</li> <li>an ongoing review process to validate currency of our IARs</li> </ul>	30-June-2026

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Secretary

Department of Health

50 Lonsdale Street  
Melbourne Victoria 3000  
Telephone: 1300 650 172  
GPO Box 4057  
Melbourne Victoria 3001  
[www.health.vic.gov.au](http://www.health.vic.gov.au)  
DX 210081

BAC-CO-54575

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Via e-mail: [REDACTED]

Dear Mr Greaves

Thank you for your letter of 1 April and for providing the opportunity to review and comment on the *Proposed Report: Quality of Victoria's Critical Data Assets*.

The findings and recommendations have provided the department with useful information to inform improvements in policy and standards compliance. I am pleased to include my department's actions in response to the recommendations as an attachment to this letter.

I would like to take this opportunity to thank your staff for working collaboratively with our department. Should you have any queries, please contact [REDACTED]

on [REDACTED]

Yours sincerely

[REDACTED]  
**Jenny Atta**  
Secretary  
10/04/2025

**Attachment 1:** DH Action plan



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Department of Health action plan to address recommendations from *Quality of Victoria's Critical Data Assets*

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	<p>Implement a risk-based approach to managing and maintaining critical data asset quality. This includes:</p> <p>a) identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</p> <p>b) assessing consequences of poor critical data asset quality</p> <p>c) developing policies or frameworks that define roles and responsibilities for managing critical data assets</p> <p>d) establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.</p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> In part</p> <p><input type="checkbox"/> In principle</p>	<p>1a &amp; b – Accept</p> <p>Continue development of Data Quality Management Plans and Data Quality Statements for the remaining 17 critical assets (and finalisation for the 4 assets with incomplete artefacts) to be completed.</p> <p>1c – No action required, DH was found to have appropriate policies in place.</p> <p>1d – Accept</p> <p>Information Custodians to develop processes for critical assets to ensure compliance with the DH Data Quality Policy.</p>	<p>30 June 2026</p> <p>30 June 2026</p>

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## Department of Jobs, Skills, Industry and Regions

GPO Box 4509  
Melbourne, Victoria 3001 Australia  
Telephone: +61 3 9651 9999

Ref: CSEC-2-25-26197

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Level 31, 35 Collins Street  
MELBOURNE VICTORIA 3000

Dear Mr Greaves

### PROPOSED REPORT: QUALITY OF VICTORIA'S CRITICAL DATA ASSETS

Thank you for your letter dated 1 April 2025 providing the proposed report for the Quality of Victoria's Critical Data Assets limited assurance review.

The Department of Jobs, Skills, Industry and Regions accepts VAGO's recommendation. Enclosed with this correspondence are the actions the department will take to address the recommendation.

I thank your team for their engagement with the department on this audit. If you require further information, [REDACTED] can be contacted on [REDACTED]

Yours sincerely



**Matt Carrick**  
Secretary

15/04/2025





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**Department of Jobs, Skills, Industry and Regions (DJISR) action plan to address recommendations from *Quality of Victoria's Critical Data Assets***

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	<p>Implement a risk-based approach to managing and maintaining critical data asset quality. This includes:</p> <ul style="list-style-type: none"> <li>identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</li> <li>assessing consequences of poor critical data asset quality</li> <li>developing policies or frameworks that define roles and responsibilities for managing critical data assets</li> <li>establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.</li> </ul>	<p>Acceptance</p> <p><input checked="" type="checkbox"/> Yes  <input type="checkbox"/> No  <input type="checkbox"/> In part  <input type="checkbox"/> In principle</p>	<p>DJSIR accept VAGO's recommendation to improve and implement a stronger risk-based approach for managing and maintaining critical data assets by implementing the following:</p> <ol style="list-style-type: none"> <li>Establish a risk assessment process to assess data quality for all critical data assets               <ol style="list-style-type: none"> <li>Define key data quality metrics</li> <li>Engage relevant business areas to provide input on potential data risks</li> <li>Create a risk assessment template for ongoing evaluation.</li> </ol> </li> <li>Establish a process to enable relevant business areas to implement data quality statements that clearly outline the risks and consequences of poor data quality               <ol style="list-style-type: none"> <li>Develop data quality statement template</li> <li>Provide guidance and training to business areas on how to assess and document critical data risks.</li> </ol> </li> </ol>	<p>30 December 2025</p>

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No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
			<p>3. Update the department's Critical Data Assets Policy and Framework to include definitions of responsibilities for critical data roles</p> <p>3.1. Review existing data governance policies and frameworks to identify gaps</p> <p>3.2. Update documentation to include specific roles and responsibilities</p> <p>3.3. Ensure alignment between data governance policies and other organisational policies.</p>	30 September 2025
			<p>4. Investigate with People and Culture (P&amp;C) the possibilities to include critical data asset responsibilities in position descriptions</p> <p>4.1. Engage with P&amp;C to revise job descriptions for roles that interact with critical data</p> <p>4.2. Inclusion of data quality responsibilities and expectations in Performance and Development Plans.</p>	30 September 2025
			<p>5. Develop a cyclical review period for critical data assets in line with DJSIR risk framework</p> <p>5.1. Establish timeline for reviewing data assets</p> <p>5.2. Define specific criteria for when data quality assessments should trigger a review (i.e. significant system updates, regulatory changes etc)</p> <p>5.3. Align the review process with existing risk management frameworks to ensure consistency.</p>	30 December 2025

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## Department of Justice and Community Safety

Secretary

Level 26  
121 Exhibition Street  
Melbourne Victoria 3000  
Telephone: (03) 8684 0501  
[justice.vic.gov.au](http://justice.vic.gov.au)

Our ref: EBC: 25041197

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Via email: [REDACTED]

### Proposed report: Quality of Victoria's Critical Data Assets

Thank you for your letter of 1 April 2025 providing me with the opportunity to review the proposed report for the assurance review on the *Quality of Victoria's Critical Data Assets*.

The Department of Justice and Community Safety (the department) is committed to managing its critical data assets to ensure the quality of its data to assist in decision-making and accurate reporting of service delivery.

The department accepts your recommendation directed to all audited agencies to implement a risk-based approach to managing and maintaining the quality of critical data assets. Please find attached the department's action plan to address your recommendation.

If you have any questions or require further information, please contact [REDACTED]

on [REDACTED]

Yours sincerely

**Kate Houghton PSM**  
Secretary

17/03/2025



## DJCS action plan

### Quality of Victoria's Critical Data Assets

#	VAGO recommends that all agencies:	Response	#	By:	By:
1	Implement a risk-based approach to managing and maintaining the quality of critical data assets that includes: <ul style="list-style-type: none"> <li>undertaking risk assessments to understand their data assets and evaluate the potential consequences of poor data quality</li> <li>developing policies and/or frameworks that define roles and responsibilities for managing critical data assets</li> <li>establishing processes that set out activities for assessing, monitoring and maintaining the quality of critical data assets, at planned intervals.</li> </ul>	Accept	1.1	Undertake a review to identify and risk assess critical data assets and create data quality statements for critical data assets.	1/7/2026
			1.2	Update information value assessment and the information asset register framework to include: <ul style="list-style-type: none"> <li>roles and responsibilities for managing critical data assets</li> <li>a requirement to identify and record critical data assets in information asset registers.</li> </ul>	1/7/2026
			1.3	Create an assurance process to monitor and ensure the quality of critical data assets.	1/7/2026



Department of  
Premier and Cabinet

1 Treasury Place  
Melbourne, Victoria 3002 Australia  
Telephone: 03 9651 5111  
[dpc.vic.gov.au](http://dpc.vic.gov.au)

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Level 31, 35 Collins Street  
MELBOURNE VIC 3000

BSEC-250400056

Dear Auditor-General

Thank you for your letter dated 1 April 2025 about the proposed report –  
*Quality of Victoria's Critical Data Assets 2024* limited assurance review.

The Department of Premier and Cabinet (DPC) acknowledges the report and supports its recommendation. DPC is committed to continually improving our data quality management practices and incorporating the recommendation from VAGO. We have engaged with DGS, our shared service provider, to progress this work.

DPC's response to your report is attached in the action plan which outlines how the department will implement the recommendation.

Should your office require further information, they may contact

at

Yours sincerely

**Jeremi Moule**  
Secretary

..14../..4../2025

Encl.

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**Attachment:** Department of Premier and Cabinet action plan to address recommendations from the VAGO audit: *Quality of Victoria's Critical Data Assets*

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	<p>Implement a risk-based approach to managing and maintaining critical data asset quality. This includes:</p> <ul style="list-style-type: none"><li>identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</li><li>assessing consequences of poor critical data asset quality</li><li>developing policies or frameworks that define roles and responsibilities for managing critical data assets</li><li>establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.</li></ul>	<div><input checked="" type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div> <div><input type="checkbox"/> In part</div> <div><input type="checkbox"/> In principle</div>	<p>Develop our data management governance framework</p> <p>Including:</p> <ul style="list-style-type: none"><li>defining the criteria for identifying the criticality of data assets</li><li>developing data management policy and procedural guidance including data quality and risk management and incorporate into the Information and Security Management framework (ISMF)</li><li>establishing an education process to train and remind business owners of requirements and responsibilities for data management</li><li>engaging with business owners to identify critical data assets and capture in our Information Asset Registers (IAR)</li><li>assisting business owners to develop data quality statements and data quality management plans for critical data assets recorded in our IARs</li><li>an ongoing review process to validate currency of our IARs</li></ul>	30-June-2026

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## Department of Transport and Planning

GPO Box 2392  
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-25-1437

Mr Andrew Greaves  
Auditor-General of Victoria  
Victorian Auditor-General's Office  
Level 31, 35 Collins Street  
MELBOURNE VIC 3000

Dear Mr Greaves

### **Victorian Auditor-General's Office - Quality of Victoria's critical data assets - Proposed report**

Thank you for your letter of 2 April 2025 enclosing the proposed report (**the Report**) for the *Quality of Victoria's critical data assets* limited assurance review and inviting the Department of Transport and Planning (**the Department**) to respond.

On behalf of the Department, I note the Report's conclusion that none of the agencies audited fully meet the requirements of the *Data Quality Information Management Standard* (**the Standard**).

I welcome the Report's recognition that the Department is one of three agencies meeting key components of the Standard. The Department is committed to continuing its journey to embed and improve its data management processes, and continues to:

- actively improve data governance and management practices including data quality.
- support data practitioners and governance roles to perform their responsibilities.
- ensure the appropriate care of data assets is managed throughout their lifecycles.

The Department accept the Report's single recommendation and has prepared an action plan which is enclosed in response.

Yours sincerely



**Jeroen Weimar**  
Secretary

Date: 11 April 2025

Enc *Quality of Victoria's critical data assets* - DTP action plan



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# DTP action plan

*Quality of Victoria's critical data assets*



Department of Transport and Planning (DTP) action plan to address the recommendation from *Quality of Victoria's critical*

*data assets:*

No	VAGO recommendation	DTP response	Due date
1	<p>Implement a risk-based approach to managing and maintaining critical data asset quality. This includes:</p> <ul style="list-style-type: none"><li>identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</li><li>assessing consequences of poor critical data asset quality</li><li>developing policies or frameworks that define roles and responsibilities for managing critical data assets</li><li>establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.</li></ul>	<p><b>Accepted</b></p> <p>DTP will implement a risk-based approach to managing and maintaining critical data asset quality in order to enhance accuracy, completeness and consistency. This will include:</p> <ul style="list-style-type: none"><li>Risk identification and evaluation.</li><li>Consequence assessment.</li><li>Developing policies or frameworks that define roles and responsibilities for managing critical data assets.</li><li>Establish processes that set out activities with a program of actions to maintain critical data asset quality.</li></ul>	<p>31 December 2026</p>





## Department of Treasury and Finance

1 Treasury Place  
Melbourne Victoria 3002 Australia  
Telephone: +61 3 9651 5111  
dtf.vic.gov.au

D25/39473

Mr Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Level 31, 35 Collins Street  
MELBOURNE VIC 3000

By email: [REDACTED]

Dear Auditor-General

Thank you for your letter dated 1 April 2025 about the proposed report - Quality of Victoria's Critical Data Assets 2024 limited assurance review.

The Department of Treasury and Finance (DTF) acknowledges the report and supports its recommendation. DTF is committed to continually improving our data quality management practices and incorporating the recommendation from VAGO. We have engaged with DGS, our shared service provider, to progress this work.

DTF's response to your report is attached in the action plan which outlines how the department will implement the recommendation.

Should your office require further information, they may contact [REDACTED]

at [REDACTED]

Yours sincerely

[REDACTED]  
Secretary

12 / 4 / 2025

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**Attachment:** Department of Treasury and Finance action plan to address recommendations from the VAGO audit: *Quality of Victoria's Critical Data Assets*

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	<p>Implement a risk-based approach to managing and maintaining critical data asset quality. This includes:</p> <ul style="list-style-type: none"> <li>identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality</li> <li>assessing consequences of poor critical data asset quality</li> <li>developing policies or frameworks that define roles and responsibilities for managing critical data assets</li> <li>establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.</li> </ul>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	<p>Develop our data management governance framework including:</p> <ul style="list-style-type: none"> <li>defining the criteria for identifying the criticality of data assets</li> <li>developing data management policy and procedural guidance including data quality and risk management and incorporate into the Information and Security Management Framework (ISMF)</li> <li>establishing an education process to train and remind business owners of requirements and responsibilities for data management</li> <li>engaging with business owners to identify critical data assets and capture in our Information Asset Registers (IAR)</li> <li>assisting business owners to develop data quality statements and data quality management plans for critical data assets recorded in our IARs</li> <li>an ongoing review process to validate currency of our IARs.</li> </ul>	30-June-2026



VICTORIA POLICE

**Office of the Chief Commissioner**

Victoria Police Centre  
311 Spencer Street  
Docklands Victoria  
3008 Australia

Telephone +61 3 8335 6400

P.O. Box 913  
Melbourne Victoria 3001 Australia

Victorian Auditor-General  
Mr. Andrew Greaves  
Level 31/35 Collins Street,  
Melbourne, VIC, 3000

Dear Mr Greaves,

**Victoria Police response to the Proposed Provisional Report - Quality of Victoria's Critical Data Assets Limited Assurance review.**

Thank-you for the opportunity to provide a response to your proposed report, dated 1 April 2025.

Previous VAGO audit findings have greatly assisted Victoria Police to enhance service delivery, improve accountability and strengthen risk management.

Victoria Police accepts the one recommendation: *Implement a risk-based approach to managing and maintaining critical data asset quality.*

Please find Victoria Police's action plan outlining our responses, actions and anticipated completion dates for the recommendation (Appendix A).

Yours Sincerely,



Rick Nugent APM  
Acting Chief Commissioner

14 / 4 / 2025.

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Victoria Police action plan to address recommendations from Quality of Victoria's Critical Data Assets

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Implement a risk-based approach to managing and maintaining critical data asset quality. This includes: a) identifying risks to data quality, evaluating their likelihood and potential impact on critical data asset quality;	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	Victoria Police agree with the VAGO recommendation.  The following <b>Agreed Management Actions</b> are:  1) Update the <i>Information Asset Register</i> to distinguish between intelligence and operational critical data. 2) Continue to maintain a dedicated Data Quality Unit within the Police Enquiry and Data Sharing Department (PEDSD) to ensure the accuracy and completeness of information added to the Law Enforcement Assistance Program (LEAP) database. 3) Establish a <i>Victoria Police Data Reference Group</i> to work with the Commands to establish processes to support delivery of the data management framework and appropriate data quality statements.	Action 1): 30 Jun 2026 Action 2): COMPLETED Action 3): 30 Jun 2026
	b) assessing consequences of poor critical data asset quality;		4) Identify the consequences of poor data asset quality including critical data assets, and capture in the organisational strategic risk for Information Management. 5) Update the <i>Information Management Strategic Risk Report 2024 (Strategic Bowtie Information Management)</i> to highlight the consequences of poor critical data asset quality.	Action 4): COMPLETED Action 5): COMPLETED

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c) developing policies or frameworks that define roles and responsibilities for managing critical data assets; and		6) Complete development of the draft <i>Information Management and Data Quality Framework</i> , commenced in October 2024. 7) Develop a new policy underpinned by the framework, including a new program of work.	Action 6): 31 Dec 2025 Action 7): 30 Jun 2026
d) establishing processes that set out activities for assessing, monitoring and maintaining critical data asset quality, at planned intervals.		8) Continue and refine the established Working Groups which manage the process for any new data coming into critical operational and intelligence systems, with ongoing PEDSD representation to ensure high data quality. 9) Continue and refine the PEDSD representation on ACIC's National Data Quality Working Group, where data issues, solutions and cadences are also identified. 10) Continue the bi-annual self-assessments as aligned with the Public Record Office Victoria Information Management Maturity Assessment Program, which was extended in 2024 to incorporate data management. 11) Roll out and embed the enterprise Electronic Document and Records Management System (EDRMS), which was deployed on 31 March 2025 to uplift all information data assets including critical data assets. Monitor progress through the Data and Information Management Program of Work, engaging via the sub-committee of the Digital Transformation Committee.	Action 8): 30 Jun 2026 Action 9): 30 Jun 2026 Action 10): 30 October 2026 Action 11): 31 Dec 2025

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