Australian Government
The Treasury

Enterprise Data Strategy 2026–2029

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In the spirit of reconciliation, the Treasury acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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Foreword

Treasury has a well-established reputation for effectively and creatively using data to support our advice. We use data to illustrate economic trends and their drivers. We use data to understand the fiscal and economic impact of policies and programs. We use data for macroeconomic evaluations. And we use data extensively for forecasting. The advice we provide to Government, and the policies and programs we help design and deliver, rely on data that is trusted, well governed, and fit for purpose.

Strong data governance and assurance are central to this. They ensure we manage our data responsibly, protect what has been entrusted to us, and maintain confidence in how we use it. At the same time, they provide the framework that allows us to make better use of data, improving performance, supporting evaluation, and enabling more informed decision making.

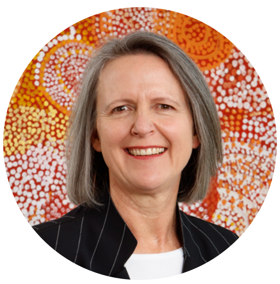
Our effectiveness in using and managing data depends not only on systems and processes, but on our people. Building capability across the department is essential to ensuring all staff can confidently access, interpret and apply data in their work. We will continue to focus on growing a capable workforce and improving our management practices to attract, develop and retain the skills we need.

This strategy recognises that the data environment continues to evolve. Advances in areas such as artificial intelligence are creating new opportunities, while also increasing the importance of strong governance, security and ethical use. Treasury must be well positioned to respond to these developments, adapting our practices while maintaining the high standards expected of us.

I am pleased to present Treasury's *Enterprise Data Strategy 2026–2029* – an important element of Treasury's commitment to transparency, continuous improvement, learning and adaptation. This builds on our inaugural strategy for 2023–2025, which laid strong internal foundations.

I encourage all Treasury staff to engage with this strategy and consider how it applies to your work. Whether through building your own data capability, contributing to shared standards, or considering how data can better inform your advice, we all have a role to play in its delivery.

Through this collective effort, we will continue to strengthen our evidence base and support the provision of high quality advice to Government for the benefit of all Australians.



Jenny Wilkinson PSM
Secretary

July 2026

A message from the Chief Data Officer

Next steps on our data journey

The *Enterprise Data Strategy 2026–2029* looks to leverage Treasury's strengths – our role in the APS, our people and our many examples of data excellence – to drive more systemic data uplift across the Department.

The inaugural strategy, for 2023–2025, addressed foundational data access, governance, and capability issues to support consistent, secure, and efficient data practices across Treasury. Consultations have made clear that there is an appetite to go further. For greater visibility of the data and tools available to staff, guidance on where to find and use them, and for more support in growing individual and team capability.

The expectations on Treasury continue to grow alongside the opportunities, and the Department is well placed to meet these. New tools rolling out under the *Digital and Cyber Strategy 2026–2029*, including AI, provide an opportunity to expand what we can do with data and improve our data governance and stewardship of Treasury capabilities.

The focus of the *Enterprise Data Strategy 2026–2029* is on lifting the foundational data capabilities of all Treasury staff and enabling teams to push out the frontier of what Treasury can deliver.

Successful delivery of this strategy will further equip us with the data, tools and skills to provide timely, informed and influential advice for the Australian Government and the Australian people.

Eleanor Williams
Chief Data Officer

July 2026

Strategy at a glance

Treasury's purpose

To provide advice to the government and implement policies and programs to achieve strong and sustainable economic and fiscal outcomes for Australians.

Purpose of the data strategy

- Providing staff with the training, tools, and community support to be effective data practitioners.
- Empowering Treasury to drive the data policy landscape across the APS.
- Maintaining effective guidance, governance, and access for safe data practice.

Our current state

We have a high baseline of data expertise. Our data practice reflects:

- Varying needs and application of skills, data assets, and practices.
- Opportunities for further training and guidance.
- Growing emphasis on culture and governance.

Key priorities and actions for 2026–2029

1. Capability and training

- Integrated and expanded training pathways and self-directed learning options.
- Stronger collaboration through communities of practice, an enhanced Data Connect, and an annual Data Week.
- Consistent graduate data onboarding and induction material, alongside recruitment support for data skills, and clear guidance on Treasury data systems.

2. Leadership and shared cultures

- Cementing Treasury's central role in driving whole-of-government data agendas, enabled by strengthened executive championing and Chief Data Officer-led promotion of best practice.
- Clear, trusted governance through a department implementation plan for the Governance of Indigenous Data, and up-to-date policies and user guides to enable safe practice for data, analytics, and AI.
- Accelerated digital transition through EDU support for uptake of modern platforms and AI tools, supported by targeted training.

3. Discovery and access

- Improving Treasury data assets with an enhanced central data inventory, making it easier for staff to locate, understand and assess available data assets.
- Support and guidance delivered to teams for best practice use of databases, data storage and management solutions.
- Defined data access pathways for staff with documented approval steps and support, and strategic external engagement to ensure Treasury secures the right data to deliver its mission.

Key deliverables

		Year 1: 2026–27	Year 2: 2027–28	Year 3: 2028–29	2029–30 and beyond
1. Capability and training	Training and development	Foundational and Advanced Data Training			
	Collaboration and shared learning	Revamp Data Connect	Communities of Practice		
			Data Week		
	Standardised onboarding and recruitment	Grad Data Training	Support staff onboarding and recruitment		→
2. Leadership and shared cultures	Leadership support and enablement	Enable executive leadership for strategic data decisions			→
	Governance and oversight		Embed accessible governance guidance		
	Governance of Indigenous Data	Create TSY GID draft implementation plan	TSY GID consultation and refinement	Embed TSY GID implementation plan	→
	Enabling innovation through modern tools	Champion digital transformation			→
3. Discovery and access	Improving enterprise data assets	Update data inventory	Support data storage best practices		→
	Data access pathways	Facilitate data sharing pathways and partnerships			→

Data use at Treasury

What do we mean by 'data'?

Data comes in many types and formats, ranging from a single number or a single response to a survey question, to large datasets of billions of such numbers or responses. The Australian Bureau of Statistics (ABS) defines data as *measurements or observations that are collected as a source of information*. Data is a subset of information, but not all information has the intentional collection and structure that define data and lends itself to systematic analysis.

What does data look like at Treasury?

The most effective way to identify what 'data' is in a Treasury context is by considering examples of the information we hold, how it is structured and how we use it.

It is also important to distinguish between the different types of data. For example:

- data can be **quantitative** (expressed as a value – such as a percentage in a spreadsheet) or **qualitative** (expressed as a category – such as a free text response to a survey question)
- data can also be collected in a variety of ways. Government data is commonly either **administrative** (data collected for the purposes of delivering a program or service) or **survey** (data collected with the specific goal of answering one or more research questions). Data can also be collected from less structured information, such as text analysis of written documents.

Some common sources of data Treasury holds and their uses include:

- publicly-available data from external sources (e.g. regular ABS economic releases)
- restricted data sourced externally – be it from other agencies or private data providers – used for models, forecasts, projections and analytical insights
- internal program data used to administer and report outcomes of specific initiatives
- data collected from stakeholders to inform policy design, advice and evaluation
- corporate data used to manage internal finance, legislative and human resources functions.

Context and scope for our second Enterprise Data Strategy

Data plays an increasingly important role in core practices across the Department. New data sources and technologies mean we are able and often expected to answer a greater variety of questions, while new analytical and visualisation tools provide a greater variety of ways of efficiently interrogating data and illustrating our insights. Standing still means falling behind, but continually improving our data practice enables better advice and better outcomes.

Our second strategy builds on the foundational elements of the first strategy. It leverages existing excellence to support all Treasury staff across the spectrum of data skills and needs. The strategy builds on the vision and investment plan for a more contemporary analytical infrastructure outlined in *Digital and Cyber Strategy 2026–2029* and complements the *Strategic Workforce Plan 2024–2030*. While the digital infrastructure is outside the scope of this strategy, it is a key dependency and opportunity for uplift in data governance and use.

Artificial Intelligence (AI) represents a significant and evolving opportunity, with strong executive engagement across Treasury. Realising sustainable value from AI will depend on treating data as a foundational asset rather than a parallel stream. Treasury has a dedicated AI function, and close collaboration between the data and AI team will be essential to support aligned implementation and robust guardrails for safe, secure and ethical use.

The strategy also positions Treasury well in the context of broader APS commitments to data uplift. These include the *Data and Digital Government Strategy*, supported by the *AI Plan for the Australian Public Service 2025*. Data is also central to the *Government's National AI Plan*. The strategy identifies a way forward on the *Framework for Governance of Indigenous Data*, aimed at creating greater awareness and supporting Indigenous Data Sovereignty efforts amongst APS agencies.

Treasury will leverage the Data Maturity Assessment Tool (DMAT), a whole-of-government assessment developed by the Department of Finance, to monitor and shape the progress of the EDS activities.

Development of this strategy

Consultation process and key findings

The strategy was informed by a consultation process involving Treasury staff at all levels and other APS Chief Data Officers. This included a Pulse Survey completed in December 2025 and a working group that met between November 2025 and February 2026 to discuss barriers, enablers, innovation, governance and draft deliverables.

Treasury staff are excited by opportunities to grow and support their capabilities and 79 per cent see data as an important component of their work. There is a desire for more direct training and support to use data, complementing informal on-the-job learning, and less siloed approaches to governance. Opportunities include clearer baseline data literacy, onboarding and coordination to strengthen foundations for analytics and AI, and local uplift and empowerment alongside central standards, tooling, and governance.

Agreed priorities for 2026–2029

The *Enterprise Data Strategy 2026–2029* (EDS) will strengthen Treasury as an APS leader in data by pursuing opportunities in capability, governance and access. The strategy will lift foundational data capability and enable teams to push out the frontier of what Treasury can deliver. It will leverage opportunities in data, digital and AI, including through close partnership with the Information Services Branch and the People & Organisational Strategy Branch.

Treasury's priorities for this EDS are:

- **Capability and training:** Establish a more deliberate, system-wide approach to capability and training by strengthening foundational data literacy and providing clearer, Treasury-specific learning pathways that leverage our existing centres of excellence and high levels of staff engagement.
- **Leadership and shared cultures:** Embed clear and consistent leadership by Treasury, in the APS data landscape; and within Treasury, to support a shared culture of excellence in data use.
- **Discovery and access:** More coherent and connected data ecosystems by improving data discoverability, ownership clarity and access pathways.

1. Capability and training

Supporting staff to produce their best data work

Why is this important?

Developed data capabilities allow Treasury to deliver high-quality, timely and influential advice, and good policy outcomes. As data volumes, complexity and expectations continue to grow, staff need the skills and confidence to access, analyse and use data effectively.

Capability uplift also underpins consistent governance, assurance and efficient ways of working. This ensures we meet our obligations to data custodians and promotes trust in our work. It also ensures we can continue to deliver in the future.

What does it currently look like?

Staff reported strong support for data use, with an increasing proportion viewing data as very or extremely important to their work. Treasury-wide data-literacy has also improved, with more staff feeling comfortable using data. Engagement in skills development is high, indicating a strong appetite for learning and capability uplift.

Staff feedback pointed to a strong culture of peer learning and knowledge sharing. However, participation in formal training has declined despite an appetite for such opportunities, suggesting a need to align training offerings with staff needs and work pressures.

Training and onboarding into data practices are not consistently structured, leading to a reliance on informal learning, collaboration and workarounds to deliver outcomes. Staff have called for clearer Treasury-wide expectations, guidance and pathways to support uplift.

What will we do about it?

Action 1.1	**Training and development:** Integrated and visible training pathways, and self-directed learning options, including identifying foundational and advanced data training available through APSC's Academy.
Action 1.2	**Collaboration and shared learning:** Build communities of practice, revamp and regularly promote Data Connect, hold an annual Data Week to provide stronger data engagement and recognition.
Action 1.3	**Standardised onboarding and recruitment under the Strategic Workforce Plan:** Optimise the recruitment eco-system and talent sourcing, acquisitions and selection approaches to improve candidate experience, including unbiased application, suitability assessment practices and best practice onboarding.
Beyond 2029	Future-focused, continuously evolving Treasury-wide data capability and training.

2. Leadership and shared cultures

Leading and learning better data practices

Why is this important?

Treasury's central agency role, portfolio agency relationships and participation in the APS data landscape position the department to champion data initiatives in support of its mission. We also have responsibilities to meet APS-wide commitments, including on First Nations' data.

Within Treasury, capability uplift can be accelerated by making best practice and innovation more visible and easier to reuse, enabling all staff to benefit from colleagues' experience. Clear leadership and celebration of success will help embed consistent, high-quality data practice in everyday work.

What does it currently look like?

Treasury is influential in driving data initiatives, including in partnership with portfolio agencies, despite not being a major data custodian or data services provider. There are opportunities through Secretaries' Digital and Data Committee (SDDC) and the Deputy Secretaries Data Group (DSDG) to proactively pursue targeted further uplift of the APS data landscape that supports better outcomes.

APS data initiatives also create obligations for Treasury, including through the Data Maturity Assessment Tool and implementation of the Framework for Governance of Indigenous Data (GID). As part of delivering implementation milestones, Treasury will establish a working group, and will draw on lessons learned to leverage its existing Partnerships, including the First Nations Economic Partnership, to inform work to strengthen governance and build capability.

Treasury's data culture continues to be shaped by local context rather than by shared uplift and leadership. Across the department, leaders support data transformation and innovative practices. However, expectations around consistent data use, governance and sharing are not always explicit or consistently reinforced. Communities of practice are valued for learning and collaboration, yet their visibility and reach vary. Recognition of and dissemination of best practice remains limited, and governance arrangements can feel complex or abstract, particularly under time pressure. Although modern data tools and platforms are present, adoption and impact remain uneven. Though significant progress towards uplift has occurred, there is ongoing need for broad access, leadership support and accessible guidance.

What will we do about it?

Action 2.1	**Leadership support and enablement:** Support Treasury as a leader in the APS data landscape and use regular CDO communications to champion best practice across the Department.
Action 2.2	**Governance and oversight:** Embed governance guidance into everyday workflows by providing up-to-date policies, targeted compliance training, and AI-enabled policy support to drive consistent adoption.
Action 2.3	**Governance of Indigenous Data:** Deliver an implementation plan for Treasury.
Action 2.4	**Enabling innovation through modern tools:** Support department uptake of modern data platforms and AI tools, through structured training, capability uplift and targeted support to enable a smooth digital transition.
Beyond 2029	Sustained leadership support and a strong, shared data culture across Treasury.

3. Discovery and access

Making data easier to find, access and use

Why is this important?

Treasury's ability to deliver trusted and timely advice depends on staff having access to reliable, well-governed and discoverable data. A strong data ecosystem ensures that data can be found, understood, accessed and reused with confidence, reducing duplication, inefficiency and risk.

Expectations of Treasury are growing and we are drawing on larger and more complex datasets, and more advanced analytics and visualisations. In this context, weaknesses in data discoverability, storage and access pathways create friction for staff and limit the value that can be derived from data investments. Strengthening the data ecosystem enables more effective collaboration, improves governance and supports future use of advanced analytics and AI.

What does it currently look like?

Treasury's data is often stored across multiple systems, unevenly documented and difficult to discover without prior knowledge or informal networks. The Enterprise Data Inventory provides an important foundation, but awareness of and engagement with the Inventory varies, and as such staff are not always clear on what data exists, who owns it, or how it can be accessed.

Storage practices have evolved organically within teams and over time, resulting in duplication, inconsistent access controls and unclear archival arrangements. At the same time, Treasury is beginning to shift toward more consolidated platforms, including SQL database support, which can allow for improved data management practices and automation gains. These initiatives represent important progress and provide opportunities to disseminate best practice and realise efficiencies through a more integrated and standardised data system.

What will we do about it?

Action 3.1 **Improving enterprise data assets:** An enhanced and more user-friendly data inventory, additional support and guidance for best practice use of data storage and management solutions.

Action 3.2 **Data access pathways:** Establish clear internal Treasury data sharing pathways by providing guided support to navigate access processes and adapt to evolving operating frameworks, and APS-wide data sharing enablement to support Treasury's mission.

Beyond 2029 Transformative data access, seamless discoverability, and strengthened sharing pathways.

Roadmap to success

1. Capability and training		
1.1. Tailored training and development	**Timeframe**	**Responsibility**
a. Foundational and Advanced Data Training, including APSC Academy training	Years 1–3 (36m)	Data Strategy and Governance Unit (DSGU) to lead with support from People and Organisational Strategy Branch (POSB)
1.2. Collaboration and shared learning	**Timeframe**	**Responsibility**
a. Revamp Data Connect	Year 1 (12m)	DSGU to lead
b. Communities of Practice	Years 2–3 (24m)	DSGU to lead, with support from existing communities of practice
c. Data Week	Year 2 (12m)	DSGU to lead
1.3. Standardised recruitment and onboarding	**Timeframe**	**Responsibility**
a. Include specific data training into Treasury's graduate program	Year 1 (12m)	DSGU to lead with support from POSB
b. Support agreed staff onboarding and recruitment activities under the Strategic Workforce Plan (SWP)	Years 2–3 and beyond (24m+)	POSB to lead with support from DSGU

2. Leadership and shared cultures		
2.1. Leadership support and enablement	**Timeframe**	**Responsibility**
a. Enable executive leadership for strategic data decisions	Years 1–3 and beyond (36m+)	DSGU to lead
2.2. Governance and oversight	**Timeframe**	**Responsibility**
a. Embed accessible governance guidance	Years 2–3 (24m)	DSGU to lead
2.3. Governance of Indigenous Data	**Timeframe**	**Responsibility**
a. Create TSY GID draft implementation plan	Year 1 (12m)	DSGU to lead with support from First Nations Policy Unit (FNPU)
b. TSY GID consultation and refinement	Year 2 (12m)	DSGU to lead with support from FNPU
c. Embed TSY GID implementation plan	Year 3 and beyond (12m+)	DSGU to lead with support from FNPU
2.4. Enabling innovation through modern tools	**Timeframe**	**Responsibility**
a. Champion digital transformation	Years 1–3 and beyond (36m+)	ISB to lead with support from DSGU

3. Discovery and access		
3.1. Improving enterprise data assets	**Timeframe**	**Responsibility**
a. Update data inventory	Years 1 (12m)	DSGU to lead
b. Data storage and best practices	Years 2–3 and beyond (24m+)	ISB to lead with support from DSGU
3.2. Data access pathways	**Timeframe**	**Responsibility**
a. Facilitate data sharing pathways and partnerships	Years 1–3 and beyond (36m+)	DSGU to lead

Measuring our success

1. Capability and training

Focused area	Source	Current baseline	Target by end 2029
Formal data training % of staff completing formal data training activities (past 12 months)	Pulse Survey (2025)	23%	35%
Engagement in skill development % of staff completing data-related development (past 12 months)	Pulse Survey (2025)	93%	95%
Treasury-wide data literacy % of staff very/completely comfortable using data	Pulse Survey (2025)	66%	75%

2. Leadership and shared cultures

Focused area	Source	Current baseline	Target by end 2029
Leadership support and Enablement % of staff who report their SES manager routinely promotes the use of data and evidence to deliver outcomes	APS Census	77%	83%
Data Governance % of staff who know where to access data support in Treasury	Pulse Survey (2025)	60%	70%

3. Discovery and access

Focused area	Source	Current baseline	Target by end 2029
Tools and resources % of staff with adequate access to tools and resources	Pulse Survey (2025)	52%	75%
Treasury-wide support for data % of staff who view data as very/extremely important	Pulse Survey (2025)	79%	80%