

# Service Delivery Performance 2025

December 2025

Independent assurance report to Parliament  
2025–26:9

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# Service Delivery Performance 2025

Independent assurance report to Parliament

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of the Parliament of Victoria

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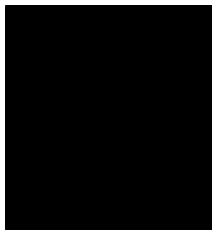
The Hon Shaun Leane MLC  
President  
Legislative Council  
Parliament House  
Melbourne

The Hon Maree Edwards MP  
Speaker  
Legislative Assembly  
Parliament House  
Melbourne

Dear Presiding Officers

Under the provisions of the *Audit Act 1994*, I transmit my report *Service Delivery Performance 2025*.

Yours faithfully



Andrew Greaves  
Auditor-General  
3 December 2025

The Victorian Auditor-General's Office (VAGO) acknowledges the Traditional Custodians of the lands and waters throughout Victoria. We pay our respects to Aboriginal and Torres Strait Islander communities, their continuing culture, and to Elders past and present.

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# Review snapshot

## Have departments met their service delivery performance targets?

### Why we did this review

The government funds departments to deliver goods and services to the community. Each year, the Department of Treasury and Finance publishes the Department Performance Statement. Through this performance statement, departments have measures and targets for delivering these goods and services.

Performance measures help the:

- government decide how to allocate resources
- public and Parliament to see how well departments are performing
- Treasurer to certify budget funding.

Our previous reviews of service delivery performance found departments have not fairly presented some of their service delivery information. For this review, we assessed if departments have met the service delivery targets in their performance statements.

### Key background information

In 2024–25, departments:



received **\$83.9 billion** to deliver goods and services



reported against **1,299\* performance measures**.

Our previous reviews looked at how departments **present** their service delivery performance.



This year, we **assessed** departments' service delivery performance.



Note: \*Some performance measures have no target or outcome. This number excludes these measures.

Source: VAGO.

### What we concluded

Departments did not meet all their service delivery performance targets in 2024–25. Of the measures with a target and outcome, departments:

- met or exceeded 65.2 per cent of targets
- missed 11.6 per cent of targets by less than 5 per cent, or \$50 million for cost measures
- missed 23.2 per cent of targets by more than 5 per cent, or \$50 million for cost measures.

Common reasons departments gave for missing their targets by more than 5 per cent include operational factors (for example, project delays), resource constraints, data limitations and service uptake.

We also looked at a selection of departments' performance measures over time. It is difficult to measure departments' performance over time because not all performance measures have long-term data. Of those that do have data, between 2020–21 and 2024–25 departments:

- met their targets every year in 28.2 per cent of performance measures
- missed their targets by more than 5 per cent every year in 11.0 per cent of performance measures.

# 1.

## Our key findings

### What we examined

Our review followed one line of inquiry:

1. Have departments met their service delivery performance targets?

To answer these questions, we examined performance statements and annual reports between 2020–21 and 2024–25 for the:

- Department of Education (DE)
- Department of Energy, Environment and Climate Action (DEECA)
- Department of Families, Fairness and Housing (DFFH)
- Department of Government Services (DGS)
- Department of Health (DH)
- Department of Jobs, Skills, Industry and Regions (DJSIR)
- Department of Justice and Community Safety (DJCS)
- Department of Transport and Planning (DTP)
- Department of Premier and Cabinet (DPC)
- Department of Treasury and Finance (DTF).

#### Terms used in this report

**Output** is the final product, good or service produced or delivered by, or on behalf of, a department or public agency. In this report, outputs include sub-outputs, for example in the 'bus services' output, there are 3 sub-outputs (metropolitan, regional and statewide).

**Performance measures** are used by departments to report on the delivery of outputs. Each output has a mix of quality, quantity, timeliness and cost measures. This helps the government and community to assess the effectiveness and efficiency of service delivery.

**Performance target** is the standard of performance that departments aim to achieve when delivering their outputs. In this report, we use the following categories for performance targets:

- **Met:** The departments performance meets or is greater than target.
- **Missed:** The department did not meet the performance target by less than 5 per cent or \$50 million for cost measures.
- **Missed (significant):** The department did not meet the performance target by more than 5 per cent or \$50 million for cost measures. This does not reflect statistical significance.

## Background information

### Department Performance Statement

As part of the annual state Budget, DTF prepares information for the Treasurer to table in Parliament about the outputs government will deliver that year.

In the Department Performance Statement, each department specifies the outputs they are funded to provide for that financial year. Through this statement, departments have an expected standard of service delivery through performance measures and targets.

Departmental secretaries support their portfolio minister to develop their department performance statements. These statements include performance measures for that financial year. The final content of these statements, including the performance measures, is agreed between the Minister for Finance and the relevant portfolio ministers. These measures and targets are therefore the government-agreed standard of service delivery for that year.

The Treasurer uses this information, with advice from DTF, to release funding to departments at the end of each financial year. This is based on departments delivering their outputs and meeting their targets.

### Resource Management Framework

The government's Resource Management Framework outlines how departments need to develop and report their performance statements. It requires each department's output to have a mix of quality, quantity, timeliness and cost measures. For these measures, departments are required to have targets that are challenging but achievable.

These measures help the:

- government decide how to allocate resources to departments
- public and Parliament to see how well departments are performing
- Treasurer to certify budget revenue.

### Fair Presentation of Service Delivery Performance

This review is part of our series on departments' performance statements that includes:

- Fair Presentation of Service Delivery Performance reports in 2022, 2023 and 2024
- *Measuring and Reporting on Service Delivery* in 2021.

Our reviews have found systemic issues with the Resource Management Framework's requirements and have consistently found that departments do not:

- always comply with their reporting requirements under the Resource Management Framework
- always fairly present their service delivery performance.



| We found that some measures are not ... | which means they ...                                                                                                                           |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| outputs                                 | do not show a department's performance in producing or delivering a good or service.                                                           |
| comparable over time                    | cannot show a department's performance over time.                                                                                              |
| relevant                                | are not aligned to a department's objectives.                                                                                                  |
| attributable                            | are not directly or partly attributable to the department's actions.                                                                           |
| useful                                  | cannot help the government make decisions about priorities and resourcing, or do not provide an understanding of the department's performance. |
| clear                                   | are not written clearly or do not clearly explain what they measure.                                                                           |
| effectiveness measures                  | do not reflect how the department's outputs help achieve the department's objectives.                                                          |
| efficiency measures                     | are not expressed as a ratio of cost-to-services-delivered.                                                                                    |

This means that the Parliament and the community cannot properly assess performance and cannot fully hold government to account for its performance.

Our reviews also found issues with the accuracy of some data in departments' performance statements and annual reports. For example, previous reviews have found:

- low-quality data
- unclear business rules and/or methodology
- source data that may have been processed or amended.

Our 2025 review, *Quality of Victoria's Critical Data Assets*, also found that departments are not meeting the government's data quality standard in full. This means departments may be using unreliable information to provide advice and make decisions about service delivery.

### Scope of this review

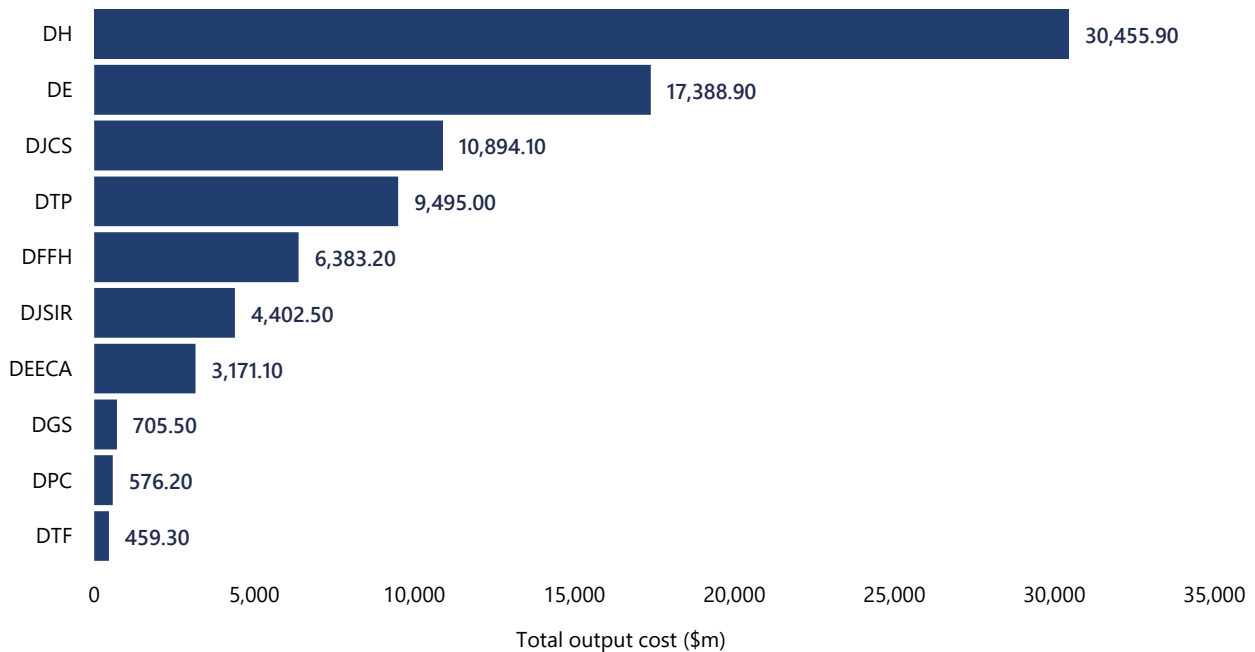
This review is different from our previous Fair Presentation of Service Delivery Performance reviews. In this review, we looked at whether departments have met their service delivery performance targets. We did not look at:

- whether performance measures comply with the Resource Management Framework
- the quality or accuracy of data
- if performance targets are reasonable.

### Departments' funding in 2024–25

Departments received \$83.9 billion to deliver their outputs in 2024–25. This is an increase from \$77.9 billion in 2023–24. Figure 1 shows the distribution of output funding in 2024–25 by department.

**Figure 1:** Total output funding by department in 2024–25



Source: VAGO.

## What we found

This section focuses on our key findings, which fall into 2 areas:

1. Departments met 65.2 per cent of their performance targets in 2024–25.
2. Departments missed their targets by a significant margin every year between 2020–21 and 2024–25 in 11.0 per cent of performance measures.

### Consultation with agencies

When reaching our conclusions, we consulted with the reviewed agencies and considered their views.

You can read their full responses in Appendix A.

## Key finding 1: Departments met 65.2 per cent of their performance targets in 2024–25

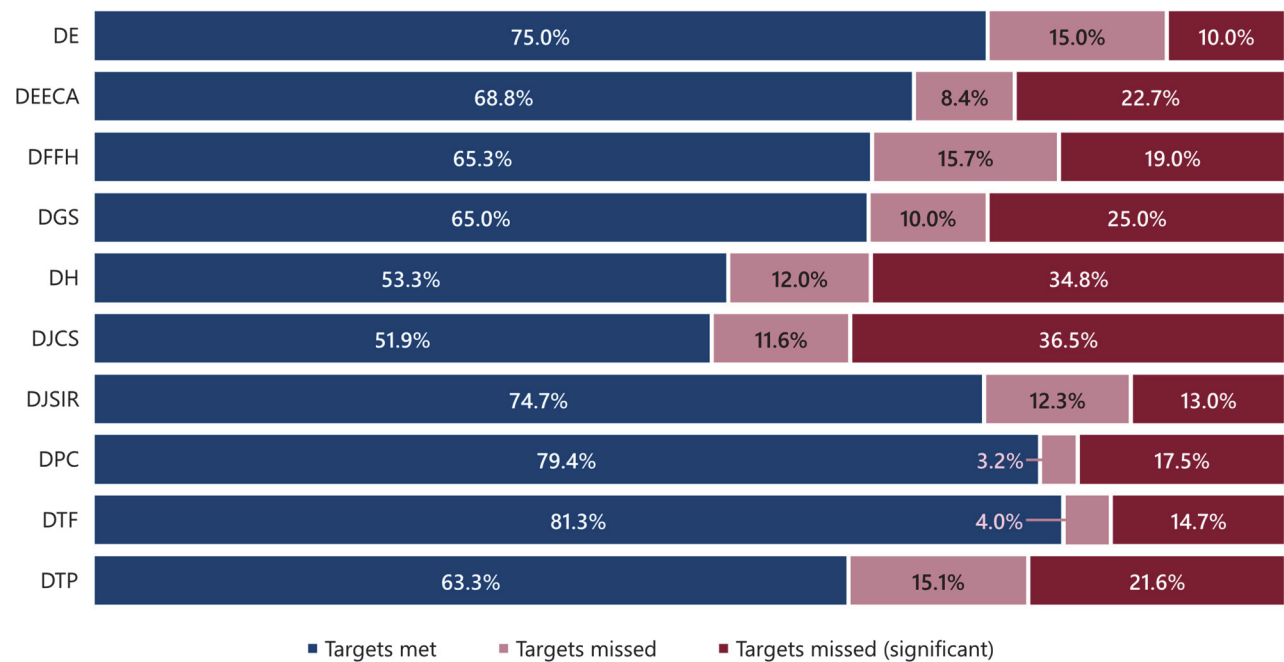
In 2024–25, departments had 1,299 performance measures with a reported target and outcome. Collectively, departments met 65.2 per cent of their targets. Of the targets they missed, around two-thirds were missed by a significant margin.

Figure 2 shows each department's performance in 2024–25.

### Performance measures with a reported target and outcome

In 2024–25 some performance measures had no target or outcome. Our analysis and results in this report are based on the 1,299 measures with a reported target and outcome.

Figure 2: Performance results in 2024–25 by department



Note: Some numbers do not add up to 100 per cent due to rounding. Some performance measures do not have a target or outcome. This figure and analysis excludes these measures.  
Source: VAGO.

**Key issue: Some performance measures depend on demand and may not reflect service effectiveness or efficiency**

Some performance measures look at the quantity of service a department delivers. The Resource Management Framework requires departments to have these measures and allows for measures to be partially outside the control of a department. But these quantity measures may depend on demand and do not look at how effectively or efficiently a department is performing.

For example, DH’s ‘emergency presentations’ measure looks at the number of patients that attend hospital emergency departments. DH’s performance against this measure depends on how many people need emergency services. The target does not reflect how quickly, effectively or efficiently they receive care.

But quantity measures still:

- provide useful information about the quantity of services departments deliver
- reflect the agreed quantity of services the government funds departments to deliver.

**It is difficult to assess performance against cost targets**

Departments receive funding to deliver outputs. They must manage their costs within an agreed budget for the output.

| In 2024–25, departments ...                  | for ...                         |
|----------------------------------------------|---------------------------------|
| met their performance targets                | 26.7 per cent of cost measures. |
| missed their targets                         | 15.8 per cent of cost measures. |
| missed their targets by a significant margin | 57.5 per cent of cost measures. |

It is difficult to assess departments’ performance against cost measures. Departments told us that cost measures can:

- be based on modelling that is hard to predict
- be based on funding allocations they do not control (for example, funding per school student)
- change if the government adjusts an output
- be affected if departments receive additional funding (for example, to reflect government decisions or through a Treasurer's Advance). This means a department can spend according to its approved funding allocation, but not meet its cost performance targets.

**Departments gave similar reasons for not meeting their targets, but the influence and extent of issues varied between departments**

When a department misses a target by a significant margin, it must explain why in its performance statement and annual report.

| The most common reasons departments gave in 2024–25 are ... | which includes ...                                                                                                                                                                             | This accounts for ...      |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| operational factors                                         | <ul style="list-style-type: none"><li>• project delays</li><li>• project scoping, complexity and/or coordination</li><li>• the flow-on effects of policy changes or system upgrades.</li></ul> | 31 per cent of commentary. |
| resource constraints                                        | the ability to respond to increasing demand and/or service delivery or client complexity, including the availability of funding, workforce or facilities.                                      | 22 per cent of commentary. |
| low service uptake or demand                                | lower-than-expected demand or unforeseen barriers to service use.                                                                                                                              | 17 per cent of commentary. |
| environmental factors                                       | influences outside of the department’s control, for example economic changes, weather or illness.                                                                                              | 10 per cent of commentary. |
| data limitations                                            | <ul style="list-style-type: none"><li>• changes to the methodology used to calculate the measure</li><li>• the reliability of data.</li></ul>                                                  | 10 per cent of commentary. |
| customer satisfaction                                       | perceptions of service quality.                                                                                                                                                                | 6 per cent of commentary.  |

The extent of these issues and the impact they have on service delivery varies by department and individual outputs.

**Key finding 2: Departments missed their targets by a significant margin every year between 2020–21 and 2024–25 in 11.0 per cent of performance measures**

For this review, we looked at 282 performance measures in 34 outputs. See Appendix D for a list of the outputs we looked at over time.

Some of our selected measures were impacted by the COVID-19 pandemic and associated restrictions since 2020. The context of COVID-19 should be considered when looking at departments' performance against specific measures over time.

## Not all performance measures can be compared over time

Some performance measures cannot be compared over time because they do not have complete data.

Of our selected performance measures, 101 (35.8 per cent) did not have data for every year between 2020–21 and 2024–25. This is because each year departments introduce, replace and discontinue performance measures. Departments may do this because a measure is no longer relevant or when a better measure is identified. Performance measures may also move between different outputs and departments.

Without consistent data, it is difficult for the public and Parliament to fully understand how departments are performing over time.

## Departments met their targets every year in 28.2 per cent of performance measures

Departments met all their targets every year between 2020–21 and 2024–25 in 51 performance measures (28.2 per cent of measures with available data). This includes:

- 10 measures in DEECA
- 5 measures in DFFH
- 4 measures in DH
- 10 measures in DJCS
- 3 measures in DJSIR
- 3 measures in DPC
- 4 measures in DTF
- 12 measures in DTP.

See Appendix E for a list of these performance measures.

## Departments missed their targets by a significant margin every year in 11.0 per cent of performance measures

Departments missed all their targets by a significant margin every year between 2020–21 to 2024–25 in 20 performance measures (11.0 per cent of measures with available data). This includes:

- one measure in DFFH
- 10 measures in DH
- 5 measures in DJCS
- 4 measures in DTP.

See Appendix F for a list of these performance measures.

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# 2.

## Service delivery performance in 2024–25

We looked at departments' service delivery performance in 2024–25.

Departments had 1,299 performance measures in 2024–25. Departments met 65.2 per cent of their targets, but missed 23.2 per cent by a significant margin.

Operational factors, resource constraints and low service uptake or demand are the most common reasons departments gave for missing their targets by a significant margin.

Covered in this section:

- Departments met 65.2 per cent of their performance targets in 2024–25
- Departments missed 23.2 per cent of their performance targets by a significant margin in 2024–25
- Departments gave similar reasons for missing their targets, but the influence and extent of issues varied between departments

### Departments met 65.2 per cent of their performance targets in 2024–25

#### Met performance targets

In 2024–25 departments had 1,299 performance measures with a reported target and outcome. Departments met 65.2 per cent of their performance targets, as Figure 3 shows.

#### Cost measures

Of the 1,299 performance measures in 2024–25, 120 were cost measures. Excluding these measures, departments met or exceeded 69.1 per cent of their performance targets, as Figure 3 shows.

We looked at targets excluding cost measures because it is difficult to assess departments' service delivery performance based on this data.

Departments told us several factors can influence whether they meet their cost targets. They said cost measures can:

- be based on modelling that is hard to predict
- be based on funding allocations that they do not control (for example, funding per school student)
- change if the government adjusts an output
- be affected if departments receive additional funding (for example, to reflect government decisions or through a Treasurer's Advance). This means that a department can spend according to its approved funding allocation, but not meet its cost performance target.

But cost measures can still be useful to understand if departments are delivering the services in the estimated budget.

**Figure 3:** Performance targets met by department, including and excluding cost measures

| Department     | Targets met  |                         |
|----------------|--------------|-------------------------|
|                | All measures | Excluding cost measures |
| DE             | 75.0%        | 78.3%                   |
| DEECA          | 68.8%        | 73.4%                   |
| DFFH           | 65.3%        | 71.3%                   |
| DGS            | 65.0%        | 73.6%                   |
| DH             | 53.3%        | 56.2%                   |
| DJCS           | 51.9%        | 55.1%                   |
| DJSIR          | 74.7%        | 77.3%                   |
| DPC            | 79.4%        | 85.2%                   |
| DTF            | 81.3%        | 85.3%                   |
| DTP            | 63.3%        | 67.0%                   |
| <b>Overall</b> | <b>65.2%</b> | <b>69.1%</b>            |

Note: Some performance measures do not have a target or outcome. This figure and analysis excludes these measures.  
Source: VAGO.

#### Outputs where departments met all targets

In 2024–25 departments met all their targets in 6 outputs (out of 121). These are:

- Suburbs (DTP)
- Regional Development (DJSIR)
- Industrial Relations (DTF)
- Infrastructure Victoria (DTF)
- Multicultural affairs policy and programs (DPC)
- Sustainably Manage Forest Resources (DEECA).

## Departments missed 23.2 per cent of their performance targets by a significant margin in 2024–25

#### Targets missed by a significant margin

In 2024–25, departments missed:

- 301 performance targets (23.2 per cent) by a significant margin
- 19.7 per cent of their targets by a significant margin when excluding cost measures, as Figure 4 shows.

**Figure 4:** Performance targets missed by a significant margin by department, including and excluding cost measures

| Department     | Targets missed (significant) |                         |
|----------------|------------------------------|-------------------------|
|                | All measures                 | Excluding cost measures |
| DE             | 10.0%                        | 6.5%                    |
| DEECA          | 22.7%                        | 17.3%                   |
| DFFH           | 19.0%                        | 14.8%                   |
| DGS            | 25.0%                        | 15.1%                   |
| DH             | 34.8%                        | 33.1%                   |
| DJCS           | 36.5%                        | 33.0%                   |
| DJSIR          | 13.0%                        | 9.9%                    |
| DPC            | 17.5%                        | 11.1%                   |
| DTF            | 14.7%                        | 13.2%                   |
| DTP            | 21.6%                        | 19.6%                   |
| <b>Overall</b> | <b>23.2%</b>                 | <b>19.7%</b>            |

Note: Some performance measures do not have a target or outcome. This figure and analysis excludes these measures.  
Source: VAGO.

**Outputs with at least half of targets missed by a significant margin**

Departments missed at least half of their targets by a significant margin in 13 outputs (out of 121), as Figure 5 shows.

**Figure 5:** Outputs with at least half of targets missed by a significant margin in 2024–25

| Output                                                 | Department | Targets missed by a significant margin |
|--------------------------------------------------------|------------|----------------------------------------|
| Waste and Recycling                                    | DEECA      | 75%                                    |
| Ambulance Services                                     | DH         | 60%                                    |
| Emergency Services                                     | DH         | 56%                                    |
| Creative Industries Access, Development and Innovation | DJSIR      | 54%                                    |
| Precincts                                              | DTP        | 50%                                    |
| Maternal and Child Health and Early Parenting Services | DH         |                                        |
| Community Based Offender Supervision                   | DJCS       |                                        |
| Aged and Home Care                                     | DH         |                                        |
| Management of Victoria's public records                | DGS        |                                        |
| Energy                                                 | DEECA      |                                        |
| Community Health Care                                  | DH         |                                        |
| Medical Research                                       | DJSIR      |                                        |
| Policing and Community Safety                          | DJCS       |                                        |

Note: There are some performance measures with no target or outcome. This figure and analysis excludes these measures.  
Source: VAGO.



## Departments gave similar reasons for missing their targets, but the influence and extent of issues varied between departments

### Reasons for missed targets by a significant margin

When a department misses a target by a significant margin, it must explain why in its performance statements and annual reports.

We reviewed departments’ preliminary commentary for 222 performance measures in 2024–25.

| The most common reasons departments gave are ... | which includes...                                                                                                                                                                        | This accounts for...       |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| operational factors                              | <ul style="list-style-type: none"> <li>project delays</li> <li>project scoping, complexity and/or coordination</li> <li>flow-on effects of policy changes or system upgrades.</li> </ul> | 31 per cent of commentary. |
| resource constraints                             | the ability to respond to increasing demand and/or service delivery or client complexity, including the availability of funding, workforce or facilities.                                | 22 per cent of commentary. |
| low service uptake or demand                     | lower-than-expected demand or unforeseen barriers to service use.                                                                                                                        | 17 per cent of commentary. |
| environmental factors                            | influences outside of the department’s control, for example market or economic changes, weather or illness.                                                                              | 10 per cent of commentary. |
| data limitations                                 | changes to the methodology used to calculate the measure or the reliability of data.                                                                                                     | 10 per cent of commentary. |
| customer satisfaction                            | perceptions of service quality.                                                                                                                                                          | 6 per cent of commentary.  |

The extent and impact of these issues varied between departments. For example, the most common reason for:

- DH was related to demand and client complexity (and the availability of resources to respond to this)
- DFFH was data limitations
- DE was environmental factors and customer satisfaction
- all other departments was operational factors.

We did not look at departments’ reasons for not meeting cost measures. Departments’ 2024–25 annual reports provide detailed explanations on their performance and reasons for targets missed by a significant margin.

# 3.

## Service delivery performance over time

We used data from our annual performance measure dashboard to look at departments’ service delivery performance between 2020–21 and 2024–25.

We looked at 282 performance measures in 34 outputs. From this selection, 101 measures did not have data for every year between 2020–21 to 2024–25.

Of the measures with data, departments met their targets every year in 28.2 per cent of performance measures. They missed their targets by a significant margin every year in 11.0 per cent of performance measures.

Covered in this section:

- Assessing service delivery performance over time
- Departments’ overall performance between 2020–21 and 2024–25

### Assessing service delivery performance over time

**Looking at performance over time**

It is difficult to assess a department’s service delivery performance over time. This is because:

- long-term data is not always available
- each year departments introduce, replace and discontinue performance measures
- performance measures can move between different outputs and departments, making it difficult to track a department’s performance.

| Performance data in ...              | only includes information for the previous ... |
|--------------------------------------|------------------------------------------------|
| the Department Performance Statement | 2 years.                                       |
| departments’ annual reports          | one year.                                      |

**How we chose outputs**

To look at how service delivery performance has changed over time, we selected outputs across all departments. We chose outputs based on:

- if they are an essential service
- the proportion of funding or service delivery they represent for a department
- whether they have a sufficient amount of output-based performance measures to look at.

How we chose measures

We selected performance measures from these outputs to get a high-level understanding of how well a department is performing.

We looked at 282 performance measures in 34 outputs between 2020–21 and 2024–25.

We selected a performance measure if it has met some, or most, of the following factors:

| If the measure is ...    | which means ...                                                                                                                    |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| output-based             | it shows a department's performance in producing or delivering a good or service to the community or another public sector agency. |
| attributable             | performance against the measure is attributable or partly attributable to the department's actions.                                |
| useful                   | it helps the government make decisions about allocating resources and provides an understanding of the department's performance.   |
| comparable over time     | it can show a department's performance over time, by taking into account population and demand.                                    |
| relevant                 | it aligns with a department's output and objective.                                                                                |
| an effectiveness measure | it helps the department achieve its objective.                                                                                     |
| an efficiency measure    | it is expressed as a ratio of cost to services delivered or turnaround times.                                                      |

These factors are based on our previous Fair Presentation of Service Delivery Performance reviews and the Resource Management Framework.

Impact of COVID-19 on service delivery performance

Some of our selected measures were impacted by the COVID-19 pandemic and associated restrictions since 2020.

We did not exclude these measures from our selection because:

- most departments have some measures that were impacted
- performance reporting requirements continued as normal during COVID-19
- they provide useful, high-level information about performance over time.

But the context of COVID-19 and any commentary provided in departments' annual reports should be considered when looking at our results for departments' performance against specific measures over time.

Our data analysis and performance measure dashboard

We used data from our annual performance measure dashboard to look at departments' service delivery performance between 2020–21 and 2024–25. This dashboard has:

- 2024–25 data from departments' 2024–25 annual reports
- historical data from a DTF spreadsheet. This spreadsheet contains performance results as published in the Department Performance Statement (previously contained in Budget Paper No. 3).

We note that historical information may change between annual reports and subsequent reporting in Budget papers.

# Departments’ overall performance between 2020–21 and 2024–25

**Overall performance** Of our selected performance measures, 101 (35.8 per cent) did not have data for every year between 2020–21 to 2024–25.

As Figure 6 shows, out of the measures with 5 years of data, departments:

- met all their targets every year in 51 performance measures (28.2 per cent)
- missed their targets by a significant margin every year in 20 performance measures (11.0 per cent).

**Figure 6:** Departments’ performance between 2020–21 and 2024–25 for selected measures with 5 years of data

| Number of performance measures |                                       |                                                                  |
|--------------------------------|---------------------------------------|------------------------------------------------------------------|
| Department                     | Department met all targets every year | Department missed all targets by a significant margin every year |
| DEECA                          | 10                                    | 0                                                                |
| DFFH                           | 5                                     | 1                                                                |
| DH                             | 4                                     | 10                                                               |
| DJCS                           | 10                                    | 5                                                                |
| DJSIR                          | 3                                     | 0                                                                |
| DPC                            | 3                                     | 0                                                                |
| DTF                            | 4                                     | 0                                                                |
| DTP                            | 12                                    | 4                                                                |
| Total                          | 51                                    | 20                                                               |

Note: DE and DGS were sampled. However, they did not have consistent measures in these categories.  
Source: VAGO.

# 4.

## Performance of key services

This section contains high-level case studies for performance measures in DH, DJCS and DFFH.

The case studies provide insight into whether these departments have achieved their performance targets between 2020–21 to 2024–25.

We looked at a range of quality, quantity and timeliness measures to reflect the diversity of government service delivery and to identify key issues and trends.

For detailed performance results, please see our dashboard.

Covered in this section:

- Health services performance
- Justice and emergency services performance
- Child protection, housing and family violence services performance

### Health services performance

**About this topic** All Victorians should have access to timely healthcare. DH is responsible for delivering healthcare services to the community.

Performance against many healthcare measures depends on demand for a service. But targets can show if DH is delivering the services it receives funding for.

---

### DH has not met some quantity performance targets

**Performance against targets** DH is funded to deliver a target volume of healthcare services to the community. But it has not met its targets for several performance measures over time.

We looked at some performance measures that relate to the quantity of services that DH delivers. DH has 10 quantity measures with 5 years of data. As Figure 7 shows, DH missed its targets by a significant margin:

- every year in 2 performance measures
- for 4 years in one performance measure
- for 3 years in 2 performance measures.

Performance against these measures depends on demand for the service. But this suggests DH is not meeting the targets it receives funding for.

**Figure 7:** DH's performance for quantity of services delivered over time

| Performance measure<br>(number of)                                                 | Target                  |                         |                         |                         |                         | Trends                                                            |
|------------------------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------------------------------------------------|
|                                                                                    | 2020–21                 | 2021–22                 | 2022–23                 | 2023–24                 | 2024–25                 |                                                                   |
| Sub-acute care separations<br>(Admitted Services)                                  | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Service delivery has <b>increased</b> between 2021–22 and 2023–24 |
| Community service hours<br>(aged) (Mental Health Clinical Care)                    | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Service delivery has <b>increased</b> between 2020–21 and 2023–24 |
| Community service hours<br>(child and adolescent)<br>(Mental Health Clinical Care) | Met                     | Missed<br>(significant) | Missed<br>(significant) | Met                     | Missed<br>(significant) | Service delivery has <b>increased</b> between 2021–22 and 2023–24 |
| Statewide non-emergency<br>road transports<br>(Ambulance Services)                 | Met                     | Met                     | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Service delivery has <b>declined</b> between 2020–21 and 2024–25  |
| Patients admitted from the<br>planned surgery waiting list<br>(Admitted Services)  | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Missed<br>(significant) | Met                     | Service delivery has <b>increased</b> between 2021–22 and 2024–25 |

Note: For some performance measures, targets may have changed over the 5-year period.  
Source: VAGO.

#### Reasons for missed targets

DH gave the following reasons for missing its targets by a significant margin:

| DH said it did not meet the ...                         | measure because of ...                                                                                                                                                                                                             |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| sub-acute care separations                              | <ul style="list-style-type: none"> <li>COVID-19</li> <li>longer average stays</li> <li>workforce pressures.</li> </ul>                                                                                                             |
| community service hours (aged)                          | <ul style="list-style-type: none"> <li>data integrity issues in some services</li> <li>the need for some services to seek larger premises in 2022–23</li> <li>challenges in recruiting specialist workforce in 2023–24.</li> </ul> |
| community service hours (child and adolescent)          | <ul style="list-style-type: none"> <li>workforce shortages due to COVID-19 in 2021–22</li> <li>data integrity issues and the need for some services to seek larger premises in 2022–23.</li> </ul>                                 |
| statewide non-emergency road transports                 | <ul style="list-style-type: none"> <li>reduced demand</li> <li>a focus on targeted demand management strategies.</li> </ul>                                                                                                        |
| patients admitted from the planned surgery waiting list | <ul style="list-style-type: none"> <li>impacts from COVID-19</li> <li>delays to capital projects in 2022–23</li> <li>increased demand in emergency departments and high demand for endoscopy procedures in 2023–24.</li> </ul>     |

## DH has not met several timeliness targets

### Performance against targets

We looked at 10 measures that relate to timely healthcare. Between 2020–21 and 2024–25, DH:

- met its targets every year in 2 performance measures
- missed its targets by a significant margin every year in 8 performance measures.

This indicates that some patients may not receive timely access to healthcare.

| DH ...                                               | for the performance measure ...                                                                                       | DH's performance has ...                                 |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|
| met its target every year                            | urgent (category 1) planned surgery patients admitted within 30 days.                                                 | been consistent between 2020–21 and 2024–25.             |
|                                                      | emergency category 1 treated immediately.                                                                             |                                                          |
| missed its target by a significant margin every year | semi-urgent (category 2) planned surgery patients admitted within 90 days.                                            | improved against the target between 2022–23 and 2024–25. |
|                                                      | non-urgent (category 3) planned surgery patients admitted within 365 days.                                            |                                                          |
|                                                      | proportion of ambulance patient transfers within 40 minutes.                                                          |                                                          |
|                                                      | emergency patients treated within clinically recommended 'time to treatment'.                                         | improved against the target between 2021–22 and 2024–25. |
|                                                      | proportion of emergency (code 1) incidents responded to within 15 minutes – statewide.                                | no consistent trend over time.                           |
|                                                      | proportion of emergency (code 1) incidents responded to within 15 minutes in centres with more than 7,500 population. |                                                          |
|                                                      | emergency patients with a length of stay of less than 4 hours.                                                        |                                                          |
|                                                      | percentage of departures from emergency departments to a mental health bed within 8 hours.                            |                                                          |

### Reasons for missed targets

While individual reasons vary between year and performance measure, common reasons DH gave for missing its targets by a significant margin are:

- high demand
- patient complexity
- workforce challenges
- impacts of COVID-19.

## Justice and emergency services performance

**About this topic** Timely, safe and effective service delivery is vital for the outcomes of Victorians interacting with the justice system or emergency response.

DJCS is responsible for Victoria’s justice and community safety services.

### DJCS has not met any timeliness targets for resolving crimes and offences

**Performance against targets** We looked at 2 measures that relate to the time it takes to investigate and resolve crimes and offences.

As Figure 8 shows, DJCS missed all its targets between 2020–21 and 2024–25 for these performance measures.

**Figure 8:** DJCS’s performance for resolving crimes and offences over time

| Performance measure                                                   | Target               |                      |                      |                      |                      | Trends                                                                         |
|-----------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------------------------------------------------------------------|
|                                                                       | 2020–21              | 2021–22              | 2022–23              | 2023–24              | 2024–25              |                                                                                |
| Proportion of crimes against the person resolved within 30 days       | Missed (significant) | Missed (significant) | Missed (significant) | Missed (significant) | Missed (significant) | Performance has <b>declined</b> against the target between 2020–21 and 2024–25 |
| Proportion of property and deception offences resolved within 30 days | Missed               | Missed (significant) | Missed (significant) | Missed (significant) | Missed (significant) | Performance has <b>declined</b> against the target between 2020–21 and 2023–24 |

Source: VAGO.

Performance against both measures has declined over time.

| In 2020–21 the department missed the target for the ...               | by ...       | and in 2024–25 by ... |
|-----------------------------------------------------------------------|--------------|-----------------------|
| proportion of crimes against the person resolved within 30 days       | 5.8 per cent | 20.2 per cent.        |
| proportion of property and deception offences resolved within 30 days | 0.8 per cent | 26.0 per cent.        |

**Reasons for missed targets** DJCS says it missed these targets by a significant margin because of:

- resourcing reallocations, for example, during the COVID-19 pandemic
- resourcing challenges, for example, workforce availability
- increases in crime.

DJCS has told us that some of these factors are outside the direct control of the department.



## DJCS has met most, but not all, of its timeliness targets for emergency response

### Performance against targets

We looked at 16 measures that relate to the timeliness of emergency response.

We found 11 that have been consistently met or missed by a significant margin over time. This includes emergency call answer speeds, dispatch times and emergency response times. As Figure 9 shows, DJCS has:

- met its targets for most of these measures over time
- missed its targets by a significant margin for 2 measures over time.

It is not possible to review performance trends for some of these measures because they only have 2 years of data.

**Figure 9:** DJCS's performance for emergency response timeliness over time

| Performance measure                                                       | Target               |                      |                      |                      |                      |
|---------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                                                           | 2020–21              | 2021–22              | 2022–23              | 2023–24              | 2024–25              |
| <b>Emergency call answer speed meets benchmark (Triple Zero Victoria)</b> |                      |                      |                      |                      |                      |
| Ambulance Victoria                                                        | -                    | -                    | -                    | Met                  | Met                  |
| Country Fire Authority                                                    | -                    | -                    | -                    | Met                  | Met                  |
| Fire Rescue Victoria                                                      | -                    | -                    | -                    | Met                  | Met                  |
| Victoria Police                                                           | -                    | -                    | -                    | Met                  | Met                  |
| <b>Dispatch performance meeting benchmark (Triple Zero Victoria)</b>      |                      |                      |                      |                      |                      |
| Ambulance Victoria                                                        | -                    | -                    | -                    | Missed (significant) | Missed (significant) |
| Country Fire Authority                                                    | -                    | -                    | -                    | Met                  | Met                  |
| Fire Rescue Victoria                                                      | -                    | -                    | -                    | Met                  | Met                  |
| Victoria Police                                                           | -                    | -                    | -                    | Met                  | Met                  |
| <b>Emergency response times meeting benchmark</b>                         |                      |                      |                      |                      |                      |
| Road accident rescue response (Victoria State Emergency Service)          | Met                  | Met                  | Met                  | Met                  | Met                  |
| Structural fires (Country Fire Authority)                                 | Missed (significant) | Missed (significant) | Missed (significant) | Missed (significant) | Missed (significant) |
| Emergency medical response (Fire Rescue Victoria)                         | Met                  | Met                  | Met                  | Met                  | Met                  |

Note: - means there is no data available for that year because the measure had not been introduced yet. We looked at targets from 2020–21 or from the introduction of the measure (whichever is newer) to 2024–25. Data between 2020–21 to 2023–24 is taken from DTF's data on performance results as published in the Department Performance Statement (previously Budget Paper No. 3). Results may be different between annual reports and subsequent Budget papers. For example, in DJCS's 2020–21 and 2021–22 annual reports, there are aggregated performance measures that relate to emergency response time. However, in DTF's spreadsheet, data is disaggregated into separate performance measure for these years.

Source: VAGO.

**Reasons for missed targets**

- DJCS says it missed these targets by a significant margin because of:
- code 2 and 3 incidents being reclassified to code 1
  - external factors, such as road congestion
  - internal factors, such as volunteer availability.

**DJCS has met some targets for safe and effective prisoner management**

**Performance against targets**

We looked at 5 performance measures that relate to prisoner management and rehabilitation opportunities and found 4 that have consistent trends over time.

DJCS has met its targets for prisoners in employment every year between 2020–21 to 2024–25. But it has missed its targets for prisoner participation in education every year.

As Figure 10 shows, between 2020–21 to 2024–25, DJCS:

- met all its targets for 2 measures
- missed all its targets (by less than 5 per cent) for one measure
- missed all its targets by a significant margin for one measure.

**Figure 10:** DJCS’s performance for safe and effective prisoner management over time

| Performance measure                                                     | Target               |                      |                      |                      |                      |
|-------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                                                         | 2020–21              | 2021–22              | 2022–23              | 2023–24              | 2024–25              |
| Proportion of eligible prisoners in employment                          | Met                  | Met                  | Met                  | Met                  | Met                  |
| Proportion of prisoner risk assessments completed within set timeframes | Met                  | Met                  | Met                  | Met                  | Met                  |
| Rate of prisoner participation in education                             | Missed (significant) | Missed (significant) | Missed (significant) | Missed (significant) | Missed (significant) |
| Assessment of prisoners ‘at risk’ within 2 hours                        | Missed               | Missed               | Missed               | Missed               | Missed               |

Source: VAGO.

**Reasons for missed targets**

- DJCS says it missed these targets by a significant margin because of:
- the impact of COVID-19 restrictions
  - data limitations where results were captured as a point-in-time measurement
  - changes in the delivery and timing of education programs.

**Child protection, housing and family violence services performance**

**About this topic**

Child protection, housing and family violence services provide support for vulnerable Victorians. This support should be quality, timely and appropriate.

DFFH is responsible for child protection, family violence prevention and housing.

DFFH has not met all quality and timeliness targets for child protection investigations

**Performance against targets** We looked at 3 measures that relate to the quality and timeliness of its child protection investigations.

As Figures 11 shows, DFFH missed its targets by a significant margin for 2 of these measures in at least 2 years between 2020–21 to 2024–25.

This means that the underlying risk factors that place a child or young person in harm may not always be identified or addressed when needed.

Figure 11: DFFH’s performance for child protection investigations over time

| Performance measure                                                                                                                                                                                                   | Target               |         |                      |                      |                      | Trends                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|----------------------|----------------------|----------------------|--------------------------------------------------------------------------------|
|                                                                                                                                                                                                                       | 2020–21              | 2021–22 | 2022–23              | 2023–24              | 2024–25              |                                                                                |
| Children and young people who were the subject of a substantiated report within 12 months of the closure of a previous substantiated report (number of)                                                               | Met                  | Met     | Met                  | Missed (significant) | Missed (significant) | Performance has <b>declined</b> against the target between 2022–23 and 2024–25 |
| Children and young people who were the subject of an investigation which led to a decision not to substantiate, who were subsequently the subject of a substantiation within three months of case closure (number of) | Missed (significant) | Met     | Missed (significant) | Missed (significant) | Missed (significant) | Performance has <b>declined</b> against the target between 2022–23 and 2024–25 |
| Child protection investigations assessed as urgent, that were visited, or where attempts were made to visit, within two days of the receipt (percentage of)                                                           | Missed               | Missed  | Missed (significant) | Missed               | Met                  | Performance has <b>improved</b> against the target between 2022–23 and 2024–25 |

Note: Substantiated reports are where a case has been assessed and a child is found to be in need of protection.  
Source: VAGO.

- Reasons for missed targets** DFFH says it missed these targets by a significant margin because of:
- changes in a child’s circumstances
  - availability of and engagement with family services and other support services
  - the impact of COVID-19.

DFFH has met some targets for children and young people in out-of-home care, but not for Aboriginal children placed in culturally appropriate care

**Performance against quality targets** We looked at 3 performance measures for the quantity and quality of placements for children and young people in out-of-home care.

DFFH has not met its target for the proportion of Aboriginal children placed with relatives/kin, other Aboriginal carers or in Aboriginal residential care since 2021–22.

This means that some Aboriginal children in out-of-home care are not receiving placements that are culturally appropriate.

As Figure 12 shows, DFFH has met its targets for:

- children and young people who have had 2 or less placements within a 12-month period
- the number of children authorised to an Aboriginal agency under the Aboriginal Children in Aboriginal Care program (since the measure was introduced in 2023–24).

**Figure 12:** DFFH's performance against quality targets for out-of-home care and culturally appropriate care over time

| Performance measure                                                                                                                     | Target  |         |                      |         |                      |
|-----------------------------------------------------------------------------------------------------------------------------------------|---------|---------|----------------------|---------|----------------------|
|                                                                                                                                         | 2020–21 | 2021–22 | 2022–23              | 2023–24 | 2024–25              |
| Children and young people in care who have had 2 or less placements in the past 12 months (not including time at home in parental care) | Met     | Met     | Met                  | Met     | Met                  |
| Proportion of Aboriginal children placed with relatives/kin, other Aboriginal carers or in Aboriginal residential care                  | Met     | Missed  | Missed (significant) | Missed  | Missed (significant) |
| Number of children authorised to an Aboriginal agency under the Aboriginal Children in Aboriginal Care program                          | -       | -       | -                    | Met     | Met                  |

Note: - means there is no data available for that year because the measure had not been introduced yet.  
Source: VAGO.

#### Performance against quantity targets

We looked at 4 performance measures that relate to the quantity of services DFFH delivers.

As Figure 13 shows, between 2020–21 and 2024–25, DFFH missed its targets by a significant margin for 2 or more years.

However, DFFH changed how it achieves its performance targets for:

- the daily average number of children in residential care placements in 2021–22, 2022–23 and 2024–25
- all other measures in 2022–23 and 2024–25.

In these years, DFFH meets its targets when the actual result is less than the target. In the other years, DFFH meets its targets when the actual result is more than the target.

**Figure 13:** DFFH's performance against quantity targets for out-of-home care

| Performance measure                                             | Target               |         |         |                      |         | Trends                                                                                            |
|-----------------------------------------------------------------|----------------------|---------|---------|----------------------|---------|---------------------------------------------------------------------------------------------------|
|                                                                 | 2020–21              | 2021–22 | 2022–23 | 2023–24              | 2024–25 |                                                                                                   |
| Daily average number of children in care placements             | Missed (significant) | Missed  | Met     | Missed (significant) | Met     | The number of children in care placements has <b>declined</b> from 2020–21 to 2024–25             |
| Daily average number of children in foster care placements      | Missed (significant) | Missed  | Met     | Missed (significant) | Met     | The number of children in foster care placements has <b>declined</b> from 2021–22 to 2024–25      |
| Daily average number of children in residential care placements | Missed (significant) | Met     | Met     | Missed (significant) | Met     | The number of children in residential care placements has <b>declined</b> from 2022–23 to 2024–25 |
| Daily average number of children in kinship care placements     | Missed (significant) | Missed  | Met     | Missed (significant) | Met     | The number of children in kinship care placements has <b>varied</b> between 2020–21 and 2024–25   |

Note: Results in this figure may differ from results in our dashboard because of the changes in how DFFH achieves its performance targets. Data between 2020–21 to 2023–24 is taken from DTF's data on performance results as published in the Department Performance Statement (previously Budget Paper No. 3). Results may be different between annual reports and subsequent Budget papers.  
Source: VAGO.

#### Reasons for missed targets

DFFH says it missed these targets by a significant margin because of challenges around:

- locating family members who can provide care for Aboriginal children
- setting targets for demand-driven measures. This is because the number of children placed in residential, kinship and foster care placements reflects wider trends in placement.

These targets reflect the quantity of services DFFH is funded to deliver. But DFFH told us that less children in out-of-home care also reflects its goal to keep children safe at home. This makes it difficult to assess performance against these targets.

### DFFH has not met several targets for people experiencing or at risk of homelessness

#### Performance against targets

We looked at 5 performance measures that relate to the quantity of services delivered to people who are experiencing or at risk of homelessness.

As Figure 14 shows, DFFH has missed its target by a significant margin for 4 of these measures.

These performance measures depend on demand. But this means that the department has received funding for targets that are higher than demand for multiple years.

**Figure 14:** DFFH's performance for housing assistance over time

| Performance measure                                                                                                                       | Target               |                      |                      |                      |                      |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                                                                                                                           | 2020–21              | 2021–22              | 2022–23              | 2023–24              | 2024–25              |
| Number of clients assisted to address and prevent homelessness                                                                            | Missed (significant) | Missed (significant) | Missed (significant) | Missed               | Missed               |
| Number of clients assisted to address and respond to homelessness due to family violence                                                  | Missed (significant) | Missed (significant) | Missed (significant) | Missed               | Missed               |
| Number of clients provided with accommodation                                                                                             | Met                  | Met                  | Missed               | Missed (significant) | Missed (significant) |
| Number of households assisted with long-term social housing (public, Aboriginal and community long-term tenancies at the end of the year) | Met                  | Missed               | Missed               | Met                  | Met                  |
| Number of bonds issued by the department to low-income Victorians                                                                         | Missed (significant) | Missed (significant) | Missed (significant) | Missed (significant) | Met                  |

Source: VAGO.

#### Reasons for missed targets

DFFH says it missed these targets by a significant margin because of:

- a transfer of responsibilities from the specialist homelessness support sector to The Orange Door (which is a service for people experiencing family violence or in need of support for the development and wellbeing needs of children and young people)
- fluctuations in service delivery due to COVID-19
- high competition and changes to the private rental market as a result of COVID-19.

#### Access to social housing

We looked at 5 performance measures that relate to the supply of social housing in Victoria.

As Figure 15 shows, DFFH has missed its target (by less than 5 per cent) for the total number of social housing dwellings every year between 2020–21 and 2024–25.

DFFH has missed its targets by a significant margin in 4 measures. For:

- one measure it missed its target in 2020–21 and 2022–23, and met it in 2021–22, 2023–24 and 2024–25
- one measure it missed its target in 2022–23 and 2023–24, and met it in 2024–25
- 2 measures it missed its target in 2024–25 when the measure was first introduced.

**Figure 15:** DFFH's performance against targets for social housing measures

| Performance measure                                                                                                                                              | Target               |         |                      |                      |                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------|----------------------|----------------------|----------------------|
|                                                                                                                                                                  | 2020–21              | 2021–22 | 2022–23              | 2023–24              | 2024–25              |
| Total number of social housing dwellings                                                                                                                         | Missed               | Missed  | Missed               | Missed               | Missed               |
| Total number of social housing dwellings added during the year                                                                                                   | Missed (significant) | Met     | Missed (significant) | Met                  | Met                  |
| Total number of Victorian Affordable Housing Program affordable housing dwellings                                                                                | -                    | -       | Missed (significant) | Missed (significant) | Met                  |
| Average waiting time for long-term social housing for clients who have received a priority access housing or priority transfer allocation due to family violence | -                    | -       | -                    | -                    | Missed (significant) |
| Average waiting time for long-term social housing for clients who have received priority access housing allocation or a priority transfer                        | -                    | -       | -                    | -                    | Missed (significant) |

Note: - means there is no data available for that year because it had not been introduced yet.  
Source: VAGO.

The 2 measures DFFH introduced in 2024–25 are to assess average waiting times for social housing. DFFH missed these targets by a significant margin in 2024–25. But it is not possible to assess performance over time for these measures.

| In 2024–25, the average waiting time for long-term social housing for ...                                  | was ...     | which is ...                                                      |
|------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------|
| clients who have received a priority access housing or priority transfer allocation due to family violence | 17.3 months | 6.8 months (64.8 per cent) longer than the target of 10.5 months. |
| clients who have received priority access housing allocation or a priority transfer                        | 17.2 months | 6.7 months (63.8 per cent) longer than the target of 10.5 months. |

#### Reasons for missed targets

DFFH says it missed its targets for the total number of social housing dwellings added and total number of Victorian Affordable Housing Program dwellings because of the impact of COVID-19.

DFFH also told us that waiting times for social housing are influenced by:

- demand for social housing
- housing affordability
- economic conditions
- Australian Government income support arrangements.

# 5.

## Appendices

There are 6 appendices covering responses from reviewed agencies, information about how we perform our work, and the performance measures we looked at for this review.

**Appendix A: Submissions and comments**

**Appendix B: Acronyms and glossary**

**Appendix C: Review scope and method**

**Appendix D: Outputs we looked at over time**

**Appendix E: Targets met every year**

**Appendix F: Targets missed by a significant margin every year**



# Appendix A:

## Submissions and comments

We have consulted with all departments 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-3  |
| Department of Families, Fairness and Housing         | A-4  |
| Department of Health                                 | A-5  |
| Department of Jobs, Skills, Industry and Regions     | A-7  |
| Department of Transport and Planning                 | A-8  |
| Department of Treasury and Finance                   | A-9  |

OFFICIAL



Department of Education

Secretary

2 Treasury Place  
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COR25172508

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

Dear Mr Greaves

**Proposed report on Service Delivery Performance 2025**

Thank you for your letter of 28 October 2025 and the email from your office on 10 November 2025. The department appreciates the opportunity to comment on the proposed report for this review.

The department acknowledges the importance of monitoring and improving service delivery and appreciates the opportunity to work with your office on this report. The department has reviewed the proposed report and has no feedback.

Should your staff wish to discuss the department's response, they may contact Shamiso Mtenje, Executive Director, Assurance, Knowledge and Executive Services Division on [REDACTED] or [REDACTED]

Yours sincerely

[REDACTED]

**Tony Bates PSM**  
Secretary  
12/11/2025

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





**Department of Energy, Environment  
and Climate Action**

PO Box 500, East Melbourne,  
Victoria 8002 Australia

SEC-251100078

Andrew Greaves  
Auditor-General  
Level 31, 35 Collins Street  
MELBOURNE VIC 3000

Dear Auditor-General

Thank you for your invitation to comment on the Victorian Auditor-General's Office's (VAGO) proposed draft report for the performance engagement - *Service Delivery Performance 2025*, received on 11 November 2025.

The Department of Energy, Environment and Climate Action (DEECA) supports the need to meet service performance targets and maintain a high standard of service delivery for government.

DEECA welcomes VAGO's findings and is committed to improving its service delivery performance.

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

Yours sincerely



**Kate Houghton PSM**  
Secretary

14/11/2025



PROTECTED



Secretary

Department of Families, Fairness and Housing

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34705 26

Andrew Greaves  
Auditor-General  
Level 31, 35 Collins St  
MELBOURNE VIC 3000

Dear Mr Greaves

Thank you for your letter of 28 October 2025 and the opportunity to comment on the proposed report *Service delivery performance 2025*.

I note that on 10 November 2025 your office provided my department with a revised version of the proposed report, incorporating amendments to reflect the actual performance results published in departments' 2024-25 annual reports. In light of this, you have agreed to a revised due date for feedback of 14 November 2025.

I note the findings of the proposed report, which we consider a reasonable reflection of this department's performance. We have no further comments to provide. The department will continue to consider these results in our ongoing planning and improvement activities.

I would also like to acknowledge your staff for their constructive engagement during the review process and for incorporating feedback provided by the department in response to your working paper.

Yours sincerely



**Peta McCammon**  
Secretary

12/11/2025



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Secretary

Department of Health

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

Dear Auditor-General

**Proposed report – *Service delivery performance 2025***

Thank you for providing the proposed report for VAGO's limited assurance review, *Service delivery performance 2025*.

The Department of Health welcomes this report, acknowledging the importance of output performance measures in supporting accountability and transparency for performance across government departments. I recognise that there are opportunities for improvement across a range of output performance measures.

I would like to make the following comments:

- It is critical to acknowledge the profound impact that the COVID-19 pandemic had on the department's performance results, not just in the two years of the pandemic, but also in subsequent years given the deferred demand for services. This context is important in interpreting the findings made about performance over time.
- VAGO has assessed cost output measures where the cost exceeded target as 'not met'. It is important to acknowledge that funding decisions of government may impact output costs (for example, additional funding may be provided to a particular priority) and not all cost variances necessarily represent underperformance.
- I note that VAGO's methodology is to exclude measures where there is no target or recorded result for 2024-25 and that this differs from the way departmental performance may be assessed in current central agency reporting frameworks.
- VAGO's analysis of the reasons for missing performance targets has applied a categorisation of "resource constraints". This use of this term may cause confusion, as it encompasses a range of factors including higher-than-expected demand, workforce shortages, high patient complexity, and impacts from capital works.



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I would like to thank your staff for working collaboratively with my department. If you require further information your office can contact Julie Walsh, Executive Director, Organisational Effectiveness at [REDACTED]

Yours sincerely

[REDACTED]

**Jenny Atta PSM**  
Secretary  
21/11/2025



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Department of Jobs, Skills, Industry and Regions

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Melbourne, Victoria 3001 Australia  
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Ref: CSEC-2-25-27430

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

Dear Mr Greaves

**Proposed report - Service Delivery Performance 2025**

Thank you for your letter dated 28 October 2025 regarding the Proposed report - Service Delivery Performance 2025.

The department notes the proposed report and has no further feedback.

We would like to take this opportunity to thank you for your collaborative efforts and the professional way the audit was conducted.

If you require further information, please contact Karan Gill, Chief Audit Officer at



Yours sincerely



Julian Lyngcoln  
Acting Secretary

13/11/2025





## Department of Transport and Planning

GPO Box 2392  
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-25-4980

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

Dear Mr Greaves

### **Victorian Auditor-General's Office - Service delivery performance 2025 - Proposed report**

Thank you for your letter of 28 October 2025 inviting the Department of Transport and Planning (the Department) to respond to the *Service delivery performance 2025* proposed report (the Report).

The Department acknowledges the findings and the conclusion of the Report. The Department will continue to report on its measures in compliance with the Department of Treasury and Finance's (DTF) *Resource Management Framework* and continues to support efforts to ensure performance measures are relevant, clear and attributable.

Thank you for the opportunity to comment on the Report.

Yours sincerely



**Jeroen Weimar**  
Secretary

Date: 12 November 2025







## Department of Treasury and Finance

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Melbourne Victoria 3002 Australia  
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CSEC-251000153

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

By email: [REDACTED]

Dear Auditor-General

### **PROPOSED REPORT: SERVICE DELIVERY PERFORMANCE 2025**

Thank you for your letter dated 28 October 2025 enclosing the proposed report *Service Delivery Performance 2025* for review and comment.

I thank you for the opportunity to be engaged throughout this process and the collaborative approach you and your team have taken to this limited assurance review. I acknowledge the key findings and have no issues to raise. Thank you again for the opportunity to review the proposed report.

Yours sincerely

Chris Barrett  
**Secretary**

13/11/2025



OFFICIAL: Sensitive

# Appendix B:

## Acronyms and glossary

### Acronyms

We use the following acronyms in this report:

| Acronym | Full spelling                                        |
|---------|------------------------------------------------------|
| DE      | Department of Education                              |
| DEECA   | Department of Energy, Environment and Climate Action |
| DFFH    | Department of Families, Fairness and Housing         |
| DGS     | Department of Government Services                    |
| DH      | Department of Health                                 |
| DJSIR   | Department of Jobs, Skills, Industry and Regions     |
| DJCS    | Department of Justice and Community Safety           |
| DTP     | Department of Transport and Planning                 |
| DPC     | Department of Premier and Cabinet                    |
| DTF     | Department of Treasury and Finance                   |
| VAGO    | Victorian Auditor-General's Office                   |

### Glossary

The following terms are included in or relevant to this report:

| Term                 | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Level of assurance   | <p>This is a measure of the confidence we have in our conclusions. The quality and quantity of evidence we obtain affects our level of assurance.</p> <p>We design our work programs with the information needs of our report users in mind. We consider if we need to provide them with reasonable assurance or if a lower level of assurance may be appropriate.</p>                                                                                                                                        |
| Limited assurance    | <p>We obtain less assurance when we rely primarily on an agency's representations and other evidence generated by that agency. However, we aim to have enough confidence in our conclusion for it to be meaningful. We call these types of engagements <b>assurance reviews</b> and typically express our opinions in negative terms. For example, 'nothing has come to our attention to indicate there is a problem'.</p> <p>See our <a href="#">assurance services fact sheet</a> for more information.</p> |
| Reasonable assurance | <p>We achieve reasonable assurance by obtaining and verifying direct evidence from a variety of internal and external sources about an agency's performance. This enables us to draw a conclusion against an objective with a high level of assurance. We call these <b>performance audits</b>.</p> <p>See our <a href="#">assurance services fact sheet</a> for more information.</p>                                                                                                                        |

# Appendix C:

## Review scope and method

### Scope of this review

Who we examined

We examined the following agencies:

| Agency          | Their key responsibilities                                                     |
|-----------------|--------------------------------------------------------------------------------|
| All departments | Delivering goods and services to the community or another external stakeholder |

Our review objective

Have departments met their service delivery performance targets?

What we examined

We examined the service delivery performance of:

- all departments and outputs in 2024–25
- selected outputs and performance measures between 2020–21 and 2024–25.

Why we did this review

DTF delivers department performance statements in May each year. These statements:

- outline the goods and services that the government will deliver
- contain performance measures and targets, which show a department's expected service delivery performance.

Departments additionally table annual reports in Parliament each year. These reports provide an overview of a department's performance and operations for the financial year, including the extent to which they have met their service delivery performance targets. Performance information in these reports provides users with an understanding of departmental performance and serves a number of purposes.

It is important that performance information is clear, accessible and allows users to identify how well the government is delivering its services.

This report adds another level of scrutiny to increase the transparency of public reporting and accountability of government for spending public money.

Aspects of performance examined

Our mandate for performance audits and reviews includes the assessment of economy, effectiveness, efficiency and compliance (often referred to as the '3Es + C').

In this review we focused on the following aspects:

| Economy                                                                           | Effectiveness                                                                     | Efficiency                                                                         | Compliance                                                                          |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|  |  |  |  |

Key:

-  Primary focus
-  Secondary focus
-  Not assessed

Conducting this review

Assessing performance

To form a conclusion against our objective we used the following line of inquiry and associated evaluation criteria.

| Line of inquiry                                                     | Criteria                                                                                                                 |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 1. Have departments met their service delivery performance targets? | 1.1 Departments have delivered their goods and/or services (i.e. outputs) in line with their output performance targets. |

Our methods

As part of the review, we analysed data in:

- the 2024–25 departmental annual reports
- departments' output performance reports
- Departmental Performance Statements.

We:

- calculated the:
  - number and percentage of performance targets met in 2024–25
  - number and percentage of performance targets not met by less than a 5 per cent or \$50 million variance in 2024–25
  - number and percentage of performance targets not met by more than a 5 per cent or \$50 million variance in 2024–25
- conducted a time series analysis from 2020–21 to 2024–25 for our selected outputs and performance measures to find:
  - if performance targets have been met over time
  - if performance targets have not been met by more than a 5 per cent variance over time
  - any performance trends
- analysed commentary provided in departmental annual reports, and departments' output performance reports.

#### Level of assurance

In an assurance review, we primarily rely on the agency's representations and internally generated information to form our conclusions. By contrast, in a performance audit, we typically gather evidence from an array of internal and external sources, which we analyse and substantiate using various methods. Therefore, an assurance review obtains a lower level of assurance than a performance audit (meaning we have slightly less confidence in the accuracy of our conclusion).

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#### Compliance

We conducted our review in accordance with the *Audit Act 1994* and ASAE 3500 *Performance Engagements* to obtain limited assurance to provide a basis for our conclusion.

We complied with the independence and other relevant ethical requirements related to assurance engagements.

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#### Cost and time

The full cost of the review and preparation of this report was \$451,041.

The duration of the review was 6.5 months from initiation to tabling.

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# Appendix D:

## Outputs we looked at over time

**Figure D1:** Outputs we looked at over time

| Department | Output                                                                                                                                                                                                                                                                                                                                                                                     |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DE         | <ul style="list-style-type: none"> <li>• Additional Supports for Students with Disability</li> <li>• Kindergarten Delivery</li> <li>• Promoting Equal Access to Education</li> <li>• School Education – Primary</li> <li>• School Education – Secondary</li> </ul>                                                                                                                         |
| DEECA      | <ul style="list-style-type: none"> <li>• Effective Water Management and Supply</li> <li>• Energy</li> <li>• Fire and Emergency Management</li> </ul>                                                                                                                                                                                                                                       |
| DFFH       | <ul style="list-style-type: none"> <li>• Child Protection and Family Services</li> <li>• Concessions to Pensioners and Beneficiaries</li> <li>• Family Violence Service Delivery</li> <li>• Housing Assistance</li> </ul>                                                                                                                                                                  |
| DGS        | <ul style="list-style-type: none"> <li>• Regulation of the Victorian consumer marketplace</li> </ul>                                                                                                                                                                                                                                                                                       |
| DH         | <ul style="list-style-type: none"> <li>• Admitted Services</li> <li>• Ambulance Services</li> <li>• Emergency Services</li> <li>• Mental Health Clinical Care</li> </ul>                                                                                                                                                                                                                   |
| DJCS       | <ul style="list-style-type: none"> <li>• Emergency Management Capability</li> <li>• Policing and Community Safety</li> <li>• Prisoner Supervision and Support</li> <li>• Youth Justice Custodial Services</li> </ul>                                                                                                                                                                       |
| DJSIR      | <ul style="list-style-type: none"> <li>• Training, Higher Education and Workforce Development</li> </ul>                                                                                                                                                                                                                                                                                   |
| DPC        | <ul style="list-style-type: none"> <li>• Executive Government advice and services</li> </ul>                                                                                                                                                                                                                                                                                               |
| DTF        | <ul style="list-style-type: none"> <li>• Commercial and Infrastructure Advice</li> </ul>                                                                                                                                                                                                                                                                                                   |
| DTP        | <ul style="list-style-type: none"> <li>• Bus Services (Bus Services – Metropolitan, Bus Services – Regional, Bus Services – Statewide)</li> <li>• Road Operations (Registration and Licensing, Road Network Performance, Road Safety)</li> <li>• Train Services (Train Services – Metropolitan, Train Services – Regional, Train Services – Statewide)</li> <li>• Tram Services</li> </ul> |

Source: VAGO.

# Appendix E:

## Targets met every year

Figure E1: Targets met every year between 2020–21 and 2024–25

| Department | Output                                      | Performance measure                                                                                                                                                                        |
|------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DEECA      | Fire and Emergency Management               | Assessment of model of cover completed to assess resource requirements and availability                                                                                                    |
|            |                                             | Bridges or crossings on the strategic fire access road network replaced or upgraded                                                                                                        |
|            |                                             | Fires contained at first attack to suppress fires before they become established, minimising impact                                                                                        |
|            |                                             | Fires contained at less than five hectares to suppress fires before they become established, minimising impact                                                                             |
|            |                                             | Readiness and response plans completed prior to the upcoming fire season                                                                                                                   |
|            |                                             | Statewide bushfire risk is maintained at or below the target                                                                                                                               |
|            |                                             | Strategic fire access roads improved                                                                                                                                                       |
|            | Effective Water Management and Supply       | Compliance with the salinity management actions agreed in the Murray–Darling Basin Agreement                                                                                               |
|            |                                             | Waterway licenses and permits processed within statutory timeframes                                                                                                                        |
|            | Energy                                      | Renewable Certificate Purchasing Initiative projects that contribute to meeting the Renewable Energy Target liability associated with designated government sites annual electricity usage |
| DFFH       | Child Protection and Family Services        | Children and young people in care who have had two or less placements in the past 12 months (not including time at home in parental care)                                                  |
|            | Family Violence Service Delivery            | Number of calls responded to by the statewide telephone helpline for men regarding family violence                                                                                         |
|            |                                             | Number of case management responses provided to perpetrators of family violence including those that require individualised support                                                        |
|            |                                             | Total assessments undertaken at the Support and Safety Hubs                                                                                                                                |
|            | Concessions to Pensioners and Beneficiaries | Number of Utility Relief Grants granted to households                                                                                                                                      |
| DH         | Emergency Services                          | Emergency Category 1 treated immediately                                                                                                                                                   |
|            | Ambulance Services                          | Proportion of adult patients suspected of having a stroke who were transported to a stroke unit with thrombolysis facilities within 60 minutes                                             |
|            | Admitted Services                           | <i>Staphylococcus aureus</i> bacteraemias (SAB) infections per 10,000 patient days                                                                                                         |
|            |                                             | Urgent (Category 1) planned surgery patients admitted within 30 days                                                                                                                       |
| DJCS       | Youth Justice and Custodial Services        | Annual daily average number of young people in custody – males (15 years plus)                                                                                                             |

| Department | Output                                                     | Performance measure                                                                                                                             |
|------------|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
|            |                                                            | Annual daily average number of young people in custody – males (under 15 years) and female                                                      |
|            |                                                            | Average daily number of Aboriginal children and young people (10–17 years) in custody                                                           |
|            |                                                            | Average daily custodial centre utilisation rate of total centre capacity – males (15 years plus)                                                |
|            |                                                            | Average daily custodial centre utilisation rate of total centre capacity – males (under 15 years) and female                                    |
|            | Prisoner Supervision and Support                           | Proportion of eligible prisoners in employment                                                                                                  |
|            |                                                            | Proportion of prisoner risk assessments completed within set timeframes                                                                         |
|            | Emergency Management Capability                            | Emergency response times meeting benchmarks – road accident rescue response (Victoria State Emergency Service)                                  |
|            |                                                            | Emergency response times meeting benchmarks – emergency medical response (Fire Rescue Victoria)                                                 |
|            | Policing and Community Safety                              | Proportion of successful prosecution outcomes                                                                                                   |
|            | DJSIR Training, Higher Education and Workforce Development | Proportion of VET completers who achieved their main reason for training                                                                        |
|            |                                                            | Proportion of VET completers who are satisfied with their training                                                                              |
|            |                                                            | Proportion of VET completers with an improved employment status after training                                                                  |
| DPC        | Executive Government advice and services                   | Office of the Governor: Support the Governor's community engagement activities by arranging all internal and external events in a timely manner |
|            |                                                            | Relevant communication activity compliant with government advertising and communication guidelines                                              |
|            |                                                            | Timely delivery of state events and functions                                                                                                   |
| DTF        | Commercial and Infrastructure Advice                       | Advice provided to Government on board appointments at least three months prior to upcoming board vacancies                                     |
|            |                                                            | Credit agencies agree that the presentation and information provided support annual assessment                                                  |
|            |                                                            | Number of HVHR project assurance plans in place                                                                                                 |
|            |                                                            | Provision of PNFC/PFC financial estimates and actuals, along with commentary and analysis, for the state Budget papers and financial reports    |
| DTP        | Road Operations – Road Network Performance                 | Average incident response time within agreed timeframes: metropolitan                                                                           |
|            |                                                            | Road projects completed within agreed scope and standards: metropolitan                                                                         |
|            |                                                            | Road projects completed within agreed scope and standards: regional                                                                             |
|            | Train Services – Statewide                                 | Calls to the public transport call centre answered within 30 seconds                                                                            |
|            | Tram Services                                              | Number of tram routes upgraded                                                                                                                  |
|            | Road Operations – Road Safety                              | Road safety initiatives completed                                                                                                               |
|            |                                                            | Road safety projects completed within agreed scope and standards                                                                                |



| Department | Output                                       | Performance measure                                                                                  |
|------------|----------------------------------------------|------------------------------------------------------------------------------------------------------|
|            | Road Operations – Registration and Licensing | Road vehicle and driver regulation: user satisfaction with vehicle registration and driver licensing |
|            | Bus Services – Regional                      | Scheduled services delivered: regional bus                                                           |
|            | Bus Services – Metropolitan                  | Service punctuality for: metropolitan bus services                                                   |
|            | Train Services – Regional                    | Scheduled services not delayed by infrastructure faults: regional train network                      |
|            | Train Services – Metropolitan                | Service punctuality for: metropolitan train services                                                 |

Note: VET stands for vocational education and training. HVHR stands for High-Value High-Risk. PNFC stands for public non-financial corporation. PFC stands for public financial corporation. There are 3 selected measures in the Child Protection and Family Services output that are shown as met every year in our performance measure dashboard. However, these measures are not included here due to changes in how these performance measures have been classified. For further detail, see Figure 13.

Source: VAGO.

# Appendix F:

## Targets missed by a significant margin every year

**Figure F1:** Targets missed by a significant margin every year between 2020–21 and 2024–25

| Department | Output                           | Performance measure                                                                                                  |
|------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------|
| DFFH       | Housing Assistance               | Social housing tenants satisfied with completed non-urgent maintenance works                                         |
| DH         | Admitted Services                | Non-urgent (category 3) planned surgery patients admitted within 365 days                                            |
|            |                                  | Semi-urgent (category 2) planned surgery patients admitted within 90 days                                            |
|            |                                  | Sub-acute care separations                                                                                           |
|            | Mental Health Clinical Care      | Percentage of departures from emergency departments to a mental health bed within 8 hours                            |
|            |                                  | Number of community service hours (aged)                                                                             |
|            | Emergency Services               | Proportion of ambulance patient transfers within 40 minutes                                                          |
|            |                                  | Emergency patients treated within clinically recommended 'time to treatment'                                         |
|            |                                  | Emergency patients with a length of stay of less than four hours                                                     |
|            | Ambulance Services               | Proportion of emergency (Code 1) incidents responded to within 15 minutes – statewide                                |
|            |                                  | Proportion of emergency (Code 1) incidents responded to within 15 minutes in centres with more than 7,500 population |
| DJCS       | Prisoner Supervision and Support | Average daily female prison utilisation rate of total female prison capacity                                         |
|            |                                  | Average daily male prison utilisation rate of total male prison capacity                                             |
|            |                                  | Rate of prisoner participation in education                                                                          |
|            | Emergency Management Capability  | Emergency response times meeting benchmarks – structural fires (Country Fire Authority)                              |
|            | Policing and Community Safety    | Proportion of crimes against the person resolved within 30 days                                                      |
| DTP        | Tram Services                    | Major periodic maintenance works completed against plan: tram network                                                |
|            |                                  | Passengers carried: tram services*                                                                                   |
|            | Bus Services – Metropolitan      | Passengers carried: metropolitan bus services*                                                                       |
|            | Train Services – Metropolitan    | Passengers carried: metropolitan train services*                                                                     |

Note: The impact of COVID-19 should be considered when looking at these performance measures. Departments are required to explain the cause for variances of greater than 5 per cent or \$50 million for cost measures. These are provided in the Budget papers and departmental annual reports for the relevant year. \*DTP told us it was advised not to change targets for these measures during the COVID-19 pandemic to account for reduced patronage, which was not under its control.

Source: VAGO.

# Auditor-General's reports tabled in 2025–26

| Report title                                                                                                 | Tabled         |
|--------------------------------------------------------------------------------------------------------------|----------------|
| <i>Delivering Savings Under the COVID Debt Repayment Plan</i> (2025–26: 1)                                   | July 2025      |
| <i>Planned Surgery in Victoria</i> (2025–26: 2)                                                              | August 2025    |
| <i>Financial Management of Local Councils</i> (2025–26: 3)                                                   | August 2025    |
| <i>Responses to Performance Engagement Recommendations: Annual Status Update 2025</i> (2025–26: 4)           | September 2025 |
| <i>Relief and Recovery Funding for the 2022 Floods</i> (2025–26: 5)                                          | October 2025   |
| <i>Cybersecurity of IT Servers</i> (2025–26: 6)                                                              | October 2025   |
| <i>Accessibility of Tram Services: Follow-up</i> (2025–26: 7)                                                | November 2025  |
| <i>Auditor-General's Report on the Annual Financial Report of the State of Victoria 2024–25</i> (2025–26: 8) | November 2025  |
| <i>Service Delivery Performance 2025</i> (2025–26: 9)                                                        | December 2025  |

All reports are available for download in PDF and HTML format on our website at [www.audit.vic.gov.au](http://www.audit.vic.gov.au).

# Our role and contact details

## The Auditor-General's role

For information about the Auditor-General's role and VAGO's work, please see our online fact sheet [About VAGO](#).

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## Our assurance services

Our online fact sheet [Our assurance services](#) details the nature and levels of assurance that we provide to Parliament and public sector agencies through our work program.

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## Contact details

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