

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

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Department of Education

Secretary

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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

50 Lonsdale Street
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Andrew Greaves
Auditor-General
Level 31, 35 Collins St
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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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DX 210081

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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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

A black rectangular redaction box covering the signature of Jeroen Weimar.

Jeroen Weimar
Secretary

Date: 12 November 2025





Department of Treasury and Finance

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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



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