

# Appendix E:

## Policy performance data

### Data notes

1. Victorian Legal Aid told us that:
  - due to system limitations, there are instances where the invoice date is used for payment timeliness reporting (instead of the invoice receipt date)
  - the reduction in the number of invoices paid from 2021–22 to 2022–23 is due to a change in reporting methodology to exclude private practitioners who are managed under a panel arrangement for grants of legal aid.
2. State Trustees told us that it counts from the invoice date for payment timeliness reporting (as opposed to the invoice received date).
3. The Department of Education told us that it revised the 2024–25 reporting to align with improved data.
4. The Department of Treasury and Finance told us that:
  - in 2021–22 and 2022–23, invoices under a contract value of \$3 million were calculated based on invoice value rather than contract value
  - in 2023–24, some data was excluded
  - the reduced number of invoices in 2024–25 is due to a machinery-of-government change.

Year	Agency / Department	Total number of invoices paid	Total value of invoices paid	Total number of invoices paid under a contract value of \$3 million	Total value of invoices paid under a contract value of \$3 million	Number of invoices paid under a contract value of \$3 million within 14 calendar days (10 business days)
2021-22	Alfred Health	113,288	\$592,777,160.00	75,778	\$217,023,261.00	35,674
2022-23	Alfred Health	123,979	\$679,585,652.00	79,803	\$243,497,479.00	43,699
2023-24	Alfred Health	143,260	\$785,514,438.00	95,587	\$278,466,837.00	51,652
2024-25	Alfred Health	147,670	\$764,796,235.00	91,671	\$266,868,237.00	54,834
2021-22	AMES Australia	14,288	\$56,808,000.00	14,288	\$56,808,000.00	14,219
2022-23	AMES Australia	15,566	\$55,009,000.00	15,566	\$55,009,000.00	15,466
2023-24	AMES Australia	14,439	\$52,856,000.00	14,439	\$52,856,000.00	14,101
2024-25	AMES Australia	16,010	\$61,962,443.00	16,010	\$61,962,443.00	15,581
2021-22	Austin Health	110,307	\$480,243,309.00	78,577	\$240,441,352.00	76,932
2022-23	Austin Health	121,791	\$463,368,231.00	86,186	\$284,113,093.00	85,905
2023-24	Austin Health	122,464	\$494,460,127.00	86,207	\$302,826,160.00	85,516
2024-25	Austin Health	125,768	\$531,550,423.00	86,586	\$347,596,722.00	84,173
2021-22	Australian Centre for the Moving Image	4,672	\$19,027,792.00	4,661	\$18,949,594.00	4,569
2022-23	Australian Centre for the Moving Image	4,321	\$26,283,471.00	4,245	\$19,811,146.00	3,974
2023-24	Australian Centre for the Moving Image	2,167	\$10,367,483.00	2,131	\$6,999,194.00	1,864
2024-25	Australian Centre for the Moving Image	4,413	\$19,668,954.00	4,337	\$12,994,124.00	3,104
2021-22	Bendigo Kangan Institute	14,507	\$90,765,946.00	14,505	\$80,906,015.00	7,576
2022-23	Bendigo Kangan Institute	16,498	\$89,112,831.30	16,316	\$78,116,465.73	14,847
2023-24	Bendigo Kangan Institute	18,216	\$118,112,170.00	18,211	\$97,712,829.00	12,510
2024-25	Bendigo Kangan Institute	20,334	\$103,360,849.00	20,330	\$86,923,595.00	14,124
2021-22	Chisholm Institute	11,093	\$69,185,676.00	11,093	\$69,185,676.00	5,272
2022-23	Chisholm Institute	14,224	\$120,834,016.00	14,175	\$97,149,466.00	12,446
2023-24	Chisholm Institute	11,068	\$140,837,920.00	10,655	\$88,415,488.00	8,756
2024-25	Chisholm Institute	11,894	\$95,641,657.00	11,822	\$67,059,627.00	9,791
2021-22	Country Fire Authority	61,033	\$270,267,639.14	61,032	\$263,691,483.32	20,296
2022-23	Country Fire Authority	62,553	\$229,472,561.00	60,546	\$144,451,650.00	22,621
2023-24	Country Fire Authority	54,359	\$222,383,434.00	53,878	\$196,399,093.00	53,878
2024-25	Country Fire Authority	55,714	\$240,318,867.74	53,815	\$232,020,578.08	52,919
2021-22	Department of Education	164,273	\$7,097,453,518.00	164,092	\$4,723,468,718.00	133,822

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2022-23	Department of Education	184,388	\$8,008,575,028.00	184,158	\$5,235,456,959.00	149,000
2023-24	Department of Education	158,455	\$7,048,302,770.00	158,250	\$4,164,550,115.00	128,995
2024-25	Department of Education	155,470	\$6,751,619,573.00	4,049	\$103,876,519.00	3,842
2021-22	Department of Energy, Environment and Climate Action	66,800	\$3,652,893,929.00	66,630	\$1,378,283,363.00	61,156
2022-23	Department of Energy, Environment and Climate Action	71,057	\$3,716,833,033.00	70,886	\$1,510,571,058.00	63,038
2023-24	Department of Energy, Environment and Climate Action	81,529	\$4,326,130,273.00	81,308	\$1,575,717,733.00	67,995
2024-25	Department of Energy, Environment and Climate Action	85,094	\$3,979,884,448.96	84,929	\$1,559,134,026.87	76,467
2021-22	Department of Families, Fairness and Housing	140,834	\$1,676,601,164.69	140,779	\$1,316,961,482.44	118,188
2022-23	Department of Families, Fairness and Housing	143,681	\$1,804,528,979.41	143,600	\$1,286,649,050.31	127,120
2023-24	Department of Families, Fairness and Housing	142,404	\$1,816,983,652.70	142,363	\$1,293,173,886.37	131,524.00
2024-25	Department of Families, Fairness and Housing	147,894	\$1,855,559,516.94	147,839	\$1,185,665,288.35	136,336
2023-24	Department of Government Services	2,895	\$200,616,355.00	555	\$16,992,538.00	542
2024-25	Department of Government Services	14,196	\$1,163,243,840.00	7,047	\$87,462,649.00	6,996
2021-22	Department of Health	45,603	\$2,048,622,916.00	35,811	\$266,191,202.00	19,320
2022-23	Department of Health	26,252	\$1,009,465,191.07	26,215	\$740,088,611.03	17,072
2023-24	Department of Health	16,306	\$1,481,230,993.00	16,267	\$610,873,749.00	10,400
2024-25	Department of Health	11,640	\$659,727,312.82	4,537	\$98,788,947.03	2,855
2021-22	Department of Jobs, Skills, Industry and Regions	33,136	\$616,487,231.05	24,124	\$195,702,629.67	23,908
2022-23	Department of Jobs, Skills, Industry and Regions	22,687	\$625,178,417.00	9,248	\$137,758,062.00	22,463
2023-24	Department of Jobs, Skills, Industry and Regions	16,017	\$585,107,621.00	14,416	\$486,536,524.00	14,268
2024-25	Department of Jobs, Skills, Industry and Regions	12,387	\$678,075,461.00	12,365	\$168,132,205.00	12,138
2021-22	Department of Justice and Community Safety	121,249	\$4,716,000,000.00	73,565	\$1,419,423,679.43	63,214
2022-23	Department of Justice and Community Safety	140,779	\$4,596,762,334.12	83,545	\$1,379,759,997.35	59,162
2023-24	Department of Justice and Community Safety	134,057	\$5,780,617,958.00	76,581	\$1,279,518,482.00	62,776
2024-25	Department of Justice and Community Safety	138,802	\$4,570,797,284.37	73,446	\$1,204,272,019.89	63,440
2021-22	Department of Premier and Cabinet	12,524	\$178,674,855.00	12,523	\$168,623,125.00	6,357
2022-23	Department of Premier and Cabinet	14,272	\$184,633,018.00	5,398	\$24,664,730.00	5,324

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2023-24	Department of Premier and Cabinet	11,654	\$146,100,297.00	704	\$25,493,214.00	699		
2024-25	Department of Premier and Cabinet	9,030	\$321,949,149.88	9,008	\$154,122,639.45	8,935		
2021-22	Department of Transport and Planning	76,188	\$17,200,000,000.00	48,106	\$754,500,000.00	20,015		
2022-23	Department of Transport and Planning	77,072	\$16,940,000,000.00	38,445	\$459,000,000.00	17,640		
2023-24	Department of Transport and Planning	91,693	\$23,000,000,000.00	57,699	\$613,000,000.00	51,886		
2024-25	Department of Transport and Planning	72,499	\$17,700,000,000.00	46,991	\$445,000,000.00	43,328		
2021-22	Department of Treasury and Finance	15,177	\$3,962,758,070.93	13,204	\$608,438,392.80	12,919		
2022-23	Department of Treasury and Finance	13,185	\$2,947,200,996.00	11,930	\$494,258,897.00	11,686		
2023-24	Department of Treasury and Finance	12,694	\$2,675,858,015.00	955	\$162,14,637.00	945		
2024-25	Department of Treasury and Finance	5,208	\$883,009,609.00	4,602	\$49,718,404.00	4,504		
2021-22	Eastern Health	111,815	\$792,606,974.00	89,264	\$718,160,340.00	2,366		
2022-23	Eastern Health	118,298	\$450,171,176.00	81,516	\$196,298,278.00	56,052		
2023-24	Eastern Health	112,786	\$462,068,083.00	85,336	\$202,028,682.00	63,905		
2024-25	Eastern Health	103,646	\$470,881,951.86	87,243	\$200,189,587.76	31,358		
2021-22	Fire Rescue Victoria	37,723	\$225,061,277.00	36,808	\$119,434,440.00	36,323		
2022-23	Fire Rescue Victoria	35,472	\$229,258,588.00	27,844	\$109,173,365.00	13,489		
2023-24	Fire Rescue Victoria	42,621	\$271,689,384.00	24,101	\$183,673,455.00	11,795		
2024-25	Fire Rescue Victoria	43,065	\$305,247,236.00	27,078	\$206,359,974.00	18,133		
2021-22	Goulburn Murray Rural Water Corporation	16,375	\$73,952,732.00	16,375	\$73,952,732.00	16,120		
2022-23	Goulburn Murray Rural Water Corporation	16,908	\$110,041,456.00	16,908	\$110,041,456.00	16,635		
2023-24	Goulburn Murray Rural Water Corporation	17,287	\$113,447,956.00	17,287	\$113,447,956.00	17,039		
2024-25	Goulburn Murray Rural Water Corporation	18,983	\$112,879,516.75	18,983	\$112,879,516.75	16,128		
2021-22	Greater Western Water	30,091	\$452,994,879.00	19,471	\$193,139,376.00	15,085		
2022-23	Greater Western Water	23,800	\$444,187,798.00	18,584	\$170,267,490.00	15,074		
2023-24	Greater Western Water	23,520	\$445,684,531.00	17,979	\$167,685,932.00	15,500		
2024-25	Greater Western Water	26,238	\$509,657,759.90	19,630	\$202,426,641.65	16,996		
2021-22	Holmesglen Institute	13,973	\$78,992,028.00	13,973	\$78,992,028.00	6,761		
2022-23	Holmesglen Institute	17,652	\$90,458,562.55	16,477	\$49,309,795.74	10,225		
2023-24	Holmesglen Institute	18,417	\$102,916,073.00	18,133	\$96,688,510.00	11,101		

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2024-25	Holmesglen Institute	16,824	\$68,360,162.00	16,460	\$51,676,826.00	6,322		
2021-22	Melbourne Health	162,634	\$493,761,791.00	162,629	\$461,720,261.00	79,069		
2022-23	Melbourne Health	120,510	\$605,915,442.77	120,502	\$549,763,057.51	70,850		
2023-24	Melbourne Health	120,444	\$615,025,034.00	120,436	\$504,665,495.00	64,705		
2024-25	Melbourne Health	109,932	\$536,899,868.52	109,927	\$488,065,948.22	61,558		
2021-22	Melbourne Polytechnic	16,496	\$96,902,426.00	16,496	\$96,902,426.00	13,209		
2022-23	Melbourne Polytechnic	19,782	\$128,423,399.00	19,780	\$121,448,093.00	17,394		
2023-24	Melbourne Polytechnic	19,050	\$144,891,910.00	19,045	\$124,861,024.00	12,472		
2024-25	Melbourne Polytechnic	18,245	\$122,704,010.00	18,244	\$116,219,043.00	16,967		
2021-22	Melbourne Water	28,777	\$1,810,660,227.00	13,379	\$312,435,658.00	10,697		
2022-23	Melbourne Water	29,831	\$1,807,495,680.00	26,451	\$449,874,576.00	24,201		
2023-24	Melbourne Water	37,185	\$2,205,136,473.00	15,931	\$457,760,934.00	15,467		
2024-25	Melbourne Water	46,761	\$2,335,316,580.00	14,020	\$336,294,570.00	12,775		
2022-23	Monash Health	273,647	\$1,095,062,703.00	273,640	\$1,014,757,683.00	151,053		
2023-24	Monash Health	265,978	\$857,472,235.00	265,975	\$769,242,212.00	265,798		
2024-25	Monash Health	300,624	\$915,254,006.86	300,252	\$783,340,913.00	300,252		
2021-22	Museums Victoria	10,371	\$56,987,074.40	10,371	\$56,987,074.40	6,462		
2022-23	Museums Victoria	13,076	\$60,822,314.70	11,905	\$52,849,080.12	2,849		
2023-24	Museums Victoria	13,877	\$65,814,669.00	13,877	\$65,814,669.00	5,174		
2024-25	Museums Victoria	15,433	\$84,118,262.00	15,151	\$75,343,139.00	3,289		
2021-22	South-East Water Corporation	16,300	\$1,213,870,063.00	16,245	\$416,175,506.00	11,519		
2022-23	South-East Water Corporation	15,245	\$1,129,884,929.00	7,541	\$224,143,648.00	9,706		
2023-24	South-East Water Corporation	14,040	\$1,519,743,402.00	6,351	\$90,230,713.00	11,372		
2024-25	South-East Water Corporation	14,935	\$1,368,659,322.00	5,719	\$63,833,481.00	4,982		
2021-22	State Emergency Services	8,895	\$48,117,463.51	8,895	\$48,117,463.51	7,858		
2022-23	State Emergency Services	14,465	\$77,920,125.00	14,465	\$77,920,125.00	14,389		
2023-24	State Emergency Services	10,825	\$60,839,426.00	10,825	\$60,839,426.00	9,841		
2024-25	State Emergency Services	11,194	\$61,562,798.79	11,194	\$61,562,798.79	9,884		
2021-22	State Revenue Office	3,010	\$85,306,625.23	2,229	\$23,890,170.68	1,488		

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2022-23	State Revenue Office	3,766	\$108,661,198.10	1,839	\$15,131,654.74	1,420
2023-24	State Revenue Office	4,217	\$106,891,162.00	3,132	\$12,153,570.00	1,594
2024-25	State Revenue Office	5,411	\$147,039,067.58	2,175	\$17,111,705.75	1,774
2022-23	State Trustees Limited	2,401	\$23,150,279.54	2,334	\$16,593,595.07	568
2024-25	State Trustees Limited	2,415	\$29,427,515.00	2,305	\$17,287,025.00	555
2021-22	The Council of Trustees of the National Gallery of Victoria	10,185	\$73,618,351.00	9,050	\$53,365,580.00	4,170
2022-23	The Council of Trustees of the National Gallery of Victoria	14,501	\$88,159,802.00	12,538	\$56,101,812.00	8,451
2023-24	The Council of Trustees of the National Gallery of Victoria	13,768	\$92,171,445.00	11,976	\$57,813,340.00	11,776
2024-25	The Council of Trustees of the National Gallery of Victoria	11,792	\$360,026,266.00	10,235	\$54,736,973.00	8,515
2021-22	Victoria Police	96,783	\$999,927,243.37	96,741	\$592,714,630.31	33,718
2022-23	Victoria Police	121,699	\$1,016,249,744.10	121,667	\$633,006,544.21	52,381
2023-24	Victoria Police	156,611	\$1,464,006,901.00	10,459	\$88,948,780.00	10,459
2024-25	Victoria Police	185,326	\$2,174,317,827.34	25,780	\$194,540,197.46	9,581
2021-22	Victorian Electoral Commission	3,496	\$36,734,988.00	3,496	\$36,734,988.00	2,731
2022-23	Victorian Electoral Commission	5,921	\$25,680,080.00	5,921	\$25,680,080.00	3,100
2023-24	Victorian Electoral Commission	1,361	\$7,526,674.00	1,361	\$7,526,674.00	942
2024-25	Victorian Electoral Commission	1,978	\$10,373,814.00	1,978	\$10,373,814.00	1,937
2021-22	Victorian Legal Aid	157,667	\$214,663,983.75	157,655	\$206,994,913.67	157,236
2022-23	Victorian Legal Aid	9,005	\$206,320,746.00	8,897	\$205,330,934.00	7,690
2023-24	Victorian Legal Aid	9,328	\$255,697,907.00	9,109	\$251,816,376.00	5,640
2024-25	Victorian Legal Aid	8,056	\$219,512,114.95	8,056	\$219,512,114.95	5,111
2021-22	Victorian Managed Insurance Authority	1,665	\$72,633,435.89	1,496	\$14,933,284.59	1,424
2022-23	Victorian Managed Insurance Authority	2,451	\$55,104,690.00	2,451	\$36,365,929.00	2,215
2023-24	Victorian Managed Insurance Authority	2,302	\$72,038,240.00	2,182	\$33,589,472.00	2,164
2024-25	Victorian Managed Insurance Authority	2,722	\$200,003,740.71	2,379	\$35,316,688.19	2,196
2021-22	Victorian Public Sector Commission	852	\$7,535,389.00	852	\$7,535,389.00	529
2022-23	Victorian Public Sector Commission	725	\$6,982,308.00	396	\$2,459,017.00	392

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2023-24	Victorian Public Sector Commission	572	\$5,393,863.00	125	\$2,477,894.00	125
2024-25	Victorian Public Sector Commission	835	\$8,082,943.93	835	\$8,082,943.93	832
2021-22	Visit Victoria	3,228	\$131,118,340.00	3,223	\$113,501,055.00	3,223
2022-23	Visit Victoria	4,487	\$191,352,612.00	4,483	\$175,015,769.00	4,487
2023-24	Visit Victoria	5,122	\$155,938,882.00	5,108	\$139,670,866.00	5,108
2024-25	Visit Victoria	3,294	\$121,932,205.00	3,291	\$106,821,490.00	2,274
2021-22	Yarra Valley Water Corporation	10,532	\$1,145,415,559.00	6,390	\$237,049,316.00	5,721
2022-23	Yarra Valley Water Corporation	9,607	\$1,124,517,005.00	6,289	\$59,524,179.00	5,627
2023-24	Yarra Valley Water Corporation	10,052	\$427,515,030.00	6,720	\$74,044,765.00	6,174
2024-25	Yarra Valley Water Corporation	9,754	\$477,982,624.00	7,481	\$94,597,250.00	6,830

Year	Agency / Department	Average number of calendar days to pay invoices under a contract value of \$3 million	% of invoices where Fair Payment Policy applies	Compliance rate of invoices under a contract value of \$3 million paid within 14 calendar days (10 business days)
2021-22	Alfred Health	21.80	66.9%	47.1%
2022-23	Alfred Health	23.50	64.4%	54.8%
2023-24	Alfred Health	23.40	66.7%	54.0%
2024-25	Alfred Health	9.00	62.1%	59.8%
2021-22	AMES Australia	3.00	100.0%	99.5%
2022-23	AMES Australia	4.00	100.0%	99.4%
2023-24	AMES Australia	4.00	100.0%	97.7%
2024-25	AMES Australia	5.00	100.0%	97.3%
2021-22	Austin Health	9.00	71.2%	97.9%
2022-23	Austin Health	9.00	70.8%	99.7%
2023-24	Austin Health	10.00	70.4%	99.2%
2024-25	Austin Health	11.00	68.8%	97.2%
2021-22	Australian Centre for the Moving Image	3.00	99.8%	98.0%
2022-23	Australian Centre for the Moving Image	8.00	98.2%	93.6%
2023-24	Australian Centre for the Moving Image	8.00	98.3%	87.5%
2024-25	Australian Centre for the Moving Image	12.00	98.3%	71.6%
2021-22	Bendigo Kangan Institute	24.27	100.0%	52.2%
2022-23	Bendigo Kangan Institute	8.59	98.9%	91.0%
2023-24	Bendigo Kangan Institute	7.27	100.0%	68.7%
2024-25	Bendigo Kangan Institute	19.00	100.0%	69.5%
2021-22	Chisholm Institute	20.88	100.0%	47.5%
2022-23	Chisholm Institute	9.00	99.7%	87.8%
2023-24	Chisholm Institute	11.00	96.3%	82.2%
2024-25	Chisholm Institute	10.18	99.4%	82.8%
2021-22	Country Fire Authority	33.07	100.0%	33.3%
2022-23	Country Fire Authority	32.40	96.8%	37.4%
2023-24	Country Fire Authority	3.00	99.1%	100.0%
2024-25	Country Fire Authority	3.00	96.6%	98.3%
2021-22	Department of Education	13.71	99.9%	81.6%

Year	Agency / Department	Average number of calendar days to pay invoices under a contract value of \$3 million	% of invoices where Fair Payment Policy applies	Compliance rate of invoices under a contract value of \$3 million paid within 14 calendar days (10 business days)
2022-23	Department of Education	16.96	99.9%	80.9%
2023-24	Department of Education	13.24	99.9%	81.5%
2024-25	Department of Education	5.50	2.6%	94.9%
2021-22	Department of Energy, Environment and Climate Action	6.10	99.7%	91.8%
2022-23	Department of Energy, Environment and Climate Action	6.80	99.8%	88.9%
2023-24	Department of Energy, Environment and Climate Action	7.70	99.7%	83.6%
2024-25	Department of Energy, Environment and Climate Action	6.70	99.8%	90.0%
2021-22	Department of Families, Fairness and Housing	11.68	100.0%	84.0%
2022-23	Department of Families, Fairness and Housing	11.26	99.9%	88.5%
2023-24	Department of Families, Fairness and Housing	10.06	100.0%	92.4%
2024-25	Department of Families, Fairness and Housing	9.40	100.0%	92.2%
2023-24	Department of Government Services	2.48	19.2%	97.7%
2024-25	Department of Government Services	2.47	49.6%	99.3%
2021-22	Department of Health	34.12	78.5%	53.9%
2022-23	Department of Health	23.08	99.9%	65.1%
2023-24	Department of Health	23.44	99.8%	63.9%
2024-25	Department of Health	17.35	39.0%	62.9%
2021-22	Department of Jobs, Skills, Industry and Regions	1.45	72.8%	99.1%
2022-23	Department of Jobs, Skills, Industry and Regions	3.00	40.8%	99.0%
2023-24	Department of Jobs, Skills, Industry and Regions	1.23	90.0%	99.0%
2024-25	Department of Jobs, Skills, Industry and Regions	2.84	99.8%	98.2%
2021-22	Department of Justice and Community Safety	11.83	60.7%	85.9%
2022-23	Department of Justice and Community Safety	14.72	59.3%	70.8%
2023-24	Department of Justice and Community Safety	13.58	57.1%	82.0%
2024-25	Department of Justice and Community Safety	11.47	52.9%	86.4%
2021-22	Department of Premier and Cabinet	31.00	100.0%	50.8%
2022-23	Department of Premier and Cabinet	3.39	37.8%	98.6%

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2023-24	Department of Premier and Cabinet	3.48	6.0%	99.3%
2024-25	Department of Premier and Cabinet	1.94	99.8%	99.2%
2021-22	Department of Transport and Planning	28.90	63.1%	41.6%
2022-23	Department of Transport and Planning	32.00	49.9%	45.9%
2023-24	Department of Transport and Planning	9.00	62.9%	89.9%
2024-25	Department of Transport and Planning	10.00	64.8%	92.2%
2021-22	Department of Treasury and Finance	3.00	87.0%	97.8%
2022-23	Department of Treasury and Finance	3.00	90.5%	98.0%
2023-24	Department of Treasury and Finance	2.37	7.5%	99.0%
2024-25	Department of Treasury and Finance	2.76	88.4%	97.9%
2021-22	Eastern Health	67.00	79.8%	2.7%
2022-23	Eastern Health	23.00	68.9%	68.8%
2023-24	Eastern Health	18.00	75.7%	74.9%
2024-25	Eastern Health	28.00	84.2%	35.9%
2021-22	Fire Rescue Victoria	3.70	97.6%	98.7%
2022-23	Fire Rescue Victoria	14.00	78.5%	48.4%
2023-24	Fire Rescue Victoria	21.00	56.5%	48.9%
2024-25	Fire Rescue Victoria	21.00	62.9%	67.0%
2021-22	Goulburn Murray Rural Water Corporation	13.25	100.0%	98.4%
2022-23	Goulburn Murray Rural Water Corporation	13.11	100.0%	98.4%
2023-24	Goulburn Murray Rural Water Corporation	13.07	100.0%	98.6%
2024-25	Goulburn Murray Rural Water Corporation	7.90	100.0%	85.0%
2021-22	Greater Western Water	10.00	64.7%	77.5%
2022-23	Greater Western Water	13.00	78.1%	81.1%
2023-24	Greater Western Water	11.00	76.4%	86.2%
2024-25	Greater Western Water	10.00	74.8%	86.6%
2021-22	Holmesglen Institute	15.00	100.0%	48.4%
2022-23	Holmesglen Institute	13.50	93.3%	62.1%
2023-24	Holmesglen Institute	19.00	98.5%	61.2%

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2024-25	Holmesglen Institute	30.00	97.8%	38.4%
2021-22	Melbourne Health	18.00	100.0%	48.6%
2022-23	Melbourne Health	15.00	100.0%	58.8%
2023-24	Melbourne Health	16.00	100.0%	53.7%
2024-25	Melbourne Health	15.00	100.0%	56.0%
2021-22	Melbourne Polytechnic	8.25	100.0%	80.1%
2022-23	Melbourne Polytechnic	10.00	100.0%	87.9%
2023-24	Melbourne Polytechnic	10.00	100.0%	65.5%
2024-25	Melbourne Polytechnic	9.30	100.0%	93.0%
2021-22	Melbourne Water	12.00	46.5%	80.0%
2022-23	Melbourne Water	9.00	88.7%	91.5%
2023-24	Melbourne Water	20.00	42.8%	97.1%
2024-25	Melbourne Water	16.00	30.0%	91.1%
2022-23	Monash Health	29.43	100.0%	55.2%
2023-24	Monash Health	8.51	100.0%	99.9%
2024-25	Monash Health	3.90	99.9%	100.0%
2021-22	Museums Victoria	20.42	100.0%	62.3%
2022-23	Museums Victoria	29.00	91.0%	23.9%
2023-24	Museums Victoria	28.00	100.0%	37.3%
2024-25	Museums Victoria	38.00	98.2%	21.7%
2021-22	South-East Water Corporation	21.00	99.7%	70.9%
2022-23	South-East Water Corporation	22.00	49.5%	100.0%
2023-24	South-East Water Corporation	13.00	45.2%	100.0%
2024-25	South-East Water Corporation	10.00	38.3%	87.1%
2021-22	State Emergency Services	7.80	100.0%	88.3%
2022-23	State Emergency Services	5.39	100.0%	99.5%
2023-24	State Emergency Services	7.13	100.0%	90.9%
2024-25	State Emergency Services	7.60	100.0%	88.3%
2021-22	State Revenue Office	10.00	74.1%	66.8%

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2022-23	State Revenue Office	10.00	48.8%	77.2%
2023-24	State Revenue Office	10.00	74.3%	50.9%
2024-25	State Revenue Office	9.00	40.2%	81.6%
2022-23	State Trustees Limited	30.00	100.0%	24.3%
2024-25	State Trustees Limited	30.50	95.4%	24.1%
2021-22	The Council of Trustees of the National Gallery of Victoria	27.00	88.9%	46.1%
2022-23	The Council of Trustees of the National Gallery of Victoria	21.00	86.5%	67.4%
2023-24	The Council of Trustees of the National Gallery of Victoria	10.00	87.0%	98.3%
2024-25	The Council of Trustees of the National Gallery of Victoria	9.00	86.8%	83.2%
2021-22	Victoria Police	28.16	100.0%	34.9%
2022-23	Victoria Police	34.10	100.0%	43.1%
2023-24	Victoria Police	23.73	6.7%	100.0%
2024-25	Victoria Police	30.00	13.9%	37.2%
2021-22	Victorian Electoral Commission	10.00	100.0%	78.1%
2022-23	Victorian Electoral Commission	17.00	100.0%	52.4%
2023-24	Victorian Electoral Commission	11.00	100.0%	69.2%
2024-25	Victorian Electoral Commission	3.00	100.0%	97.9%
2021-22	Victorian Legal Aid	5.00	100.0%	99.7%
2022-23	Victorian Legal Aid	10.46	98.8%	86.4%
2023-24	Victorian Legal Aid	14.57	97.7%	61.9%
2024-25	Victorian Legal Aid	14.00	100.0%	63.4%
2021-22	Victorian Managed Insurance Authority	2.00	89.8%	95.2%
2022-23	Victorian Managed Insurance Authority	2.16	100.0%	95.2%
2023-24	Victorian Managed Insurance Authority	3.44	94.8%	99.2%
2024-25	Victorian Managed Insurance Authority	4.49	87.4%	92.3%
2021-22	Victorian Public Sector Commission	23.00	100.0%	62.1%
2022-23	Victorian Public Sector Commission	3.34	100.0%	99.0%

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2023–24	Victorian Public Sector Commission	2.49	100.0%	100.0%
2024–25	Victorian Public Sector Commission	1.61	100.0%	99.6%
2021–22	Visit Victoria	7.00	99.8%	100.0%
2022–23	Visit Victoria	7.00	99.9%	100.1%
2023–24	Visit Victoria	14.00	99.7%	100.0%
2024–25	Visit Victoria	12.96	99.9%	69.1%
2021–22	Yarra Valley Water Corporation	13.00	60.7%	89.5%
2022–23	Yarra Valley Water Corporation	12.00	65.5%	89.5%
2023–24	Yarra Valley Water Corporation	11.50	66.9%	91.9%
2024–25	Yarra Valley Water Corporation	11.60	76.7%	91.3%