

# Appendix A:

## Submissions and comments

We consulted with DTF and 18 entities. We 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 entity head.

### Responses received

Entity	Page
Court Services Victoria	A-2
Department of Energy, Environment and Climate Action	A-5
Department of Families, Fairness and Housing (including Homes Victoria)	A-7
Department of Health	A-10
Department of Jobs, Skills, Industry and Regions	A-11
Department of Justice and Community Safety	A-14
Department of Transport and Planning (including Suburban Rail Loop Authority and Victorian Infrastructure Delivery Authority)	A-16
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Victorian Rail Track	A-40



Office of the CEO  
PO Box 13193  
Law Courts 8010

5 February 2025

Email: [REDACTED]

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

Our reference: CD/25/26448

Dear Mr Greaves,

**Re: Proposed report: Major Projects Performance Reporting 2024**

Thank you for your letter of 21 January 2025.

Court Services Victoria does not have any further comments on the proposed report and will work closely with the Department of Treasury and Finance in addressing the recommendations relevant to CSV, noting that the Wyndham Law Courts is an in-scope project considered as part of VAGO's wider review.

Should you require any further information, please do not hesitate to contact me.

Yours sincerely,

[REDACTED]

**Louise Anderson**  
Chief Executive Officer  
Court Services Victoria

Enc.

cc: [REDACTED]

**Attachment 1:** << Court Services Victoria >>  
**Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> <li>clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<p> <input type="checkbox"/> Yes  <input type="checkbox"/> No  <input type="checkbox"/> In part  <input checked="" type="checkbox"/> In principle                 </p>	<ol style="list-style-type: none"> <li>CSV accepts this VAGO recommendation in principle, noting that the in-scope project (WLC) is a part of VAGO's wider review of 113 projects.</li> <li>CSV will inform all relevant Business Units of this VAGO recommendation.</li> <li>Consistent with CSV's current approach through the DTF annual State Budget reporting process, CSV will promptly provide the relevant information and rationale for inclusion into the BP4 footnotes, addressing:                         <ul style="list-style-type: none"> <li>why the WLC project's schedule has changed,</li> <li>how this has informed the WLC project's new baseline and,</li> <li>the impact on the WLC project's previous approved parameters.</li> </ul> </li> </ol>	<p>In line with DTF's next State budget reporting cycle.</p>

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher- cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	1. CSV accepts this VAGO recommendation in principle, noting that the in-scope project (WLC) is a part of VAGO's wider review of 113 projects. 2. CSV will inform all relevant Business Units of this VAGO recommendation. 3. Following from CSV's existing practice that utilises the DTF's guides, CSV will leverage these guides more effectively to enhance our practices, with the inclusion of more detailed and comprehensive information in the reporting process to central agencies.	In line with MPPR quarterly reporting to central agencies (DTF & DPC)



Department of Energy, Environment  
and Climate Action

PO Box 500, East Melbourne,  
Victoria 8002 Australia

Ref: SEC-250100162

Andrew Greaves  
Auditor-General  
Victorian Auditor General's Office  
Level 31 / 35 Collins Street  
MELBOURNE VIC 3000  
Via email: [REDACTED]

Dear Auditor-General

**Proposed draft report – *Major Projects Performance Reporting 2024***

Thank you for your invitation to comment on the proposed draft report for the performance engagement: *Major Projects Performance Reporting 2024* being prepared by your office.

The Department of Energy, Environment and Climate Change (DEECA) recognises the need for consistent and transparent reporting on major project performance. DEECA will continue to ensure that our reporting aligns with the Department of Treasury and Finance and Department of Premier and Cabinet's reporting requirements.

DEECA welcomes your findings and Accepts in Principle Recommendation 1 detailed in the report as the only recommendation that relates to DEECA. A proposed action plan for addressing this recommendation is attached.

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

Yours sincerely

[REDACTED]

**John Bradley**  
Secretary

2/02/2025

Encl. DEECA Action plan responding to VAGO's Recommendation 1 for *Major Projects Performance Reporting 2024*.



Department of Energy, Environment and Climate action plan to address recommendations from VAGO's report: *Major Projects Performance Reporting 2024*

No	Recommendations	Acceptance	Agreed Action	Completion Date
1	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> <li>clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<p> <input type="checkbox"/> Yes  <input type="checkbox"/> No  <input type="checkbox"/> In part  <input checked="" type="checkbox"/> In principle                 </p>	<p>DEECA will review its major projects public reporting including the communication of significant changes to approved parameters (e.g. cost, time, scope and benefits) in line with DTF's Major Projects Performance and public reporting requirements and implement any required improvements.</p>	<p>June 2025</p>

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## Department of Families, Fairness and Housing

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

BAC-BR-29304

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

Dear Mr Greaves

Thank you for your letter enclosing the proposed draft report on Major Projects Performance Reporting 2024 and for allowing the Department of Families, Fairness and Housing (the department) the opportunity to review and comment.

The department supports the two applicable recommendations the Victorian Auditor-General's Office has made and we shall work collaboratively with the Department of Treasury and Finance as they develop responses to these recommendations.

Thank you for the opportunity to respond to the report.

Yours sincerely



**Peta McCammon**  
Secretary

30 / 01 / 2025



**Department of Families, Fairness and Housing / Homes Victoria**  
**Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> <li>• clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>• developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>• analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p> <p>In part <input type="checkbox"/></p> <p>In principle <input type="checkbox"/></p>	<p>The Department will continue to provide transparency as to the reasoning behind project changes within Budget Paper 4, including following any new advice provided by the Department of Treasury and Finance in response to this recommendation.</p>	N/A



No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	The Department will collaborate with Department of Treasury and Finance as they develop the response to this recommendation, noting that the Department provides a range of public information on project progress via our Annual Report, the Homes Victoria Web site and social media channels.	N/A



Secretary

Department of Health

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

BAC-CO-52828

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

Via e-mail: [REDACTED]

Dear Andrew

**Major Projects Performance Reporting 2024 - Proposed report**

Thank you for your letter dated 21 January 2025 inviting the Department of Health to provide feedback on the proposed Major Projects Performance Reporting 2024 report.

My department acknowledges that your office found that the public reporting of major capital project performance is currently inconsistent and that there are opportunities for improvement.

The Department of Health supports the objective of delivering meaningful and accurate reports to Parliament and the public. However, I don't agree that the two recommendations directed to my department, to develop and deliver public reporting, are attributed appropriately. A systematic approach is required for clear and consistent reporting requirements. This is the remit of the Department of Treasury and Finance. The Department of Health complies with all Department of Treasury and Finance reporting requirements. Accordingly, while I agree with the intent of the recommendations I don't agree that they should be directed to the Department of Health.

Thank you for the opportunity to offer my response on this important piece of work.

Yours sincerely

[REDACTED]

**Professor Euan M Wallace AM**  
Secretary

07/02/2025



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Department of Jobs, Skills, Industry and Regions

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

Ref: CSEC-2-25-25816

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

Dear Mr Greaves

**PROPOSED REPORT – MAJOR PROJECTS PERFORMANCE REPORTING 2024**

Thank you for your letter dated 21 January 2025 providing the proposed report for the Major Projects Performance Reporting 2024 limited assurance review.

The Department of Jobs, Skills, Industry and Regions (the department) accepts, in principle, VAGO's recommendations relevant to the department and will continue to work with the Department of Treasury and Finance to improve public reporting of major projects. Enclosed with this correspondence are actions the department will take in response to the two relevant recommendations.

I thank your team's engagement with the department on this audit.

If you require further information, [REDACTED] can be contacted on [REDACTED] or [REDACTED]

Yours sincerely

[REDACTED]

Tim Ada  
Secretary

6/02/2025



<< Department of Jobs, Skills, Industry and Regions >>  
**Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> <li>• clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>• developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>• analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DJSIR will work with DTF/DPC and provide reporting on major projects in line with defined DTF/DPC approaches; and will report on significant changes to approved project parameters (e.g. cost, time, scope and benefits), and implement improvements as appropriate.	By July 2026

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DJSIR will provide more detailed public information to DTF based on prescribed guidance/templates on projects (with TEI greater than \$250 million) in line with DTF's existing PPP project summaries.	By July 2026



## Department of Justice and Community Safety

Secretary

Level 26  
121 Exhibition Street  
Melbourne Victoria 3000  
Telephone: (03) 8684 0501  
justice.vic.gov.au  
DX: 210077

Our ref: 25014548

Mr Andrew Greaves  
Victorian Auditor-General  
Level 31, 35 Collins Street  
MELBOURNE VIC 3000  
Email: [REDACTED]

Dear Mr Greaves

Thank you for the letter of 25 January 2025 and the opportunity to respond to the proposed report and dashboard for *Major Projects Performance Reporting 2024*.

The Department of Justice and Community Safety (the department) is committed to accurate and transparent reporting of progress for its major projects that have attracted significant government investment.

The department has reviewed the report and has provided some minor suggestions directly to your audit team. I have attached the department's action plan to address relevant recommendations.

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

Yours sincerely

[REDACTED]  
**Kate Houghton PSM**  
Secretary

07/02/2025

*Attachment – DJCS action plan - Major projects performance reporting 2024*



## DJCS action plan

### Major Projects Performance Reporting 2024

#	VAGO recommends that relevant agencies:	Response	#	By:	By:
1	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> <li>a) clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>b) developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>c) analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	Accept in principle	1	Continue to adhere to the DTF project performance reporting requirements and guidance. Public reporting via the State Budget papers and other mechanisms is managed by the Department of Treasury and Finance (DTF).	1 July 2026 (tbd by DTF)
3	Collect, synthesise and publish more detailed public information on higher-cost (\$250m or more TEI) alliance or lump sum worth \$250 million or more contract projects, using DTF's existing PPP project summaries as a content guide.	Accept in principle	3	<p>Continue to adhere to the DTF project performance reporting requirements and guidance. Public reporting via the State Budget papers and other mechanisms is managed by DTF.</p> <p>DJCS will adhere to any reporting mechanisms introduced by DTF including a requirement to publicly release more detailed data on alliance or lump sum contracts.</p>	1 July 2026 (tbd by DTF)



## Department of Transport and Planning

GPO Box 2392  
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-25-251

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

Dear Mr Greaves

### **Victorian Auditor-General's Office - Major Projects Performance Reporting 2024 - Proposed report**

Thank you for your letter of 21 January 2025 inviting a response to the *Major Projects Performance Reporting 2024* proposed report (the Report) provided to the Department of Transport and Planning (the Department), Suburban Rail Loop Authority (SRLA) and Victorian Infrastructure Delivery Authority (VIDA).

On behalf of the Department, SRLA and VIDA, I note the Report's conclusion that public reporting on major projects by the Department of Treasury and Finance (DTF) continues to have limitations, and that there are opportunities to improve benefit management systems and the systematic assessment of changes to a project's original parameters.

I note that the Department, SRLA and VIDA currently meet the requirements for reporting on the performance of major projects which are determined by DTF at the direction of government. As recognised in the Report, agencies provide high-quality and meaningful analysis on project performance to meet these requirements.

Whilst acknowledging the importance of meaningful, reliable and comprehensive reporting to Parliament and the public, we are unable to accept the recommendations that have been directed to all agencies as these are the responsibility of DTF.

The Department, SRLA and VIDA will continue to work with DTF to ensure that all requirements are met regarding major project governance and performance reporting.

Yours sincerely



**Jeroen Weimar**  
Secretary

Date: 05 February 2025







Department of Treasury and Finance

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

D25/12205

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

[Redacted]

Dear Auditor General

**RE: VAGO PROPOSED REPORT FOR DTF REVIEW AND COMMENT – MAJOR PROJECTS PERFORMANCE REPORTING 2024**

Thank you for your letter dated 21 January 2025, inviting the Department of Treasury and Finance (DTF) to respond to the limited assurance review: Major Projects Performance Reporting 2024.

DTF notes the conclusions of the review and the six recommendations directed at DTF. DTF accepts in full or in principle the full set of recommendations and I have attached a management plan to this letter to provide further information on our committed actions.

DTF welcomes VAGO's positive feedback on our high-quality internal reporting processes. We will continue to work with VAGO, entities leading on major projects, and the Government to improve public reporting. DTF continues to invest in robust and transparent reporting mechanisms including through the enhancement of our public Capital Investment Dashboard.

Thank you for the opportunity to respond to this review.

Yours sincerely

[Redacted signature]

Chris Barrett  
Secretary

5 / 2 / 2025

[Redacted]

Attachments encl.: Attachment 1 – DTF Action Plan



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<<Attachment 1: Department of Treasury and Finance>>  
 Action plan to address recommendations from *Major Projects Performance Reporting 2024*

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> <li>• clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>• developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>• analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DTF to consider VAGO's findings and opportunities for strengthening DTF guidance in consultation with lead entities.	Mid 2026

No.	Entity	VAGO recommendation benefits) after a significant change occurs.	Acceptance	Agreed management actions	Target completion date
2	Department of Treasury and Finance	Expand the scope and purpose of Budget Paper 4, or develop a standalone annual major projects performance report and data dashboard for tabling in Parliament and public release which includes: <ul style="list-style-type: none"> <li>• progress analysis against cost, time, scope and benefits</li> <li>• more transparency and accountability, describing any relevant root cause factors that have caused a change in a project's previously approved cost, time, scope or benefits, as well as the impact of the change</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DTF notes that the current departmental reporting is already in line with best-practice approaches across other jurisdictions e.g. DTF provides an overview of major capital projects through the online Capital Investment Dashboard, providing an interactive platform for the public to access information published in Budget Paper 4: State Capital Program.  DTF will continue to maintain its existing Budget Paper 4 reporting and public-facing dashboard, and further develop and improve its functionality to increase the usability and accessibility of information on major projects.	Mid 2026

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	<ul style="list-style-type: none"> <li>data and assessments that have been certified and endorsed by relevant entities' accountable officers.</li> </ul>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	DTF to update the project disclosure obligations for delivery agencies under the 'Cost Reimbursable Requirements' to be applicable to projects over \$250m (currently the guidance applies to projects over \$1bn). DTF to include a requirement for delivery agencies to publish project summaries for lump sum projects with a TEI above \$250 million in the Lump Sum Procurement Requirements when published.	Dec 2025
4	Department of Treasury and Finance	Provide more explicit guidance to relevant entities on cost planning, risk management and sensitivity testing before making final investment decisions, and: <ul style="list-style-type: none"> <li>incorporate this guidance into HVHR or Gateway guidance</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DTF to review HVHR and Gateway process guidance and update to enhance materials to support effective investment decision-making.  DTF to consider opportunities for improving guidance on public communication on project budgets.	Dec 2025

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
5	Department of Treasury and Finance	<ul style="list-style-type: none"> <li>expand DTF's investment lifecycle guidance to describe how reliable (i.e. low, medium or high confidence) a project's cost information is for use in public communication about project budgets.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	DTF to review HVHR and Gateway process guidance to identify opportunities for strengthening requirements in the event of a significant project change.	Dec 2025
	<ul style="list-style-type: none"> <li>Providing more explicit guidance on actions entities need to take after a significant project change, including:                             <ul style="list-style-type: none"> <li>reassessing the BCR for an updated view on a project's value for money and economic viability</li> <li>formally assessing any impact on other project parameters such as cost, time, scope and benefits.</li> </ul> </li> </ul>				

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
6	Department of Treasury and Finance	<p>Provide entities more explicit guidance on how to measure and acquit major projects' benefits. This includes describing:</p> <ul style="list-style-type: none"> <li>• what, when and how measuring and acquitting major projects' benefits should be done</li> <li>• different stakeholders' role and responsibilities</li> <li>• a measurement approach for less tangible long-term economic outcomes.</li> </ul>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	DTF to strengthen guidance on Gate 6 Benefits Realisation issued as part of the Gateway assurance process, including to clarify roles and responsibilities of benefits measurement.	Dec 2025

OFFICIAL



05 February 2025

[Redacted]  
[Redacted]  
[Redacted]  
**Victorian Auditor-General's Office**  
Level 31, 35 Collins Street, Melbourne VIC 3000

Dear [Redacted]

We acknowledge receiving the following documents in your email dated 21 January 2025:

- A letter from the Auditor General, issued under the *Audit Act 1994*, inviting the entity to formally respond
- The *Major Projects Performance Reporting 2024* proposed report and 8 project case studies
- A data dashboard containing the survey data we collected for this review and will make public when the report tables
- A request to provide recommendations action plan
- An extract from detailed review of our entity's previous comments showing what action have been taken in the proposed report.

Please find attached response to your letter dated 21 January 2025 to provide comments and an action plan on how and when you will address each recommendation.

Yours sincerely

[Redacted Signature]

Ahmer Ja'ilil  
Director, Corporate Services  
Geelong Performing Arts centre Trust

P. 1300 251 200  
50 Little Malop St Geelong 3220  
geelongartscentre.org.au

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<< Geelong Performing Arts Centre Trust >>  
**Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> <li>• clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>• developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>• analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	Geelong Performing Arts Centre Trust (the Centre) agree with the recommendation in principle. Its to be noted that DJ/SIR (through Creative Victoria) is accountable for major projects on behalf the agencies' and work with Development Victoria to deliver the project. However, the Centre, as a key stakeholder will make its best efforts to ensure the recommendations are adopted and reflected in project management policies and process for next major project(s).	FY 2025-26 or Prior to our next Major project.



**KARDINIA  
PARK**

Mr. Andrew Greaves  
Auditor-General  
Victorian Auditor-General's Office  
Level 31, 35 Collins Street  
Melbourne Vic. 3000

By email

Dear Mr Greaves,

**Re: Proposed report: Major Projects Performance Reporting 2024**

We have reviewed the proposed report *Major Projects Performance Reporting 2024* and have no further comments to add.

Kind regards,



Gerard Griffin  
Chief Executive Officer



KARDINIA PARK STADIUM TRUST  
PO Box 2128, Geelong Victoria 3220

T 03 5244 9111  
E [enquiries@kardinipark.vic.gov.au](mailto:enquiries@kardinipark.vic.gov.au)  
www.kardinipark.vic.gov.au



< < Kardinia Park Stadium Trust >>  
**Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> <li>• clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>• developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>• analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	<ul style="list-style-type: none"> <li>• N/A</li> <li>• The Kardinia Park Stadium Stage 5 Redevelopment project was a Major Project completed in 2024.</li> <li>• Kardinia Park Stadium Trust (KPST) is <i>not</i> currently leading the delivery of any Major Projects.</li> <li>• For any future Major Projects that KPST is responsible for delivering, it accepts and is committed to addressing the VAGO recommendations outlined.</li> </ul>	N/A (no Major Projects currently in delivery)



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

Dear Mr Greaves

**Proposed report – Major Projects Performance Reporting 2024**

Thank you for your letter of 21 January 2025, providing the Melbourne Arts Precinct Corporation (MAP Co) with the proposed report *Major Projects Performance Reporting 2024*.

MAP Co welcomes VAGO's recommendations and will continue to work to support transparency in reporting and promoting public understanding and visibility of the Melbourne Arts Precinct Transformation project. We are committed to continuing to deliver this city shaping initiative, as part of a world class arts and cultural precinct, that makes such strong and diverse contributions to Melbourne and the State.

MAP Co will adopt and implement any updated reporting guidance and requirements as directed by the Department of Treasury and Finance, and in consultation with Creative Victoria (Department of Jobs, Skills, Industry and Regions) and delivery partners.

I enclose MAP Co's action plan outlining how we propose to address the Report's recommendations.

Yours sincerely



Martin Foley  
Chair  
Melbourne Arts Precinct Corporation

<< Melbourne Arts Precinct Corporation >>  
**Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> <li>• clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>• developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>• analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	MAP Co supports contributing to more meaningful public reporting on major project performance.  MAP Co will continue, in collaboration with Creative Victoria and delivery partners, to follow relevant DTF reporting guidance and requirements for major project performance reporting.	Mid 2026

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	MAP Co supports contributing to more detailed public information in relation to the major project performance. MAP Co will continue, in collaboration with Creative Victoria and delivery partners, to follow relevant DTF reporting guidance and requirements for major project performance reporting.	Mid 2025

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Your ref: 34706 25

05/02/2025

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

Dear Mr Greaves

**Re: Major Projects Performance Reporting 2024 – Melbourne Water Action Plan**

Melbourne Water has reviewed the proposed report *Major Projects Performance Reporting, 2024*.

Melbourne Water will continue to support and provide project information to a level of detail and in a format consistent with DTF's reporting guidance documents and as such accepts recommendations 1 and 3.

Please find the completed action plans, specific to Melbourne Water, in the attached document.

Yours sincerely



**Craig Dixon**  
Executive General Manager  
Service & Asset Lifecycle  
Melbourne Water

Info ID: 70129815

Melbourne Water ABN 81 945 386 953  
990 La Trobe Street Docklands VIC 3008  
PO Box 4342 Melbourne VIC 3001 Australia  
TTY 131 722 F +61 3 9679 7099  
melbournewater.com.au  
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<< Melbourne Water Corporation >>

Action plan to address recommendations from Major Projects Performance Reporting 2024

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> <li>clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	Melbourne Water will continue to support and provide project information in a format and to level of detail consistent with DTF's reporting guidance documents.	Refer DTF target completion date

70013214



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No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	Melbourne Water will continue to support and provide project information in a format and to level of detail consistent with DTF's reporting guidance documents.	Refer DTF target completion date

70013214





**North East Link State Tolling Corporation**

Level 8, 80 Collins Street (North Tower)  
Melbourne Vic 3000  
www.nelstc.vic.gov.au

5 February 2025

Ref: DOC/25/23431

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

Dear Mr Greaves

**RE: Major Projects Performance Reporting 2024**

Thank you for the opportunity to review and provide comments on the *Major Projects Performance Report 2024*.

The North East Link State Tolling Corporation (STC) acknowledges the proposed report and supports its findings as they relate to STC. I was pleased to note commentary in the Report relating to the strength of our governance and assurance processes in place for the Toll Collection Capability Project, and our commitment to continuous improvement.

STC's proposed Action Plan is attached to this letter. The STC Board will carefully consider the recommendations in the Report, and work with our colleagues in the Department of Treasury and Finance and the Department of Transport and Planning on options to implement them.

On behalf of the STC Management, I would also like to thank you for the diligence and professionalism of your team during the preparation of the report.

Yours sincerely



**Brad Vann**

Chair, Board of Directors



OFFICIAL: Sensitive

<< North East Link State Tolling Corporation >>  
**Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> <li>clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	STC will work with the Department of Treasury and Finance to develop options for implementing this recommendation at a whole of government level.	TBC

OFFICIAL: Sensitive

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	STC accepts this recommendation in principle. However, STC does not currently have direct involvement in any projects that would meet this definition.	NA



05 February 2025

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

Dear Andrew,

**Re: Proposed report: Major Projects Performance Reporting 2024**

Thank you for providing South East Water with the Major Projects Performance Reporting 2024. We welcome your audit findings and have accepted all recommendations.

Please find attached our Action Plan to address recommendations from Major Projects Performance Reporting 2024.

If your team would like further information on the actions proposed please reach out to myself, [REDACTED] or to our General Manager of Liveable Water Solutions, [REDACTED].

Yours sincerley,



Lara Olsen  
Managing Director  
South East Water



**Attachment 1: Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	<p>Develop more meaningful public reporting on major projects' performance by:</p> <ul style="list-style-type: none"> <li>clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	South East Water provides quarterly reporting on its major projects (Top 10) to both DTF and the ESC. South East Water accepts this recommendation and in addition to the reporting already provided will publish major project performance on its website annually for major projects.	June 30 2025



No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input type="checkbox"/> In principle	South East Water accepts this recommendation for Projects with a TEI > \$250M and will provide annual reporting in a format similar to that provided by VAGO.  This annual report will be made publicly available on our website.	June 30 2025

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6<sup>th</sup> February 2025



Victorian Auditor-General's Office  
Level 31, 35 Collins Street  
Melbourne VIC 3000

Dear [REDACTED],

**Re: Major Projects Performance Reporting 2024**

As per our conversation via email, I note that at no time has the State Sports Centre Trust directly responded to this survey nor have we been a party to any official commentary provided by DJSIR.

As communicated in previous reporting and as confirmed to me by DJSIR, the department was the Senior Responsible Officer for the project and is leading feedback on behalf of the project, therefore, responsibility for the accuracy, fairness and balance of those comments' rests with the department.

SSCT was not involved in the procurement, funding, contracting and project delivery elements of the SBC project. Management responsibilities only transferred to SSCT upon completion of this project,

Please do not hesitate to contact me direct should you require any further information or commentary.

Yours sincerely



Kate Roffey AM  
Chief Executive Officer  
State Sport Centres Trust

**Melbourne Sports & Aquatic Centre**  
30 Aughtie Drive  
Albert Park VIC 3206

**Lakeside Stadium**  
33 Aughtie Drive  
Albert Park VIC 3206

**State Netball & Hockey Centre**  
10 Brens Drive  
Parkville VIC 3052

**Knox Regional Sports Park**  
291 George Street  
Wantirna South VIC 3152

[statesportcentres.com.au](http://statesportcentres.com.au)

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Our Ref: D/25/2976  
Your Ref: 34706 25  
5 February 2025

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

Dear Mr Greaves

**Re: Proposed report: Major Projects Performance Reporting 2024**

VicTrack has reviewed the proposed report for the audit: *Major Projects Performance Reporting 2024*. We have no further comments or submissions.

Please find attached VicTrack's action plan to address the report recommendations. While we accept the relevant recommendations in principle, we do not have any specific management actions.

We would like to thank [REDACTED] and the audit team for the level of consultation and assistance provided during the audit.

Yours sincerely



Mr Chris Olds  
Chief Executive  
VicTrack

Attachment: *Victorian Rail Track - MPPR24 agency action plan - VicTrack signed*

---

**VicTrack**  
Level 8, 1010 La Trobe St Docklands VIC 3008  
GPO Box 1681 Melbourne VIC 3001  
T +61 3 9619 1111  
victrack.com.au

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**VicTrack**



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<<Victorian Rail Track>>  
**Action plan to address recommendations from Major Projects Performance Reporting 2024**

No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	Department of Treasury and Finance and entities we examined	Develop more meaningful public reporting on major projects' performance by: <ul style="list-style-type: none"> <li>• clearly describing underlying reasons why a project's date or schedule has changed instead of only describing what the change was</li> <li>• developing a more consistent approach to describing a project's new baseline or stage when an explicit government decision changes a project's previous parameters</li> <li>• analysing and describing the impact on a project's previously approved parameters (i.e. cost, time, scope and benefits) after a significant change occurs.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	VicTrack has delivered major projects on behalf of the Department of Transport and Planning (DTP) and will align to any future major project governance and performance reporting requirements from DTP or Department of Treasury & Finance.	N/A

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No.	Entity	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
3	Department of Treasury and Finance and entities with major projects worth \$250 million or more	Collect, synthesise and publish more detailed public information on higher-cost (\$250 million or more TEI) alliance or lump sum contract projects, using DTF's existing PPP project summaries as a content guide.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle	VicTrack has delivered major projects on behalf of the Department of Transport and Planning (DTP) and will align to any future major project governance and performance reporting requirements from DTP or Department of Treasury & Finance.	N/A

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