

# Appendix A:

## Submissions and comments

We have consulted with the Department of Transport and Planning, the Department of Premier and Cabinet, Development Victoria, the Department of Education, the City of Melbourne and the City of Port Phillip and we considered their views when reaching our audit 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
City of Port Phillip	A-2
Department of Education	A-3
Department of Transport and Planning	A-4
Development Victoria	A-7

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16 June 2025

Dave Barry  
Deputy Auditor-General  
VIA: [REDACTED]

Dear Mr. Barry,

### Developing Fishermans Bend – Proposed Report

Thank you for the opportunity to provide feedback on the proposed *Developing Fishermans Bend* report, as referenced in your letter dated 28 May 2025.

We have been engaged throughout the audit process and have no further comments to provide at this time.

As Australia's largest urban renewal area, Fishermans Bend presents a significant opportunity to deliver population and employment growth within proximity to central Melbourne.

The release of the *Fishermans Bend Framework* in 2018 was an important milestone in establishing the overarching planning framework for the area. There have been various delays in progressing infrastructure and precinct planning, which has created a number of risks and challenges for the development of Fishermans Bend.

Council continues to advocate for Victorian Government commitment to fund and deliver catalytic infrastructure, including the Fishermans Bend Tram and Metro 2, which are essential to unlocking growth and attracting investment, alongside development of a comprehensive governance and financing strategy.

We will continue to work collaboratively with the Victorian Government in order to deliver the best outcomes and opportunities for Fishermans Bend.

Should you have any queries regarding the Council's response, please contact Daniel Boden, Senior Program Manager Urban Renewal, as the nominated contact via [REDACTED]

Yours sincerely,

[REDACTED]  
**Councillor Louise Crawford**  
Mayor  
City of Port Phillip

cc. [REDACTED]

ABN 21 762 977 945



## Department of Education

Secretary

2 Treasury Place  
East Melbourne Victoria 3002  
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COR25162693

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

Dear Mr Greaves

### **Proposed report – Developing Fishermans Bend**

Thank you for the letter of 28 May 2025, from the Deputy Auditor-General and the opportunity to comment on the proposed report for this audit. The Department of Education is committed to the delivery of the Fishermans Bend Framework's projects to achieve its objectives. As noted in the report, the department has made good progress in its plans to deliver 5 education and community hubs across Fishermans Bend with 2 schools constructed within the overall timeframes outlined in the Framework.

The department appreciates the collaboration from your team throughout the audit. The department has reviewed the proposed report and has no further feedback.

Should your office wish to discuss the department's response, they can contact Shamiso Mtenje, Executive Director, Assurance, Knowledge and Executive Services on [REDACTED].

Yours sincerely

[REDACTED]

**Tony Bates PSM**  
Acting Secretary  
12/06/2025

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 Transport and Planning

GPO Box 2392  
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-25-2003

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 - Developing Fishermans Bend - Proposed report

Thank you for your letter of 28 May 2025 enclosing the *Developing Fishermans Bend* performance audit proposed report (the Report) and inviting the Department of Transport and Planning (the Department) to provide its response.

The Report examines delivery progress in relation to the 2018 *Fishermans Bend Framework* (the Framework). At the outset, it is important to note that much has changed since the document was released. We have experienced a pandemic, new terms of Government, multiple machinery of Government changes and the emergence of significant new Government policy, including the release of Victoria's Housing Statement in 2023, that bear directly upon the delivery of the Framework.

I acknowledge the Report's recommendations in relation to aspects of the 2018 Framework and attach an action plan in response, which accepts in principle all of the recommendations.

The Department's action plan will formally document for Government approval the outcomes of the continual adjustment to priorities and timelines that has occurred since the Framework was released.

In the seven years since the Framework was approved, there has been significant private and government investment in Fishermans Bend. Outcomes are occurring on the ground, and development is comfortably on track to achieve the vision for 80,000 residents and 80,000 jobs by 2055.

Yours sincerely



Jeroen Weimar  
Secretary

Date: 13 June 2025

Enc *Developing Fishermans Bend* - DTP action plan



# DTP action plan

*Developing Fishermans Bend*



Department of Transport and Planning (DTP) action plan to address the recommendations from *Developing Fishermans Bend*:

No	VAGO recommendation	DTP response	Due date
1	In collaboration with delivery agencies and other relevant stakeholders, prioritise developing and seeking approval of precinct implementation plans for all Fishermans Bend precincts. As part of this, finalise interdependent planning, such as for transport networks.	<b>Accepted in principle</b>  Produce, in consultation with delivery agencies, a delivery schedule identifying target timeframes for preparation of core planning documents required to guide development in the Fishermans Bend Urban Renewal Area (FBURA) for Government/Ministerial consideration.	31/12/2026
2	In collaboration with delivery agencies: <ul style="list-style-type: none"> <li>complete a stocktake of Fishermans Bend projects and key deliverables, looking at their: <ul style="list-style-type: none"> <li>progress</li> <li>timing</li> <li>assigned resourcing</li> <li>cost and funding status</li> </ul> </li> <li>advise on and confirm with government the priority actions for Fishermans Bend, including funding, resourcing and sequencing of projects and deliverables</li> <li>document a plan for how and when key projects and outputs will be delivered and communicate this with stakeholders.</li> </ul>	<b>Accepted in principle</b>  In consultation with delivery agencies, complete a stocktake of, and periodically review, key projects in the 2018 <i>Fishermans Bend Framework</i> including progress, timing, resourcing, cost and funding status. Advise government on future project delivery priorities and continue to communicate these priorities with stakeholders.	30/06/2026
3	Expedite developing and implementing an evaluation methodology for Fishermans Bend to measure the achievement of the Framework's goals, objectives and outcomes.	<b>Accepted in principle</b>  Establish a high-level evaluation methodology to track progress in achieving key outcomes in FBURA.	30/06/2026



No	VAGO recommendation	DTP response	Due date
4	<p>Undertake regular and timely public reporting on:</p> <ul style="list-style-type: none"> <li>the status of Fishermans Bend, including on all infrastructure projects, state projects and development activity</li> <li>progress towards achieving the Framework's objectives and outcomes.</li> </ul>	<p><b>Accepted in principle</b></p> <p>Continue to publicly report on the delivery status of state funded projects in State Budget Papers, including expenditure, forecast budget and forecast delivery date of capital projects.</p> <p>Provide an update on the status of Fishermans Bend delivery on the Department's website.</p> <p>Following the finalisation of the evaluation methodology, routinely monitor and report progress towards objectives and outcomes.</p>	31/12/2026



12 June 2025

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

By email: [REDACTED]

Dear Andrew,

**RE: VAGO Audit – Proposed Report: Developing Fishermans Bend (VAGO ref 34723 24)**

Thank you for the update on your audit 'Developing Fishermans Bend'.

Development Victoria does not have any detailed comments to make in respect to the report.

We note the report finds that Development Victoria's delivery of Stage 1 of the Fishermans Bend Innovation Precinct (FBIP) is 'working well'. It also identifies that Development Victoria has sound project management processes in place, an implementation plan, a detailed master program of activities which is regularly reviewed and comprehensive reporting to the FBIP Stage 1 project governance groups.

Thank you for the opportunity to comment.

Yours sincerely,



**Anne Jolic**  
Chief Executive Officer

Classification: Restricted  
CM 25/18565

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