

Appendix A:

Submissions and comments

We have consulted with DTF and 18 entities, and 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 agency head.

Responses received

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Department of Treasury and Finance	A-2
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Department of Transport and Planning (including Suburban Rail Loop Authority and Victorian Infrastructure Delivery Authority)	A-9
Melbourne Water	A-10



Department of Treasury and Finance

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CSEC-260100115

Mr Andrew Greaves
Auditor-General
Victorian Auditor-General's Office
Level 31/25 Collins Street
MELBOURNE VIC 3000

C/ [REDACTED]

Dear Auditor General

RE: VAGO PROPOSED REPORT FOR DTF REVIEW AND COMMENTS – MAJOR PROJECTS PERFORMANCE REPORTING 2025

Thank you for your letter dated 28 January 2026, inviting the Department of Treasury and Finance (DTF) to comment on the proposed report for the limited assurance review: Major Projects Performance Reporting 2025.

DTF notes the findings of the review and the recommendation for DTF's action. DTF accepts in principle the assigned recommendation and commits to progressing the evaluation of options to improve annual public reporting on major project performance. I have attached the action plan to this letter that provides further detail.

DTF welcomes VAGO's positive assessment of DTF's internal reporting processes, the improvements to State Budget Paper 4 guidance, and enhancements to DTF's Capital Investment Dashboard.

DTF will continue to engage with VAGO, entities delivering major projects, and the Government to further strengthen public reporting.

Yours sincerely

Chris Barrett
Secretary

11 / 2 / 2026

CC: [REDACTED]

Attachments encl.: Attachment 1 – DTF action plan to address recommendation



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Attachment 1: Department of Treasury and Finance action plan to address recommendations from Major Projects Performance Reporting 2025

No.	VAGO recommendation	Acceptance	Agreed management actions	Target completion date
1	<p>Ensure there is meaningful annual public reporting on all existing major projects with a TEI of over \$100 million which gives Parliament and the community a clear understanding of underlying reasons for significant changes to TEI, completion date, scope and benefits by either:</p> <ul style="list-style-type: none"> ▪ fully implementing recommendations about public reporting made in previous VAGO major projects performance reporting reviews, in particular recommendations 1 and 2 from Major Projects Performance Reporting 2024, or ▪ require departments and public sector entities to provide information in their annual reports about existing major projects with a TEI of over \$100 million: <ul style="list-style-type: none"> ○ the original approved TEI and completion date ○ the latest approved TEI and completion date ○ explanations for significant changes to TEI, completion date and scope, including the underlying reasons and whether changes occurred within the annual reporting year ○ estimated actual expenditure to the end of the annual reporting year. 	<p> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> In part <input checked="" type="checkbox"/> In principle </p>	<p>DTF is progressing action on recommendations 1 and 2 made in the 'Major Projects Performance Review 2024' to explore options to uplift current public reporting practices on major projects performance.</p> <p>DTF will explore appropriate reporting vehicles to communicate major project updates. DTF will undertake these activities in consultation with lead entities.</p> <p>DTF will continue to deliver its Budget Paper 4 reporting and public-facing dashboards and look for opportunities to further enhance their functionality and useability.</p> <p>DTF also notes several other public sources of major project performance reporting in Victoria, including information contained in PAEC questionnaires, and agencies' own reporting on project performance.</p>	<p>Preliminary options to be developed by June 2026, implementation of any changes by mid 2027 and through the State Budget 2027-28.</p>

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Department of Education

Secretary

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COR26178107

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

Dear Mr Greaves

Proposed Report: Major Projects Performance Reporting 2025

Thank you for your letter dated 28 January 2026 and for the opportunity to comment on the proposed report for *Major Projects Performance Reporting 2025*. The department is committed to consistently and transparently reporting on major projects.

The department has reviewed the proposed report and has no feedback.

Should you wish to discuss the department's response, please contact Shamiso Mtenje, Executive Director, Assurance, Knowledge and Executive Services on [REDACTED] or [REDACTED]

Yours sincerely

Tony Bates
Secretary
11/02/2026

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

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Victoria 8002 Australia

SEC-260100177

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

Dear Auditor-General

Proposed draft report – *Major Projects Performance Reporting 2025*

Thank you for your invitation to comment on the Victorian Auditor-General's Office's (VAGO) proposed draft report for the performance engagement, *Major Projects Performance Reporting 2025*, received 28 January 2026.

The Department of Energy, Environment and Climate Action (DEECA) recognises the benefit of consistent and transparent reporting on major project performance. DEECA welcomes VAGO's findings and is committed to improving the reporting of its major projects, consistent with the reporting requirements of the Department of Treasury and Finance and Department of Premier and Cabinet.

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

Yours sincerely

Carolyn Jackson
Acting Secretary

10/02/2026



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Secretary

Department of Families, Fairness and Housing

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VAGO Ref: 34706 26

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

Dear Andrew

Proposed Report: Major Projects Performance Reporting 2025

Thank you for your letter of 28 January 2026 in relation to the End of Conduct Brief for the Major Projects Performance Reporting 2025 engagement.

The Department of Families, Fairness and Housing (DFFH) supports the Victorian Auditor-General's Office (VAGO) objective of transparent, accurate and meaningful public information about the progress of major projects. We will continue to work collaboratively with the Department of Treasury and Finance in response to your recommendations.

We look forward to continuing to work with the VAGO team on this engagement, Jo Cushing Executive Director Performance and Governance, Homes Victoria will be DFFH's nominated contact.

Yours sincerely

Peta McCammon
Secretary

11 / 02 / 26

cc:
Jenny Koong, A/Chief Risk and Audit Officer, Executive Services
Andy Jin, Senior Project Officer, VAGO Liaison and Audit



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Secretary

Department of Health

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

Dear Mr Greaves

Proposed report: Major Projects Performance Reporting 2025

Thank you for your letter dated 28 January 2026 inviting the Department of Health to provide feedback on the proposed Major Projects Performance Reporting 2025 report.

The Department of Health supports the objective to deliver meaningful, reliable and comprehensive reports to Parliament and the public, and is committed to working with the Department of Treasury and Finance to improve public reporting.

I want to thank your staff for working collaboratively with our department. Should your office have any further queries, please contact Ben Skinner, Chief Audit & Risk Officer at the Department of Health at [REDACTED]

Yours sincerely

Jenny Atta PSM
Secretary
16/02/2026



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Department of Jobs, Skills, Industry and Regions

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Ref: CSEC-2-26-27979

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 2025

Thank you for your letter dated 28 January 2026 providing the proposed report for the Major Projects Performance Reporting 2025 review and inviting feedback from the Department of Jobs, Skills, Industry and Regions (the department).

The department has reviewed the proposed report, is comfortable with its content, and accepts VAGO's acquittal of the department's feedback.

I thank you for the professional manner demonstrated by VAGO throughout the course of the review.

If you require further information, your team can contact Karan Gill, Chief Audit Officer, on [REDACTED] or [REDACTED]

Yours sincerely

A handwritten signature in black ink, appearing to read 'Matt Carrick'.

Matt Carrick
Secretary

Date: 20/02/2026





Department of Transport and Planning

GPO Box 2392
Melbourne, Victoria 3001 Australia

Ref: BSEC-1-26-60

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 2025 - Proposed report

Thank you for your letter of 28 January 2026 inviting a response to the *Major Projects Performance Reporting 2025* 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).

I note that the Department, SRLA and VIDA currently meet the requirements for reporting on the performance of major projects which are determined by the Department of Treasury and Finance (DTF) at the direction of the government. 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: 18 February 2026



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Your ref: 34706 26

11/02/2026

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 2025

Thank you for the opportunity to review and provide comments on the proposed Major Projects Performance Reporting 2025.

Melbourne Water will continue to support the provision of project information at the level of detail and in the format outlined within DTF's reporting guidance. We remain committed to working closely with DTF to further enhance the quality, consistency, and transparency of project data supplied through the BP4 process.

We appreciate the ongoing collaboration and look forward to continuing to refine our reporting approach in partnership with DTF.

Yours sincerely,

Matt Daley
Acting Executive General Manager
Service & Asset Lifecycle

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