

Stage 2: Stakeholder Engagement Summary

2055 Port Development Strategy

Port of Melbourne



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Disclaimer

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1. Background

Our approach to engaging stakeholders in the development of the Draft 2055 Port Development Strategy.

April 2025

Port of Melbourne



Background

The 2055 Port Development Strategy (2055 PDS) is a legislative requirement under the *Port Management Act 1995* (the **Act**), which requires that port authorities prepare five-yearly strategies to guide their long-term development.

The Ministerial Guideline – Port Development Strategies (**Ministerial Guideline**) is made under the Act and sets out the method and process for preparing a Port Development Strategy, including stakeholder consultation requirements. The Ministerial Guideline sets out requirements and expectations for stakeholder consultation, including:

- Consulting port managers, port tenants, licensees and service providers at an early in the preparation of a Port Development Strategy (particularly on trade forecasts and potential development proposals).
- Consulting external people and organisations who may be affected or have a direct interest in a Port Development Strategy and providing them with an opportunity to contribute.
- Using consultation to identify key issues affecting the port community and potential port development.
- Liaise and consult with Ports Victoria throughout the creation of the Port Development Strategy, including at specified stages of the process.
- Consulting and consideration of the requirements for a planning scheme amendment.

Port of Melbourne’s (PoM) operations play a vital role in the economy and community. It is essential that we understand our stakeholders’ needs and interests and engage with them in a meaningful way.

Our Stakeholder Engagement Framework shows the way we can engage and sets clear expectations for our employees, contractors and stakeholders. It supports all stakeholder planning and applies to users of the Port, government and regulators, industry partners, our neighbours and the wider community.

The International Association for Public Participation (IAP2) Public Participation Spectrum underpins our Stakeholder Engagement Framework and engagement principles to ensure that stakeholder engagement is genuine, inclusive, timely, transparent, accountable, and demonstrates continuous improvement.

PoM are also committed to meeting the obligations of its regulatory framework to effectively consult with port users and our obligations under the Essential Services Commission Statement of Regulatory Approach, which provides guidance on how to demonstrate effective engagement, including identifying what we heard, how we closed the loop, and how port users informed our decision-making.

We are also committed to meeting the obligations of our regulatory framework to effectively consult with port users. Our Pricing Order Engagement Protocol (POEP) is based on the requirements in the Pricing Order. It enables us to explain our process in incorporating port users’ feedback into decision-making and our approach to consultation on pricing matters.

This report provides an overview of Stage 2 of the 2055 PDS engagement program, conducted between October 2024 and January 2025, and details the engagement objectives, methodology, activities, participation, and what we heard from our stakeholders. Stakeholder contributions to Stage 2 of our engagement program was used to develop the draft 2055 PDS.

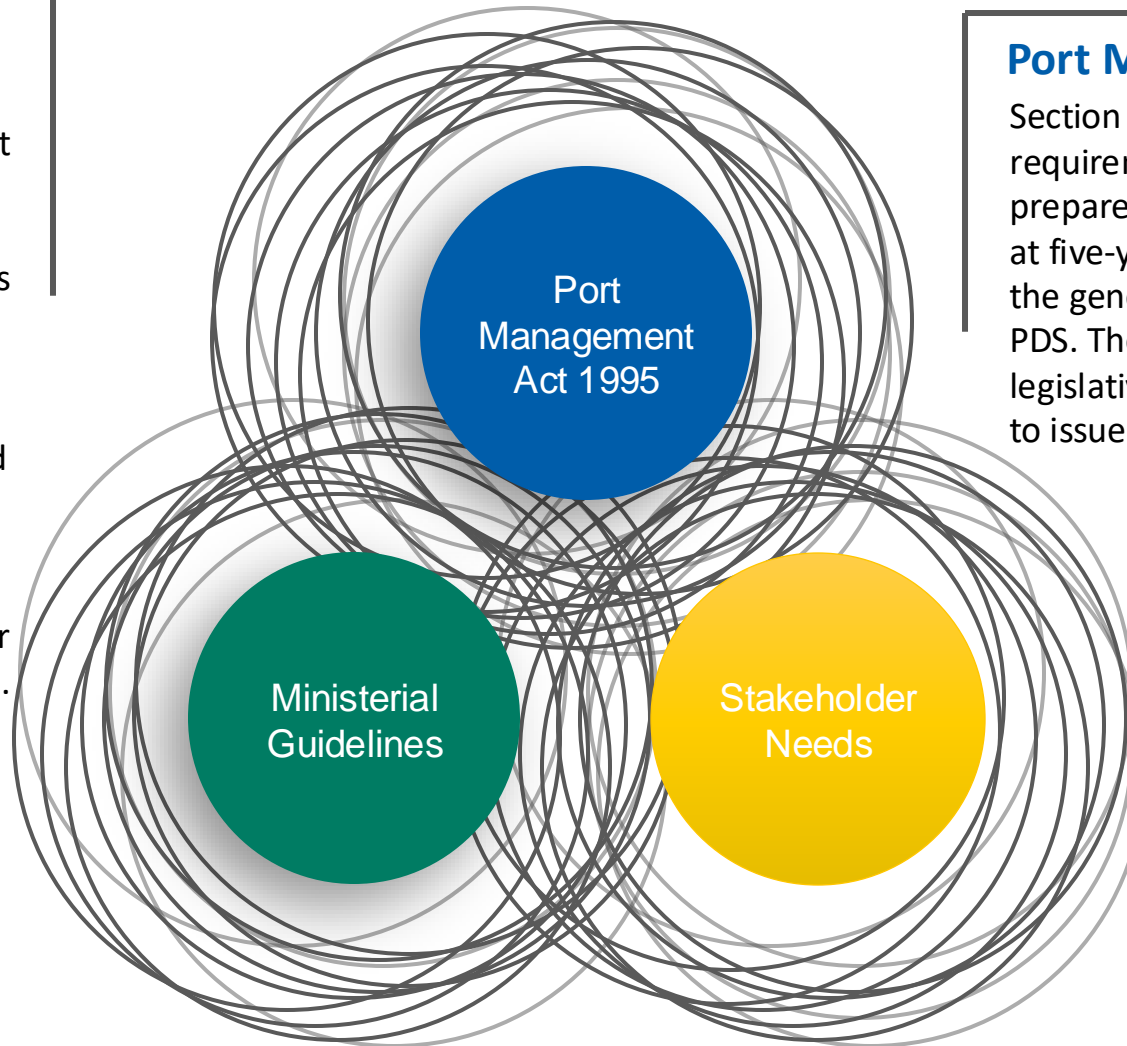
OUR PRINCIPLES	PRICING ORDER ENGAGEMENT PROTOCOL	STATEMENT OF REGULATORY APPROACH
Genuine Inclusive Timely Transparent Accountable Continuous improvement	Five consultation steps: 1. Identify needs 2. Plan approach 3. Implement 4. Port user feedback 5. Consideration and decisions making	Demonstrate that PoM has consulted effectively with port users and had regard to the comments provided by port users.

Port Development Strategy – our high-level vision for developing the capacity and efficiency of the Port over a 30-year planning horizon

Ministerial Guidelines

The Ministerial Guidelines are made under section 91M of the Act and set out requirements of developing a PDS, including the form, content, method and process of preparation, consultation and publication. Key content requirements include:

- Trade assumptions (import and export) and economic benefit.
- The Port's role in energy transition.
- Infrastructure requirements for port land, waters and channels.
- Integrated approach to Port transport planning.
- Environmental, sustainability and social considerations.
- Identifying the Port Environs.



Port Management Act 1995

Section 91K of the Act sets out the requirement for port authorities to prepare a port development strategy at five-yearly intervals and sets out the general scope requirements of a PDS. The Act also provides the legislative standing for the Minister to issue Ministerial Guidelines.

Stakeholder Needs

As private manager of the Port of Melbourne, PoM endeavours to understand the interests of our customers and is keen to work with industry, the State and surrounding communities to grow the port and deliver least cost infrastructure to ensure a sustainable and competitive supply chain.

Our Approach to the 2055 PDS Engagement Program

In developing the Draft 2055 PDS, PoM engaged with our tenants and port users, industry, government, local government and community stakeholders to ensure that those who do business, live near and interact with the Port had the opportunity to provide their views and help shape this strategy.

The overall level of engagement for Port of Melbourne's 2055 PDS engagement program is **CONSULT**, which means, *we will keep stakeholders informed, listen to, and acknowledge concerns and aspirations, and provide feedback on how input influenced the decision.*

However, in designing our engagement program we also recognised that differing levels of participation are appropriate and that their legitimacy is dependent on the goals, time frames, resources, and stakeholders' levels of concern about the decisions to be made.

In June and July 2024, PoM asked stakeholders how they wanted to be engaged, and on which topics (Stage 1). To understand stakeholders' engagement preferences, we surveyed 729 tenants and port users, and 800 local residents and 100 representatives from local businesses. We conducted two focus groups with community and local business, and seven pre-engagement interviews to find out more about our stakeholders' engagement preferences.

Our stakeholders had different perspectives on what was important to them and how they wanted to be engaged but overall, there was a preference for online engagement. This preliminary engagement informed design of Stage 2 of the PDS engagement program, enabling meaningful stakeholder participation.

Stage 2 of the 2055 PDS engagement program aimed to enhance our understanding of key emerging trends and issues impacting the current and future needs of the Port. Between October 2024 and January 2025, we sought stakeholders' input on:

- Trade assumptions (import and export) and economic benefit.
- The Port's role in the energy transition.
- Infrastructure requirements for Port land, waters and channels.
- Integrated approach to Port transport planning
- Environmental, sustainability and social considerations.

One hundred and sixty- three people participated in Stage 2 of the PDS engagement program from 67 tenant, port user, industry associations and peak bodies, government, local government and community stakeholders.

We disseminated a 'A Port Development Strategy to Guide Investment and Growth' paper to stakeholders, which prioritised seeking feedback on our trade forecasts and we received two responses from stakeholders.

We invited stakeholders for interviews based on our knowledge of their development plans and interest in the draft 2055 PDS. Stakeholders were also able to self-nominate for an interview.

Forty-nine 1:1 stakeholder interviews were conducted, with sixty-five per cent of these interviews with our tenants and port users.

To maximise opportunities for stakeholder participation, PoM relationship managers and subject matter experts facilitated interviews.

We also met with all local governments surrounding the Port and one regional Council, and conducted dedicated online workshops for community, industry associations and peak bodies, and government representatives.

Throughout the process, all stakeholders were invited to provide written input to a dedicated project inbox, with community stakeholders also able to contribute pre and post workshop input through an engagement platform 'recollective'.

In addition to this dedicated 2055 PDS engagement program, PoM also engages with stakeholders on everyday matters and has undertaken engagement programs for major port activities, including our Port Capacity Enhancement Program (PCEP) – Stage One engagement, which informed the major inputs into a draft Cost Benefit Analysis (CBA) and Stage Two engagement on the draft CBA. Any feedback provided through these engagement programs was also considered in the development of the draft 2055 PDS.

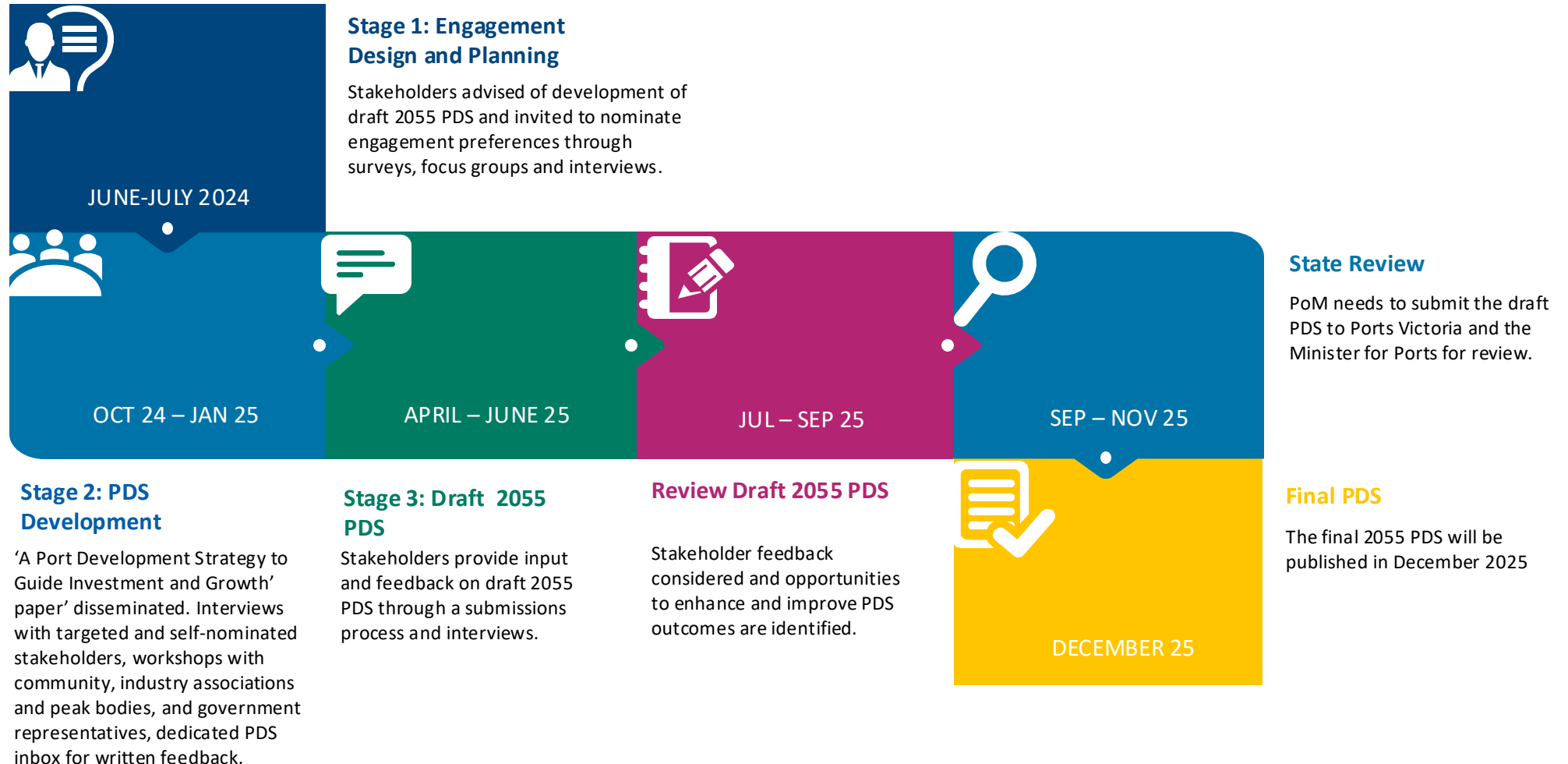
From April to June 2025, we will commence Stage 3 of 2055 PDS engagement program. We will seek input and feedback from stakeholders on the draft 2055 PDS to refine our understanding of emerging trends and issues impacting the current needs of the Port and enhance the 2055 PDS.

A series of stakeholder briefings, 1:1 stakeholder meetings and opportunities for stakeholder submissions will be provided to further understand stakeholder's perspectives.

A Stage 3 Engagement Outcomes Report will be released following the conclusion of the 2055 PDS engagement program.

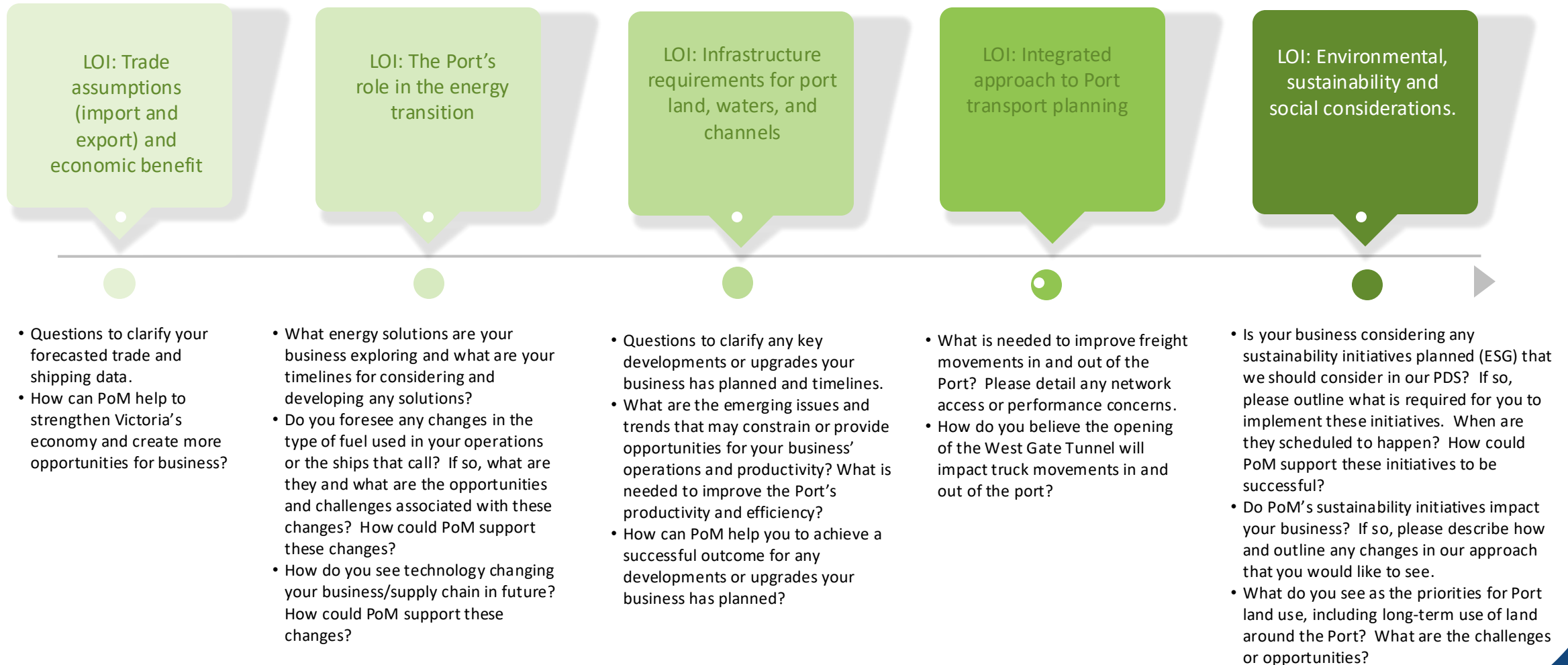
2055 PDS Engagement Program

Our 2055 PDS engagement program is underpinned by continuing efforts to improve our engagement processes and embed engagement practices across our business. Stakeholders' input provided during Stage 2 of the 2055 PDS engagement program was used to develop the Draft 2055 PDS.



Engagement Topics and Discussion

Five Lines of Inquiry (LOI) were developed for Stage 2 of the 2055 PDS engagement program that corresponded to key elements of the Ministerial Guideline. We developed questions and discussion topics for each Line of Inquiry and then targeted topics and discussion for each stakeholder cohort. It should be noted that some 1:1 interviews with tenants, port users and other stakeholders required dedicated stakeholder specific questions to be developed. Where these questions were of a commercial nature, they are not captured in this report .



Discussion Topics and Questions by Stakeholder Cohort

Tenants and Port Users

In addition to discussion topics in 1:1 stakeholder interviews, 'A Port Development Strategy to Guide Investment and Growth' paper was developed to prioritise seeking information from tenants and Port Users about the:

- The future demand that the Port will need to accommodate.
- The ship sizes that the Port will need to cater for.
- Any developments tenants or port users had planned that need to be considered in PoM infrastructure or asset planning.

We asked tenants and port users:

- Do you feel that PoM has correctly forecast the growth profile of the trade you deal in? What growth view do you have?
- Are you expecting the size of the ships that you use or that call at your terminal to change over the short, medium or long term? If so, please provide detail on what the change will be.
- Do you have any investments planned that require a change to any PoM assets or require upgraded or additional PoM infrastructure?
- Do you have any other factors driving change and investment (technology, automation, sustainability, regulation and land use planning)?

Industry Peak Bodies & Associations

- What are the infrastructure priorities or service provision requirements of your membership that the Port needs to address? Please tell us about any network access or performance concerns.
- How does the Port currently contribute to these priorities? How can Port of Melbourne improve its approach to further contribute to these priorities?
- Who do you see as the other stakeholders that have the most influence over these issues (process but government, industry, the supply chain, businesses, individuals etc)?
- How have PoM's sustainability initiatives impacted your membership? Please describe how and outline any changes in our approach that you would like to see.
- Is your membership considering any sustainability initiatives (Environment, Social or Governance) that we should consider in our PDS? If so, what are they and how could the PoM support these initiatives to be successful?
- What challenges or opportunities might there be when considering long – term changes to current infrastructure, transport and operating practices that may be needed to support these initiatives?

Government

- What are the infrastructure priorities or service provision requirements of your government department or authority that the Port needs to address?
- How does the PoM currently contribute to these priorities? How can Port of Melbourne improve its approach to further contribute to these priorities?
- Who do you see as the other stakeholders that have the most influence over these issues (industry, the supply chain, businesses, individuals)?
- What does your government department or authority believe is required to improve freight movements in and out of the port?
- What does your government department or authority see as the barriers to improving freight infrastructure?
- How have PoM's sustainability initiatives impacted your government department or authority? Please describe how and outline any changes in our approach that you would like to see.
- Is your government department or authority considering any sustainability initiatives (Environment, Social or Governance) that we should consider in our PDS? If so, what are they and how could the PoM support these initiatives to be successful?
- What challenges or opportunities might there be when considering long term changes to current infrastructure, transport and operating practices that may be needed to support these initiatives?

Community

- What are the economic priorities for your community?
- How do you think the Port contributes to these economic priorities, if at all?
- Do other stakeholders have influence over these issues?
- What do you see as the priorities and opportunities for long-term use of the Port managed public space of land around the Port?
- What is the acceptable balance between the need for operational port land and buffer zones, and the availability of public space for community use?
- Are the Port environment and sustainability issues being shared still relevant?
- What are the environmental and sustainability priorities for your community?
- Which other stakeholders do you think has the most influence over these issues?
- How could the Port improve its approach to further contribute to these priorities?
- What impacts of freight transport do you believe are acceptable or unavoidable as part of providing essential goods and services?
- What impacts of freight transport on the community do you believe could be improved?
- How could the Port improve its approach to help resolve these issues?
- How could the Port improve its approach to further contribute to these priorities?

2. Participation

Our stakeholders and how they participated

Port of Melbourne



Our Stakeholders

Key stakeholders



We undertook extensive stakeholder mapping to identify our stakeholders to be engaged in the development of the 2055 PDS. During Stage 2, we engaged:

- stevedores and tenants at Port of Melbourne
- shipping lines and cargo interests in Victoria, New South Wales and Tasmania
- freight rail and transport operators
- non containerised trade and manufacturing companies
- port and freight industry associations and peak bodies
- Victorian, Tasmanian and Australian government agencies and departments.
- local businesses, charity organisations, community organisations and advocacy groups
- local residents from communities surrounding the Port.
- local governments in the cities of Hobsons Bay, Maribyrnong, Melbourne, Port Phillip and Edward River.

Promoting Stakeholder Participation

We invited stakeholders to participate in the Stage 2 of the 2055 PDS engagement through:

- **Updates on the Port of Melbourne website** about the 2055 PDS engagement program and opportunities to participate.
- **Direct emails** to our stakeholder database of 327 individual stakeholders from 198 stakeholder organisations, providing information about the 2055 PDS engagement program and opportunities to participate.
- **Direct emails to targeted stakeholders invited to participate in 1:1 meetings** with PoM relationship managers and subject matter experts.
- **Industry updates** through our quarterly industry updates providing information about the 2055 PDS engagement program and opportunities to participate in Stage 2, circulated to 1042 stakeholders.
- **Advertisements in local newspapers** to invite community participation in dedicated online community workshops, with a readership of 600,000 people.
- **Social media posts through LinkedIn and Facebook** to invite community and industry to participate in dedicated online workshops.

More information about our promotional activities can be found in Appendix 1.

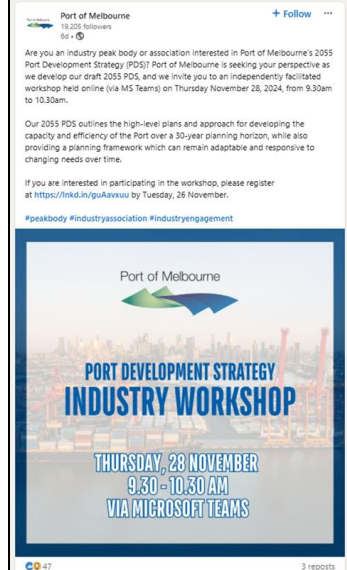


Port of Melbourne is seeking community input into the development of our 2055 Port Development Strategy

As part of Port of Melbourne's 2055 Port Development Strategy we are seeking input from the community to ensure our roadmap for growth and development adapts to their evolving needs and to broader changes in our operating circumstances.

We will be holding an online community workshop on **Monday 25 Nov 6pm - 8pm.**

If you would like to register, please visit <https://forms.office.com/r/gXZZPVJXA> or scan the QR code for more information.



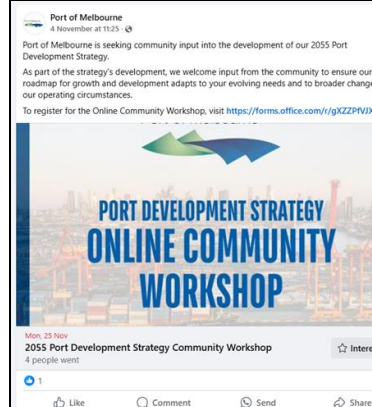

Port of Melbourne
19,235 followers
66 · 0

Are you an industry peak body or association interested in Port of Melbourne's 2055 Port Development Strategy (PDS)? Port of Melbourne is seeking your perspective as we develop our draft 2055 PDS, and we invite you to an independently facilitated workshop held online (via MS Teams) on Thursday November 28, 2024, from 9:30am to 10:30am.

Our 2055 PDS outlines the high-level plans and approach for developing the capacity and efficiency of the Port over a 30-year planning horizon, while also providing a planning framework which can remain adaptable and responsive to changing needs over time.

If you are interested in participating in the workshop, please register at <https://lnkd.in/g/Aavxuu> by Tuesday, 26 November.

#peakbody #industryassociation #industryengagement




Port of Melbourne
4 November at 11:25 · 0

Port of Melbourne is seeking community input into the development of our 2055 Port Development Strategy.

As part of the strategy's development, we welcome input from the community to ensure our roadmap for growth and development adapts to your evolving needs and to broader changes in our operating circumstances.

To register for the Online Community Workshop, visit <https://forms.office.com/r/gXZZPVJXA>.



Mon, 25 Nov
2055 Port Development Strategy Community Workshop
4 people went

1

Like Comment Send Share

How Stakeholders Participated

Engagement reach

to port tenants and port users, Local and State Government, community, shipping lines, industry



378 organisations directly invited



3 industry updates to 1,042 stakeholders inviting them to participate



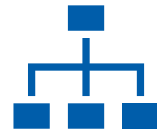
19,200 community reached by social media



600,000 community members reached by 4 local newspaper adverts

Stage 1 Engagement

on engagement preferences and topics of interest



900 residents and businesses consulted



2 focus groups with Hobsons Bay and Maribyrnong residents and businesses



7 deep one-on-one interviews



729 people from 378 tenant, port user and other stakeholder organisations invited to provide engagement preferences.

Stage 2 Engagement

on the 2055 PDS development



163 people participated from 67 stakeholder organisations



49 meetings with different stakeholders



3 online stakeholder workshops with 48 participants



25 tenants and port users directly consulted in 32 sessions



5 local councils participated with 20 council employees



16 Industry Associations/Peak bodies and 10 government departments participated

Stakeholder feedback and reporting



4 stakeholder feedback submissions



7 community and local business submissions

How We Helped Stakeholders Participate: Information and Tools

Information we provided

To help our stakeholders meaningfully contribute to discussions and provide input, we provided the following information:

- **‘A Port Development Strategy to guide investment and growth’ paper:** In September 2024, we invited 327 stakeholders via direct email with our ‘A Port Development Strategy to guide investment and growth paper’, which outlined our trade forecasts and sought comment on trade forecasts, future ship sizes, tenant and port user developments, and other factors driving change and investment.
- **Discussion guides and agendas:** Stakeholders who participated in 1:1 meetings via invitation or request were provided with discussion guides and/or agenda’s ahead of meetings. We asked our stakeholders what was important to them and developed discussion guides and agendas accordingly.
- **Workshop pre-reading:** Ahead of workshops with community, industry peak bodies and associations, and government, participants were provided with pre-reading that provided an overview of Port of Melbourne operations, the Port’s regulatory obligations, the engagement program and next steps (see Appendix 2).
- **Dedicated email address:** Stakeholders and workshop participants were provided with a dedicated PDS email address to provide input feedback. Workshop participants were also provided with a dedicated email address for independent external facilitators to provide input or feedback.
- **Public open space maps:** Ahead of workshop with community, we provided participants with public open space maps that showed the publicly accessible spaces.
- **Workshop presentations:** ‘2055 Port Development Strategy’ provided to stakeholder participants following community, industry association and government workshops.

Online tool (Recollective) for Additional Feedback from Community

Recollective is a qualitative research platform utilised to engage with communities. The platform was established for community participants to access after the workshop to provide further feedback on the pre-reading and topics discussed during the workshop.

This additional tool was provided for community in recognition that community members may require further time to absorb content and to seek input from membership of community groups that they represent.

Access to the platform was provided to all participants who registered by email for the community workshop. Participants were provided with an individual login and could post their inputs against the specific topics and supporting documents. The platform was open to participants from 28 November to 10 December 2024.

We engaged SEC Newgate, an independent consulting company to manage the platform and communication with participants.

The activities on the platform were:

- **Post-workshop additional comments:** Following the community workshop the presentation was posted on Recollective to give participants additional time to provide feedback on the topics and questions raised, and to discuss issues with other participants.
- **Discussions:** After the community workshop a ‘discussion’ tab was opened on Recollective, allowing participants to create new topics and leave comments.
- **Private messages.** Participants could send private messages to PoM team and to SEC Newgate.

Twenty participants attended the community workshop, with 19 participants provided a login to Recollective. Nine participants accessed the platform, with five participants providing responses.

How We Helped Stakeholders Participate: People

Subject Matter Experts

We employed a best practice approach to Stage 2 of the 2055 PDS engagement program, ensuring that the right people were in the room to hear stakeholders' feedback. Several PoM employees participated as subject matter experts in 1:1 stakeholder interviews, and presented in community, industry peak body and associations, and government workshops. These included:

- Head of Planning
- Executive General Manager, Operations
- Executive General Manager, Commercial
- Head of Land Use Planning and Compliance
- Senior Manager Sustainability
- Executive General Manager, Corporate Relations
- Land Use and Heritage Policy Advisor
- Head of Intermodal
- Manager Planning Strategy
- Business Development Manager (Marine and Freight Network)
- Business Development Manager (NSW)
- Stakeholder and Community Lead
- Stakeholder Engagement Lead (Regulatory)

Relationship managers

Our business has regular touch points with our stakeholders through our operational and commercial activities. To manage stakeholder fatigue, we employed a coordinated approach to the 2055 PDS engagement program. This meant that stakeholder input from our tenants and port users was facilitated by the people at Port of Melbourne that they have an ongoing relationship with, and where possible undertaken as part of established meeting cadences. This was important to reduce the impact of the engagement activities on our stakeholders, and to ensure that our stakeholders could provide meaningful input in a trusted environment.

Independent engagement advice and facilitation

We engaged independent external expertise from SEC Newgate to provide engagement support. This included developing and facilitating community, industry peak body and associations and government workshops, and managing the online Recollective platform for community stakeholders. Engagement of independent workshop facilitators was important to ensure all stakeholders had an opportunity to contribute through a structured process.

3. What We Heard

What our stakeholders told us to date

Port of Melbourne



What we've heard to date

Participants in Stage 2 of the 2055 PDS engagement told us they appreciated the opportunity to be involved and expressed interest in further engagement in the strategy's development.

During Stage 2, we received wide-ranging feedback on stakeholders' priorities for the long-term planning for the port. Key themes that emerged included:

- Recognition of the economic contribution of the Port in keeping Victoria a great place to live, work and do business
- Wanting the Port to be operated efficiently and making the most of its existing land
- Wanting Port capacity to keep up with forecast trade growth
- Recognition of the importance of rail and other innovations to reduce freight-related traffic impacts like air pollution and road congestion
- Belief that a coordinated approach among PoM, Victorian Government agencies and industry is required to develop responses to shared problems like road congestion
- Support for the investigation of strategies to facilitate decarbonisation of the supply chain as new technologies emerge
- Concern about rising sea levels and considerations in future planning
- Wanting PoM to share more information about plans with stakeholders

The following outlines the high-level feedback themes that we received via each stakeholder cohort for each of our Lines of Inquiry.

It should also be noted that individual tenants and port users have specific commercial and operational plans that are relevant to port planning, which have not been detailed in the following themes.

What we heard on trade assumptions and economic benefit



Tenants, port users and other stakeholder organisations were invited to provide feedback on our trade assumptions and economic outlooks, as well as the Port's economic benefit. We heard about:

Tenants and Port Users

- Tasmanian trade growth due to population, tourism and log trade increases
- Forecasted container volume predicted increases
- Forecasted flat trade growth in automotives and composition changes due to electric vehicles and Chinese manufacturing
- Berth length, yard capacity and container capacity impacts on future growth
- Predicted increase in import shipments due to market demand
- Demand for steel being at a record high

Industry Peak Bodies & Associations

- Predicted increase in future demand for break bulk ships and imports
- The importance of the Port's contribution to Victorian and national economy

State Government

- The importance of the Port's contribution to the Victorian and National economy

Community

- The cost of operating in Australia and impact on competing internationally and long-term growth.
- The Port's importance of the Port's contribution to Victorian and national economy
- Port sponsorship of local community organisations and activities.

What we heard on the Port's role in the energy transition and technology

Stakeholders expressed interest in continuing to investigate how the Port can play a role in the energy transition and technological innovation. We heard about:



Tenants and Port Users

- Opportunities for tenant fleet electrification, power availability on port and a precinct wide response
- Challenges in building skills to support technology adoption, electrification and renewable energy transition
- Opportunities for investment in biofuels, shore power, and bunkering
- Challenges associated with the costs of sustainability and customers wanting the right rates first.

Industry Peak Bodies & Associations

- The impact of government decarbonisation policies on the port remaining competitive
- Low carbon fuels, decarbonisation, and bunkering services (methanol or ammonia) opportunities
- The potential cost of equipping businesses with electric vehicles and downtime in charging assets
- The shift to autonomous vehicles and potential impacts on port operating times
- Implementation and use of future technologies including AI in ship ingress/egress and drone usage

Local Government

- The impact of autonomous vehicles on carbon emissions
- Opportunities for shore power implementation at the Port
- Shipping emissions at the Port
- Opportunities for more green fuel alternatives

State Government

- Opportunities for PoM to support increased port automation and efficient container movement
- Opportunities for PoM to consider vehicle electrification and charging stations
- Electric truck impacts on road capacity (Fishermans Bend, Bolte Bridge and Lorimar Street).
- Opportunities for renewable hydrogen and sustainable fuels and for PoM to advocate for renewable fuels in shipping and onshore operations

Community

- Opportunities for PoM to incentivise and or encourage low carbon fuel use, plan for sustainable fuel ecosystems, shore power, and manage shipping emissions
- The pace of replacement of Internal Combustion Engine vehicles with electric vehicles
- Truck impacts on public health (air) and noise and visual pollution and opportunities for a clean truck program
- PoM scope 3 emissions reduction plans

What we heard on infrastructure requirements – land, water, channels

The future container capacity of the port was an important discussion across all stakeholders and a strong focus of tenants, industry, peaks and supply chain stakeholders. We heard about:



Tenants and Port Users

- Container capacity challenges (impacting scheduling efficiency, berthing delays & CII ratings) and South Wharf capacity issues
- Opportunities to consider precinct wide electrical infrastructure capability to support the transition to electric fleet or shore power
- Interest in if shore power will be provided in base infrastructure
- Interest in how dry bulk product off wharf will be considered in the 2055 PDS
- The impact of increased demand on empty container parks
- Delayed berth and bollard upgrades and repairs issues
- Opportunities to reduce berth waiting hours to maximise steaming time available
- Interest in PoM works plans and timelines
- Cheaper locations to provide services
- Challenges of the cost of development

Industry Peak Bodies & Associations

- The need for continued capacity, investment and port growth, and clarification on the medium- and long-term growth rate
- South Wharf capacity and congestion, berthing limitations, yard capacity, and landside storage challenges
- Enabling larger vessels to visit the Port through berthing facility improvements and dredging
- Challenges of limited warehousing and logistics spaces
- The importance of considering technologies like artificial intelligence and drone use

Local Government

- Interest in the facilities to be available for tugs and local ferries (BAE site)
- The proximity of liquid bulk to residential dwellings
- Interest in a potential 2nd berth at Gellibrand and pipeline to Y-cage
- Interest in Vessel Tracking Counts
- Protection of industrial land.

State Government

- The future use of 14,000 TEU ships (twenty-foot equivalent), their depth, and navigation restrictions.
- Interest in the Market site development
- Opportunities for truck parking or marshalling facilities and for truck charging stations to be established in the Port
- The need to align PoM's future development with state government plans
- Investing in technology to measure port efficiency

Community

- The proximity of liquid bulk to residential dwellings.
- Interest in the future use of the Anne Street Pier and associated land.
- Interest in a potential 2nd berth at Gellibrand and pipeline to Y-cage
- Opportunities for truck charging stations in the Port

What we heard on an integrated approach to port transport planning



Landside transport connections was a critical issue for all stakeholder cohorts. We heard about:

Tenants and Port Users

- Interest in plans for terminal reconfiguration and potential traffic flows on port roads/interfaces
- The challenges associated with the impact of urban encroachment on Lorimer Street access
- Interest in what PoM can do to bring rail access to fruition
- Rail challenges about volumes required and investment certainty
- Interest in more information about port shuttle operations
- Opportunities for rail capacity enhancement project to meet the growing and forecasted growth in the supply chain

Industry Peak Bodies & Associations

- Interest in the impact of container movements on road network in and out of Webb Dock following the opening of Webb Dock North in 2037
- The need for transparency on the logistics once Webb Dock North is operational
- Interest in more information about Port Shuttle operations
- Interest in a Rail Access Strategy to enable future planning and investment
- The challenges associated with increased urban encroachment and potential for heavy vehicle restrictions near freight networks (Lorimer St) and nighttime road weight concerns from heavy freight items
- Interest in how PoM will increase efficiency of transport logistics in and out of the Port
- The perennial rail challenges in southeastern suburbs and the importance of the Webb Dock rail project and precinct connections such as Bolte Bridge
- The challenges of the reluctance to move to 24/7 operations
- Recognition that a coordinated approach among stakeholders is required to develop responses to shared problems like road congestion

Local Government

- Interest in timing of Webb Dock Freight Link and if it is consistent with Fishermans Bend Taskforce.
- Interest in what the Port can do to reduce truck movements on surrounding port land in light of opening of the West Gate Tunnel.
- Challenges of potential truck damage to public infrastructure at Fishermans Bend.
- Interest in more information about the potential impacts of Webb Dock Freight Link on park land, Life Saving Victoria carpark and Todd Road.
- Request to understand potential rail volumes and cost and emissions impacts
- Potential challenges of the Docklands residential development and associated diverted traffic to Webb Dock Freight Link.
- Road/rail transportation and the future sustainability of regional Local Government Areas.
- The need for a coordinated approach among stakeholders is required to develop responses to shared problems like road congestion

State Government

- Interest in further information on the growth and connectivity of Webb Dock, including impact of container movements on the road network following the opening of Webb Dock North in 2037
- The need for transport modelling to consider efficiency (cost of living and emissions)
- Interest in understanding the impact of port growth on Fishermans Bend development
- Interest in understanding how the freight link will reduce Lorimer Street trucks
- The need to understand future port entry and exit points and congestion impacts
- Improving far west section of Appleton rail
- The need for coordination between PoM and planning authorities

Community

- The impacts of trucks on local roads and communities and questions about growth.
- Interest in more information about what PoM believes the impact of the West Gate Tunnel will be on traffic and trucks in local communities
- The need for increased rail mode share to reduce impacts of trucks on local communities
- Interest in how containers will be moved in and out of Webb Dock post 2037
- Request to understand actions to improve freight movement efficiency
- Interest in the impact of 24-hour port operations on local communities

What we heard on environment and sustainability issues



Stakeholders wanted to see PoM continue to consider environmental and sustainability issues and public open space use. We heard about:

Tenants and Port Users

- Interest in if PoM will invest in biofuels, shore power, and bunkering
- Interest if shore power will be provided in base infrastructure
- Concern about the cost of sustainability (customers want right rates first)

Industry Peak Bodies & Associations

- The need for planning for rising sea levels
- Interest in low carbon fuels and decarbonisation, the impact of government policies and how the port will remain competitive
- Interest in PoM's plans for biofuel and decision-making processes about decarbonisation and bunkering services
- Challenges regarding the cost of equipping businesses with electric vehicles and downtime in charging assets
- Challenges regarding the shift to autonomous vehicles and impacts on port operating times

Local Government

- The impacts of trucks and projected truck increases on roads around the port and local communities.
- Interest in understanding what PoM believes the impact of the West Gate Tunnel will be on Port roads
- Interest in the impact of autonomous vehicles on carbon emissions
- Interest in further information about shore power implementation
- Shipping emissions at Port
- Interest in more information about green fuel alternatives
- The proximity of liquid bulk to residential dwellings
- Protection of industrial land
- The need to plan for rising sea levels
- Interest in collaborating to upgrade, increase and ensure maintenance of public open spaces managed by PoM
- The need to align PoM's future development plans with the broader State Government planning, for example "Big ideas to transform Victoria"

State Government

- The need to consider vehicle electrification, charging stations, and electric truck impacts on road capacity (Fishermans Bend, Bolte Bridge and Lorimer Street)
- Interest in PoM's plans for renewable hydrogen and sustainable fuels
- The need for PoM to advocate for renewable fuels in shipping and onshore operations
- Interest in how PoM's future development plans align with the state government plans.

Community

- The impacts of trucks on air, noise and visual pollution
- Interest in clean truck program
- Opportunities low carbon fuel use incentives, green methanol and shore power
- Interest in PoM scope 3 emissions reduction plans
- Interest in the buffer zone enforcement
- The need for more biodiverse corridor protection
- The need for planning for rising sea levels
- Challenges relating to fast ferries and surge issues in Hobsons Bay
- The need for heritage signage on Port land
- Interest in the Webb Dock Freight Link and impacts to sites such as fishing platform, Sandridge Lookout, and Maritime Cove Playground
- Interest in 'peppercorn' leases for community use
- The need to clean up Stoney Creek Backwash
- Interest in establishing an artificial reef within in the bay

Other issues that we heard



Stakeholders wanted to know more about the direction of the 2055 PDS, the stakeholders being engaged and the issues raised. We heard about:

Tenants and Port Users

Industry Peak Bodies & Associations

- The need for joint advocacy for activities and investments
- The need for improved communications on portside works and upgrade projects to assist industry groups and port users' planning

Local Government

- The need for better communication with stakeholders of PoM's current thinking and plans.

State Government

- The need for better communication with stakeholders of PoM's current thinking and plans.

Community

- The need for PoM to improve information sharing with community, including general port information and specific project updates
- Interest in if PoM has a community contribution fund
- Interest in how PoM can further support maritime skills training
- Interest in PoM having an increased relationship with the recreational boating community
- Interest in more information on the future use of Anne Street Pier and associated land
- Interest in facility enhancement plans around the bike punt.
- Request for additional fishing piers for community use

4. CONSIDERATION OF FEEDBACK

How we considered stakeholders' feedback

Port of Melbourne



How we considered stakeholders' feedback



There are many different views on how this important asset is developed – how we meet future demand, how we manage open space, or how we connect with the community – and we endeavour to balance those views responsibly and sustainably to develop Australia's busiest container port.

We listened to stakeholders' feedback and have provided a high-level summary of some of the critical issues and our response, in terms of planning and investigations and/or inclusion in the Draft 2055 PDS.

We are pleased to have been able to reflect individual port user feedback through inclusion of potential development options and to continue to collaborate with the Victorian Government and other stakeholders about transport planning and other needs to meet growing trade demands.

Some stakeholder feedback cannot be addressed in the Draft 2055 PDS, either the timeframe for the activity was outside of 2055 planning, or there are some things that we heard that fall outside of PoM responsibility.

Following the release of our Draft 2055 PDS in April 2025, we will conduct further stakeholder engagement to:

- Refine understanding of the emerging trends and issues impacting the current and future needs of the Port.
- Understand stakeholder perspectives on the draft PDS.
- Identify future opportunities to enhance and improve PDS outcomes.

Further information can be found about our 2055 PDS engagement program can

be found at [2050 Port Development Strategy | Port of Melbourne](#) or by contacting PDS@portofmelbourne.com

Considering energy transition and technology feedback



Overall, what we heard	Who raised this?	How we have considered this feedback
Strategies to facilitate decarbonisation of the supply chain as new technologies emerge	A range of stakeholders	<p>PoM supports the long-term energy transition. Our role is to understand the needs of port users and the port freight supply chain to transition to new technologies and identify the Port infrastructure needs that may be required to support this transition.</p> <p>PoM will continue to support tenants who want to become involved in energy transition related trade activities for which the Port has appropriate facilities and space. Support is provided on a case-by-case basis and depends on the ability of the facilities and land leased by the tenant.</p>
Information on Scope 3 emissions reduction plans.	Community	<p>Our Scope 3 emissions plans are detailed in our 2024 Sustainability Report, https://www.portofmelbourne.com/port-of-melbourne-releases-2024-sustainability-report/ and we will communicate our ongoing progress through our Industry Updates and Community newsletters.</p>

Considering infrastructure requirements – land, water, channels feedback



Overall, what we heard	Who raised this?	How we have considered this feedback
New development options to provide additional capacity to meet freight growth demands	Port users and tenants	Our Port Capacity Enhancement Project (PCEP) remains the preferred development pathway for the next tranche of container capacity, with capacity targeted to come online in 2036. A new development option was identified through stakeholder engagement, being a river berth to the south of the Swanson Dock West Container Terminal and expansion of the Swanson Dock swing basin, which has the potential to improve navigability, increase container capacity and provide greater functionality to support larger vessels within the entire Swanson Dock precinct. We will continue to engage with stakeholders, including stevedores, to understand potential options that may complement PCEP.
The incorporation of artificial intelligence in planning to ensure efficient logistics planning for ships coming in and for Port maintenance activities e.g. use of drones.	Industry	Stowage planning is a shipping line responsibility and plans are provided to stevedores for enactment, with PoM not involved in the process. We monitor technology to support maintenance operations and adapt as appropriate .
New opportunities for shore power	Tenants, a range of stakeholders	PoM supports shore power use (ship to shore power) across existing port berths on a case-by-case basis, subject to tenant demand and infrastructure capability. Currently, Strait Link has a shore power system installed at its Tasmanian Terminal in Webb Dock for RoRo vessel use.
Truck charging stations at the Port	Industry, community stakeholders	PoM continues to monitor, and support pilot projects as appropriate, for the use of electric and alternative fuel trucks and other freight and logistics vehicles servicing the Port. With increased numbers of electric vehicles imported through the Automotive Terminal it is important that port facilities meet trade requirements. As such, PoM is engaging with key tenants and other stakeholders on the requirement for and potential provision of on-dock electric vehicle charging at the Automotive Terminal.
Adequate future warehouse and logistics spaces.	Port users and tenants	Safeguarding and protecting areas for freight needs, such as logistics and warehousing, is an important aspect of planning for freight growth and ensuring freight is handled efficiently. PoM remains committed to working collaboratively with the Victorian and surrounding local governments to improve the safeguarding and protection of the Port and its operations (including logistics and warehousing) within the Victorian Planning System. Separately, PoM has signed a lease for the former Melbourne Wholesale Market Site with the Victorian Government and is expected to get access to the site in 2026. Uses that will be considered as part of this redevelopment include, but are not limited to, rail freight and intermodal activities, freight logistics and storage, and empty container storage.



Considering infrastructure requirements – land, water, channels feedback

Overall, what we heard	Who raised this?	How we have considered this feedback
Port of Melbourne could differentiate itself by accommodating larger vessels in the future	Port users and tenants	<p>There has been an increase in ship size of visiting container vessels since the 2050 PDS. Historical data shows that vessels have been getting longer, wider and deeper to transport more cargo in each trip. Refer to the PDS for forecast vessel growth for container and non-container vessels.</p> <p>PoM has identified a range of current and potential future container design vessels for Swanson Dock and Webb Dock. Between now and 2055, we will work with Ports Victoria to continually refine these future container design vessels through iterative increases in vessel size.</p> <p>Equipment and operational improvements have been/are currently being undertaken at Swanson Dock/Webb Dock to enable container vessels of up to around 11,000 TEU to be handled. In the medium to longer term, further analysis and assessments will be undertaken to enable visits from container vessels of up to around 14,000 TEU capacity at Webb Dock.</p> <p>PoM will work with Ports Victoria and the Harbour Master to seek the future approval to allow larger ships to visit Melbourne in the medium to longer term, as industry requires.</p>
Ensuring safety regarding the proximity of liquid bulk facilities to residential housing	Community, local government	<p>We will continue to advocate strongly for network and port buffers regarding any plans for the future growth of liquid bulk trade.</p>
Truck marshalling facilities at the new Market Site	Port users	<p>Redevelopment of the former Melbourne Market Site to support near port freight and logistics functions may include rail freight and intermodal activities, freight logistics, storage or empty container storage and truck parking and refuelling facilities.</p>



Considering an integrated approach to port transport planning feedback

Overall, what we heard	Who raised this?	How we have considered this feedback
Coordinated planning for the Port - Government agencies and industry to develop responses to shared access problems	Government and industry stakeholders	We are working with government and industry on shared problems and recently provided input to the Victorian Government's Freight Plan refresh.
Consideration of Port Rail Shuttle operations	Most stakeholders	The Port Rail Shuttle Network (PRSN) is the Victorian Government's proposed freight rail network to connect the Port with intermodal terminals in the outer west, north and potentially the south-east of metropolitan Melbourne. The trains that run on the PRSN are expected to have a length of up to 600m, carrying up to 84 TEU.
Growing rail mode share	Most stakeholders	Our plan for rail is outlined in the Draft 2055 PDS and has been developed following rail modelling with key stakeholders. PoM will continue to investigate opportunities to increase rail mode share together with our stakeholders. To increase the Port's rail mode share over the medium and long-term, strong industry uptake of the metropolitan Melbourne Port Rail Shuttle services will be required.
Ensuring sufficient road capacity and port access	Port users and tenants, State government and local government	<p>Providing that road network improvements are delivered (particularly the Webb Dock precinct intersection upgrades), road network to access Swanson and Webb Dock will be sufficient through to 2055.</p> <p>As a strong advocate of the Principal Freight Network and protecting Lorimer Street as a key freight route, we will continue to work with government regarding predicted local traffic increases, particularly from the Fishermans Bend development.</p>

Considering environment and sustainability issues feedback



Overall, what we heard	Who raised this?	How we have considered this feedback
Cleaning up the litter in the Stoney Creek backwash	Community	The Stoney Creek backwash is not within the Port lease area, but we can provide contacts for the appropriate entity upon request. .
Consider establishing an artificial reef within the bay	Community	Currently we are focussed on the construction of a new shellfish reef pilot project scheduled for FY25, in collaboration with The Nature Conservancy.
Consider the increase in fast ferries and plans to reduce the effects of these on Williamstown	Community	Neither PoM or our tenants operate the fast ferries, but we can provide contacts for the appropriate entity upon request.
Consider rising sea levels in planning	Range of stakeholders	We consider sea level rise impacts in our maintenance planning and designs for new or upgraded assets and rely on the Victorian Government's guidance regarding sea level rise planning for Port Phillip out to 2100.
Addressing the impacts of trucks on inner west streets	Community and local government	<p>Our city is growing and overall traffic is increasing as a result. While our traffic modelling shows that port traffic is not a large portion of traffic growth, and that general traffic on the near port road network is forecast to grow at a greater rate than port traffic and will continue to comprise most of the network traffic, we acknowledge community concerns.</p> <p>We support West Gate Tunnel initiatives to reduce the number of trucks on local roads through truck bands and will continue to advocate for increased HPFV use off peak freight movement, and advocate for upgrades to the Bolte and Westgate Bridges to reduce the number of trucks on local roads.</p>
Consider peppercorn leases for port land that could be used by community groups	Community	We are unable to provide peppercorn leases to community groups as this would be inconsistent with the public access requirements in our Port lease. As the manager of the Port, we must ensure that Port public spaces are open to everyone.
Opportunities to increase and further maintain public open spaces managed by PoM (in collaboration with local government)	Community and local government	The Port boundary is defined by the planning scheme. We have a maintenance team in place for Port public open spaces. Please email any specific maintenance requests to community.relations@portofmelbourne.com .
Tell the important story of the heritage of the Port	Community	We are examining a project to update and digitalize our heritage signage to educate community about port heritage.
Providing more regular information about our plans	Local communities	We want our local communities to understand more about our plans and have recommenced our community newsletter in 2025.

Considering other feedback



Overall, what we heard	Who raised this?	How we have considered this feedback
The benefits of having a community investment fund.	Community	<p>PoM is committed to actively partnering with not-for-profit organisations in the communities in which we operate to help address social issues and causes that align with our key focus areas of 'community', 'planet', and 'education'. We sponsor not for profit organisations that deliver significant benefits for our local communities and have a workplace volunteering program with our most significant community partner, Foodbank.</p> <p>More information about our Community Investment program and funding opportunities can be found out https://www.portofmelbourne.com/community-education/community-partnerships/</p>
Improved repair facilities for smaller craft as detailed in the Williamstown Precinct plan	Community	This site is not within the Port lease area, but we can provide contacts for the appropriate entity upon request. .
Planning for the use of Anne Street Pier and associated land	Community	There is no further public access planned to the Anne Street Pier at this time, though we will continue to consider the long-term use of the Pier.
A need to provide community with more regular information about our plans	Community	We will update community on activities in and around the port via community newsletters, which we recommenced in early 2025.

5. Participant Feedback

How participants found our engagement to date

Port of Melbourne



Participant Process Evaluation and Feedback

We will conduct a full evaluation of our 2055 PDS engagement program after Stage 3 has been completed. In the meantime, we have undertaken a process evaluation with stakeholders who participated in our workshops.

Following the community, industry peak body and association, and government workshops, participants were asked to provide feedback on how they felt the workshop went which was captured using a Microsoft Form survey.

The survey questions remained the same for all workshops and are included below.

After each online workshop participants were asked to share their feedback anonymously on how they felt the workshop went in a short survey.

The questions asked include:

1. Did you feel you had the opportunity to have your say and provide your thoughts?

- I did not have the opportunity to have my say and provide my thoughts
- I occasionally had the opportunity to have my say but would have liked more of an opportunity
- I had the opportunity to have my say and provide my thoughts
- I had the opportunity, but I was more interested in listening to what others had to say

2. Reflecting on the information provided to you in the session, was it clear? Did it make sense to you?

- Very unclear
- Unclear
- Adequate
- Clear
- Very clear

3. Was it clear from the session what PoM needed from participants for this stage of the draft strategy development process i.e. listening to your issues, not answering specific questions?

Port of Melbourne

- Yes
 - Somewhat
 - No
4. How would you rate the facilitator of the session?
- Very poor
 - Poor
 - Adequate
 - Good
 - Very good

5. Overall, on a scale of 1-10 how would you rate this workshop session? (1 being unsatisfactory and 10 excellent)

6. Any other comments?

Do you have any advice on how this type of engagement could be done different or better in the future?

We appreciate any feedback, whether it is good or bad.

Out of the 40 workshop participants across all three workshops, 13 participants chose to provide evaluation feedback. The feedback from all three workshops was positive; however, some participants sought increased understanding of the engagement process and wanted more time to share their input in a workshop environment.



"It's a difficult type of engagement to do, and I've seen these sort of things handled a lot worse. The proof of how good it is will be how well the feedback is listened to."
Community workshop participant

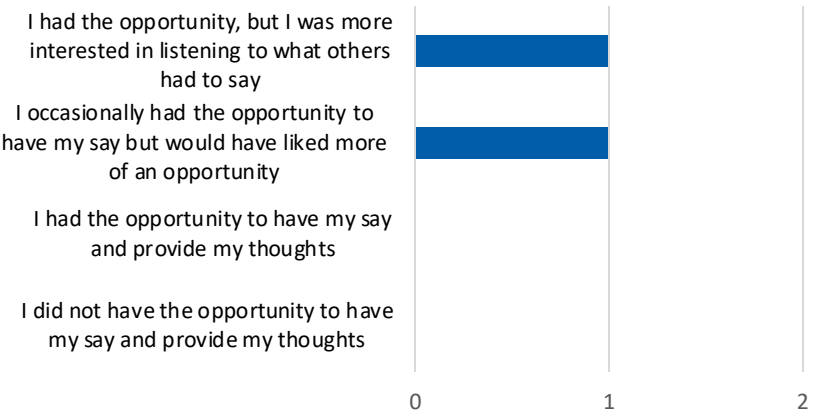


"This is a brilliant process, and we look forward to participating via Recollective. Very pleased to be a part of the considerations to maximise such an important part of Melbourne for community, education and tourism with the opportunities shared by Port of Melbourne."
Community workshop participant (post workshop email)

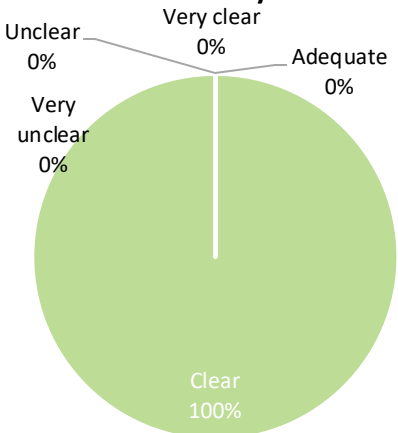
Government Participant Feedback

Out of the nine participants, two chose to provide feedback.

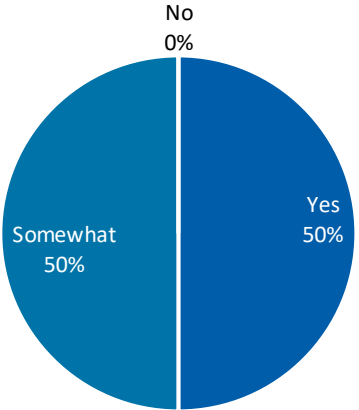
Did you feel you had the opportunity to have your say and provide your thoughts? n=2



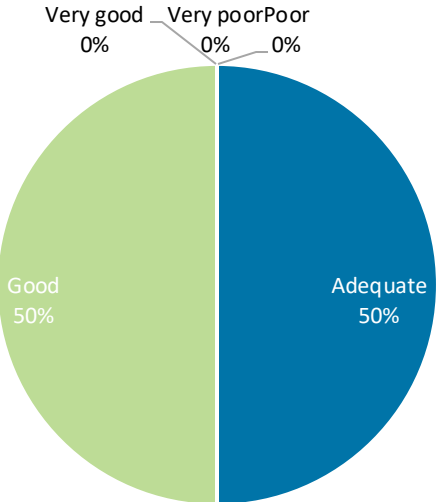
Reflecting on the information provided to you in the session, was it clear? Did it make sense to you? n=2



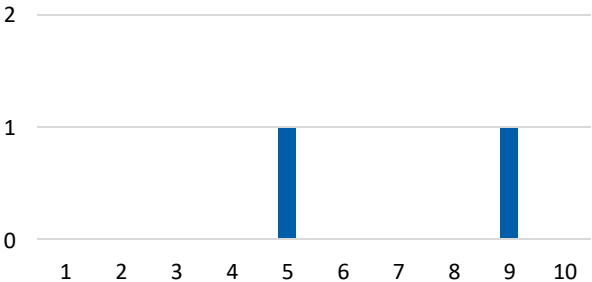
Was it clear from the session what PoM needed from participants for this stage of the draft strategy development process? n=2



How would you rate the facilitator of the session? n=2



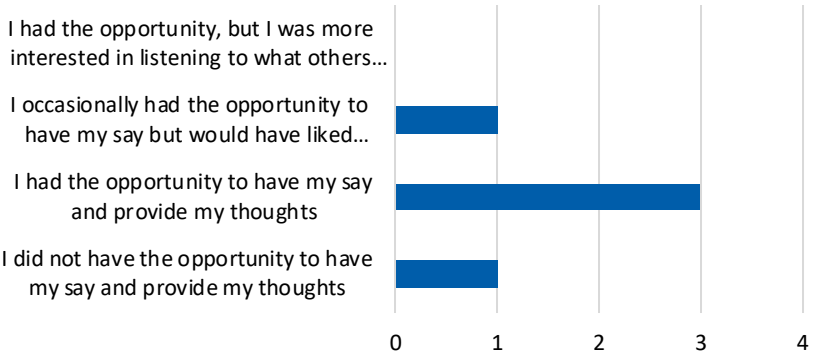
Overall, on a scale of 1-10 how would you rate this workshop session? (1 being unsatisfactory and 10 excellent) n=2. Average score 7



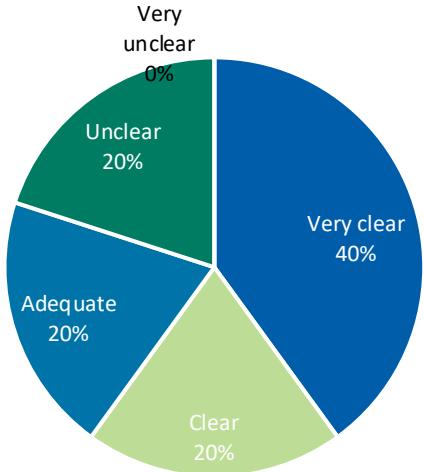
Community Participant Feedback

Out of the 19 participants, five chose to provide feedback.

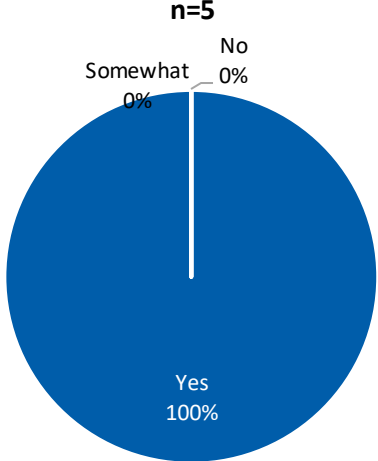
Did you feel you had the opportunity to have your say and provide your thoughts? n=5



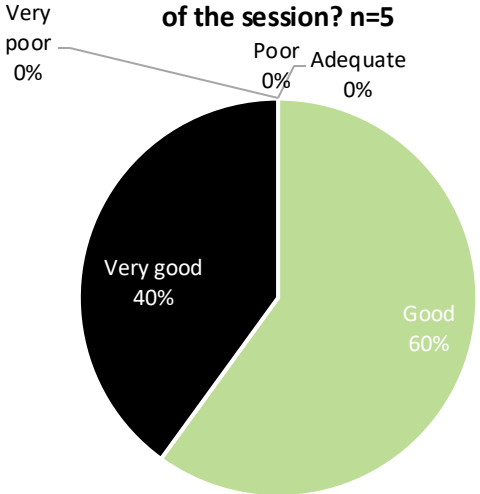
Reflecting on the information provided to you in the session, was it clear? Did it make sense to you? n=5



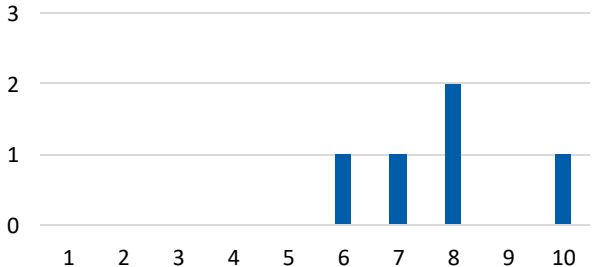
Was it clear from the session what PoM needed from participants for this stage of the draft strategy development process? n=5



How would you rate the facilitator of the session? n=5



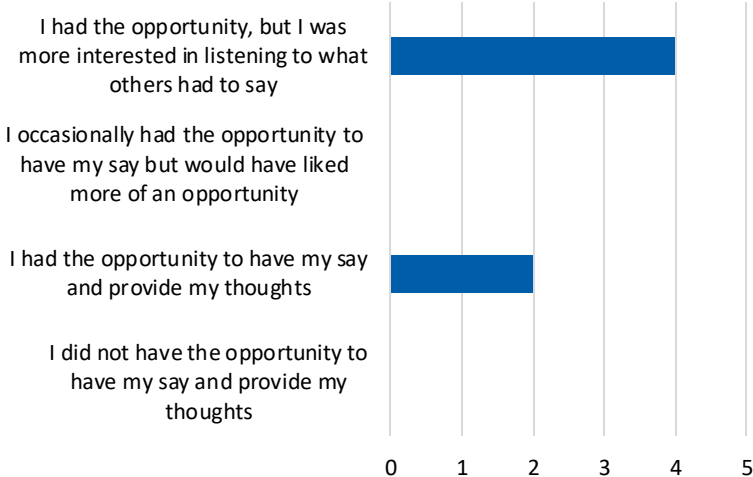
Overall, on a scale of 1-10 how would you rate this workshop session? (1 being unsatisfactory and 10 excellent) n=5. Average score 7.8



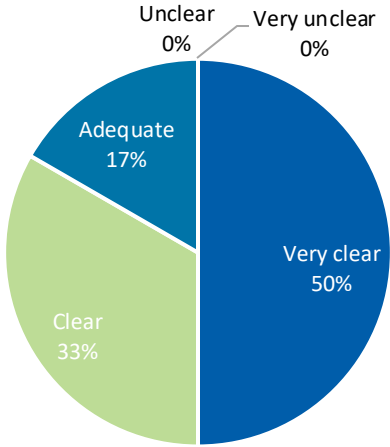
Industry Peak Body and Association Participant Feedback

Out of the 11 participants, six chose to provide feedback.

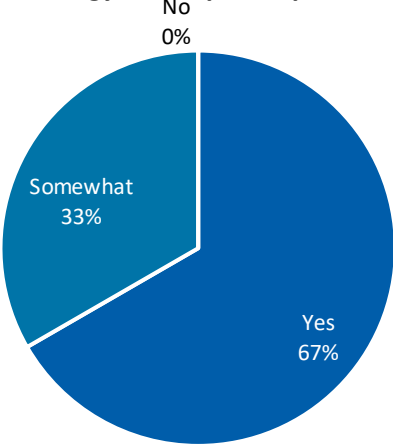
Did you feel you had the opportunity to have your say and provide your thoughts? n=6



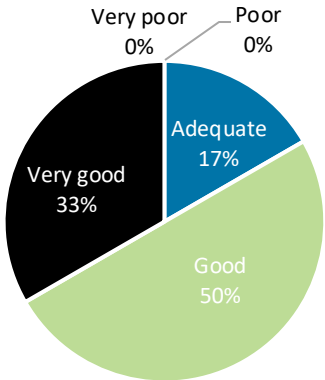
Reflecting on the information provided to you in the session, was it clear? Did it make sense to you? n=6



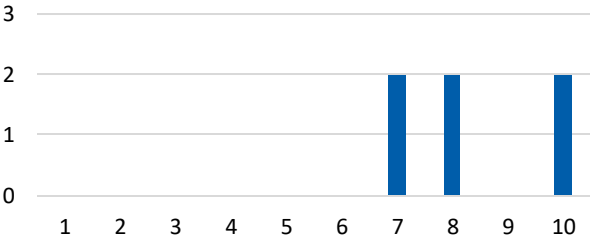
Was it clear from the session what PoM needed from participants for this stage of the draft strategy development process? n=6



How would you rate the facilitator of the session? n=6



Overall, on a scale of 1-10 how would you rate this workshop session? (1 being unsatisfactory and 10 excellent) n=6. Average Score 8.33



5. Appendix

Port of Melbourne



Appendix 1: Media promotion

LinkedIn

Port of Melbourne
19,205 followers
6d · 🌐

Are you an industry peak body or association interested in Port of Melbourne's 2055 Port Development Strategy (PDS)? Port of Melbourne is seeking your perspective as we develop our draft 2055 PDS, and we invite you to an independently facilitated workshop held online (via MS Teams) on Thursday November 28, 2024, from 9.30am to 10.30am.

Our 2055 PDS outlines the high-level plans and approach for developing the capacity and efficiency of the Port over a 30-year planning horizon, while also providing a planning framework which can remain adaptable and responsive to changing needs over time.

If you are interested in participating in the workshop, please register at <https://lnkd.in/guAavxuu> by Tuesday, 26 November.

#peakbody #industryassociation #industryengagement



47 3 reposts

Facebook

Port of Melbourne
4 November at 11:25 · 🌐

Port of Melbourne is seeking community input into the development of our 2055 Port Development Strategy.

As part of the strategy's development, we welcome input from the community to ensure our roadmap for growth and development adapts to your evolving needs and to broader changes in our operating circumstances.

To register for the Online Community Workshop, visit <https://forms.office.com/r/gXZZPfvjXA>.



Mon, 25 Nov
2055 Port Development Strategy Community Workshop
4 people went

Interested

1

Like Comment Send Share

Newspaper

Port of Melbourne



Port of Melbourne is seeking community input into the development of our 2055 Port Development Strategy

As part of Port of Melbourne's 2055 Port Development Strategy we are seeking input from the community to ensure our roadmap for growth and development adapts to their evolving needs and to broader changes in our operating circumstances.

We will be holding an online community workshop on **Monday 25 Nov 6pm - 8pm.**

If you would like to register, please visit <https://forms.office.com/r/gXZZPfvjXA> or scan the QR code for more information.



Publication	Publication Dates
Melbourne Observer	30-Oct
	13-Nov
Dockland News	30-Oct
Domain - Port Philip	6-Nov
Star Weekly	4-Nov
	11-Nov

Appendix 1: Workshop invitation sample

The invitation email for industry registrants is included below. Both government and community registrants were issued similar invitation emails.

From: PDS <PDS@portofmelbourne.com>
Sent: Thursday, 31 October 2024 10:29 AM
Subject: Invitation to participate in Port of Melbourne 2055 Port Development Strategy Industry Associations and Peak Bodies Workshop

Good morning,

As part of our engagement program on Port of Melbourne's **2055 Port Development Strategy (2055 PDS)**, we invite you to participate in a 1-hour workshop.

Every 5 years, Port of Melbourne undertakes consultation with our customers, industry stakeholders and local community, to enhance our understanding of their short-term viewpoints and longer-term outlooks.

The 2055 PDS outlines the high-level plans and approach for developing the capacity and efficiency of the Port over a 30-year planning horizon, while also providing a planning framework which can remain adaptable and responsive to changing needs over time.

The purpose of this workshop is to engage with industry associations and peak bodies and seek your perspectives as we develop the draft 2055 PDS.

Please note, there will be opportunities in the first half of 2025 for you to provide feedback on the draft 2055 PDS, prior to its finalisation in December 2025.

The workshop will include an overview of our process for developing the 2055 PDS and will explore the following topics:

- Infrastructure priorities
- Port transport planning
- Environment, sustainability and governance

The workshop will be independently facilitated by our engagement partners SEC Newgate and will be held:

- **Online (via MS Teams)**
- **Thursday November 28, 2024**
- **9.30am - 10.30am**

We would be grateful for your time and input into this important engagement process.


If you are interested in participating the workshop, please register by completing this form <https://forms.office.com/r/sG2JhRdnF1> with your contact details by **Friday 22 November**. Your details will be held securely and destroyed after engagement is completed.




For more information on the 2055 PDS engagement program and the current 2050 PDS, please visit our website <https://www.portofmelbourne.com/facilities-development/port-development-strategy/>

If you have any questions about the workshop, please don't hesitate to reach out to Alex Lawrance from SEC Newgate via email at projects@secnewgate.com.au.

Kind regards,

Andrew Varga
Head of Planning
Port of Melbourne

 **Port of Melbourne**
Level 19, 839 Collins Street, Docklands, VIC 3008
GPO Box 2149 Melbourne, VIC 3001 Australia
Tel: +61 1300 857 662 | Fax: +61 3 9683 1570

www.portofmelbourne.com   

Appendix 1: Workshop information flyers

Community flyer (front and back)

Port of Melbourne
2055 Port Development Strategy

About us

As Australia's largest general cargo and container port, the Port of Melbourne (POM) is a vital trading gateway for south-eastern Australia, facilitating more than one third of the nation's container trade and enabling economic activity in the region.

The Port supports more than 30,000 jobs and contributes \$11 billion to the national economy each year. We manage more than 500 hectares of land stretching from Williamstown in the west around Port Phillip Bay to Port Melbourne in the east. We also manage 53 kilometres of shipping channels with Port Phillip Bay and the Yarra River.

Under a long-term lease from the Victorian Government, Port of Melbourne (POM) is responsible for maintaining and developing these lands, waters, Port facilities and the associated infrastructure, which includes 30 commercial berths and wharves, terminal and trade handling facilities and connections to surrounding road and rail networks. It is our role to plan for the long-term use of port and shipping channels to ensure we have capacity and capability to handle cargo well in the future.

www.portofmelbourne.com

Our regulatory obligations
The 2055 Port Development Strategy

All Victorian ports are regulated and required to:

- have a Port Development Strategy by the Port Management Act (the Act) 1995 (Vic) and to review that Port Development Strategy every five years.

The Port Development Strategy outlines our high-level plans and approach for developing the capacity and efficiency of the Port over a 30-year planning horizon, while also providing a planning framework which can remain adaptable and responsive to changing needs over time.

Our approach to developing our 2055 PDS is shaped by Ministerial Guidelines made under the Act and our stakeholders' needs.

Importantly, as the private manager of the Port, we must balance the commercial interests of our customers and work alongside industry, the surrounding communities, and the State to grow the Port and deliver cost-effective infrastructure to ensure a sustainable and competitive supply chain.

Our 20-year 2055 PDS was published in 2020 and must be updated in 2025. It will consider:

- local and international trade needs** – the amount and types of cargo that will move through the Port;
- vessel numbers, types and sizes** – the number and types of ships that will need to access the Port and its services;
- landside transport needs** – the road and rail infrastructure needed to efficiently move goods to, from and within the Port;
- operational needs** – the facilities, services and technology needed to ensure safe and efficient Port operations;
- land use and surrounding communities** – how the Port can grow in partnership with local communities including on environmental and sustainability priorities.

Port of Melbourne engagement programs

In addition to ongoing engagement with our stakeholders on everyday matters, Port of Melbourne has been undertaking a range of engagement programs to support the development of the draft 2055 PDS.

To ensure that we can hear directly from our local communities, a community engagement process has been established to capture community stakeholders' medium to long term views on the Port's future, for consideration in the development of the draft 2055 PDS.

Next steps

A draft 2055 PDS will be published in April 2025 and there will be opportunities for stakeholders to provide further input and feedback from April–June 2025, ahead of publication of a final PDS in December 2025.

Further information about our current PDS and the engagement program can be found at [2055 Port Development Strategy | Port of Melbourne](#) or please email psd@portofmelbourne.com with any questions.

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Industry flyer (front and back)

Port of Melbourne
2055 Port Development Strategy

About us

As Australia's largest general cargo and container port, the Port of Melbourne (POM) is a vital trading gateway for south-eastern Australia, facilitating more than one third of the nation's container trade and enabling economic activity in the region.

The Port supports more than 30,000 jobs and contributes \$11 billion to the national economy each year. We manage more than 500 hectares of land stretching from Williamstown in the west around Port Phillip Bay to Port Melbourne in the east. We also manage 53 kilometres of shipping channels with Port Phillip Bay and the Yarra River.

Under a long-term lease from the Victorian Government, Port of Melbourne (POM) is responsible for maintaining and developing these lands, waters, Port facilities and the associated infrastructure, which includes 30 commercial berths and wharves, terminal and trade handling facilities and connections to surrounding road and rail networks. It is our role to plan for the long-term use of port and shipping channels to ensure we have capacity and capability to handle cargo well in the future.

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Our regulatory obligations
The 2055 Port Development Strategy

All Victorian ports are regulated and required to:

- have a Port Development Strategy by the Port Management Act (the Act) 1995 (Vic) and to review that Port Development Strategy every five years.

The Port Development Strategy outlines our high-level plans and approach for developing the capacity and efficiency of the Port over a 30-year planning horizon, while also providing a planning framework which can remain adaptable and responsive to changing needs over time.

Our approach to developing our 2055 PDS is shaped by Ministerial Guidelines made under the Act and our stakeholders' needs.

Importantly, as the private manager of the Port, we must balance the commercial interests of our customers and work alongside industry, the surrounding communities, and the State to grow the Port and deliver cost-effective infrastructure to ensure a sustainable and competitive supply chain.

Our 20-year 2055 PDS was published in 2020 and must be updated in 2025. It will consider:

- local and international trade needs** – the amount and types of cargo that will move through the Port;
- vessel numbers, types and sizes** – the number and types of ships that will need to access the Port and its services;
- landside transport needs** – the road and rail infrastructure needed to efficiently move goods to, from and within the Port;
- operational needs** – the facilities, services and technology needed to ensure safe and efficient Port operations;
- land use and surrounding communities** – how the Port can grow in partnership with local communities including on environmental and sustainability priorities.

Port of Melbourne engagement programs

In addition to ongoing engagement with our stakeholders on everyday matters, Port of Melbourne has recently completed a range of distinct engagement programs linked to major Port activities. This included our Port Capacity Enhancement Program (PCEP) – Stage One engagement, which informed the major results in a draft Cost-Benefit Analysis (CBA) and Stage Two engagement on the draft CBA. Any feedback provided through our engagement programs, including PCEP, will be considered in the development of the draft 2055 PDS.

Port Capacity Enhancement Program	2025			
	Q1	Q2	Q3	Q4
<ul style="list-style-type: none"> Final review of completion of 2025 PDS and delivery to regulatory management processes. Review with targeted and self-identified stakeholders. Stakeholders provide input and feedback on draft CBA through a stakeholder process, where necessary as requested. Review with community and industry stakeholders. 				<ul style="list-style-type: none"> Stakeholders provide input and feedback on draft CBA through a stakeholder process, where necessary as requested.

Next steps

A draft 2055 PDS will be published in April 2025 and there will be opportunities for stakeholders to provide further input and feedback from April–June 2025, ahead of publication of a final PDS in December 2025.

Further information about our current PDS and the engagement program can be found at [2055 Port Development Strategy | Port of Melbourne](#) or please email psd@portofmelbourne.com with any questions.

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Appendix 2: A Port Development Strategy to Guide Investment and Growth' paper

A Port Development Strategy to guide investment and growth

Context

Port of Melbourne (PoM) is developing a long-term strategy for Port growth and development. In accordance with the *Port Management Act 1995 (Vic)*, the 2055 Port Development Strategy (PDS) will set out our high-level approach for developing the capacity and efficiency of the Port over the next 30 years and provide the strategic framework for our project delivery plans.

Our last PDS outlined nine potential projects to be undertaken before 2035. Several of the projects outlined in the 2050 PDS are now complete or in different stages of delivery, and we are committed to engaging with our stakeholders as they are progressed

Our 2055 PDS will consider:

- *local and international trade needs* – the amount and types of cargo that will move through the Port
- *vessel numbers, types and sizes* – the number and types of ships that will need to access the Port and its services
- *landside transport needs* – the road and rail infrastructure needed to efficiently move goods to, from and within the Port
- *operational needs* – the facilities, services and technology needed to ensure safe and efficient Port operations
- *land use and surrounding communities* – how the Port can grow in partnership with local communities.

This means we need to:

- analyse growth trends and forecasts for trade, vessels and landside transport
- consider broader planning factors that will inform growth and development needs
- seek input from Port tenants and users, the communities surrounding the Port, industry stakeholders, local government and Victorian Government and other statutory stakeholders.

Purpose

We will develop a draft 2055 PDS that will be provided to stakeholders for feedback in approximately March-April 2025, ahead of our PDS being finalised in December 2025. To develop the draft PDS over the remainder of 2024, we are first seeking information about:

The future demand that the Port will need to accommodate.

1. The ship sizes that the Port will need to cater for.
2. Any developments you have planned that need to be considered in PoM infrastructure or asset planning.

Appendix 2: A Port Development Strategy to Guide Investment and Growth' paper

1. Future Demand

Question: Do you feel that PoM has correctly forecast the growth profile of the trade you deal in? What growth view do you have?

PoM regularly seeks the best information available to complete trade forecasting. Future trade estimates allow PoM to determine infrastructure changes to create additional capacity and cater for future growth. We undertook consultation on the international container trade as part of our proposed Port Capacity Enhancement Project (PCEP), which we will rely on for our 2055 PDS but welcome feedback on the other trades. Please find below our current trade forecast out to 2055 and the compound annual growth rate for each.

Trade and measure	FY24	FY55	CAGR
International Containers (mTEU)	2.90	6.70	2.7%
Bass Strait Containers (mTEU)	0.34	0.43	0.8%
Bass Strait - Wheeled/Break Bulk (mRTS)	4.1	7.3	1.9%
Motor Vehicles (Units)	520,000	730,000	1.1%
Liquid Bulk (mRTS)	5.75	6.31	0.3%
Petroleum Products (mRTS)	5.2	5.8	0.4%
Other (mRTS)	0.55	0.51	-0.2%
Dry Bulk (mRTS)	4.95	8.27	1.7%
Grain (mRTS)	1.21	1.23	0.1%
Cement (mRTS)	2.20	4.28	2.2%
Gypsum (mRTS)	0.56	1.03	2.0%
Sugar (mRTS)	0.30	0.50	1.7%
Fertiliser & Minerals (mRTS)	0.57	1.09	2.1%
Other (mRTS)	0.11	0.14	0.8%
Break Bulk (mRTS)	1.5	1.5	0.0%

Appendix 2: A Port Development Strategy to Guide Investment and Growth' paper continued.

2. Future Ship Size

Question: Are you expecting the size of the ships that you use or that call at your terminal to change over the short, medium or long term? If so, please provide detail on what the change will be.

Over the last decades there have been changes in the size of ships calling at the Port. Whilst most apparent in international container ships, there have been changes across several trades. Understanding future ship sizes enables PoM to consider future infrastructure requirements. We undertook consultation on ship fleet forecasts and container ship sizes as part of our proposed Port Capacity Enhancement Project (PCEP), which we will rely on for our 2055 PDS but welcome updated information or information that has not been provided already.

3. Tenant and Port User Developments

Question: Do you have any investments planned that require a change to any PoM assets or require upgraded or additional PoM infrastructure?

A number of our tenants and port users have facilities closely linked to the Port, and at times invest in these facilities to increase productivity or open new supply chains. This can impact what they need from the Port and trigger PoM to upgrade facilities or invest in new assets. PoM needs to understand any development plans to assess any required changes. We have engaged and will continue to engage some tenants about development needs through commercial discussions and other PoM engagement programs, which will input into our 2055 PDS. However, welcome input from tenants or port users who have not provided information or who may not be engaged in direct 1:1 discussions already.

4. Other factors driving change and investment

Question: Do you have any other factors driving change and investment?

We know that port tenants and users also have other factors driving change and investment. Examples include technology changes, automation, sustainability, regulation and land use planning. We would welcome feedback on any of these issues and any other matters that impact how you will operate in the future or what you may require of PoM assets.

Other feedback to be included in our draft 2055 PDS

In addition to input from tenants and port users provided in response to these four questions, to draft our 2055 PDS we will also rely on:

- engagement undertaken for our proposed PCEP and Swanson Dock West Upgrade, including trade forecasts for international containers, ship fleet forecasts, and container ship sizes.
- stakeholder insights on the draft Cost Benefit Analysis for PCEP.
- discussions with key stakeholders who we know through our business activities have plans that will inform the 2055 PDS.
- discussions with key stakeholders who have already notified us they want to contribute to our 2055 PDS through commercial discussions or our stakeholder perceptions survey.
- workshops and discussions with peak bodies, local government and community.

Next steps Please provide your response together with any accompanying data via email to pds@portofmelbourne.com by **11 November 2024**.

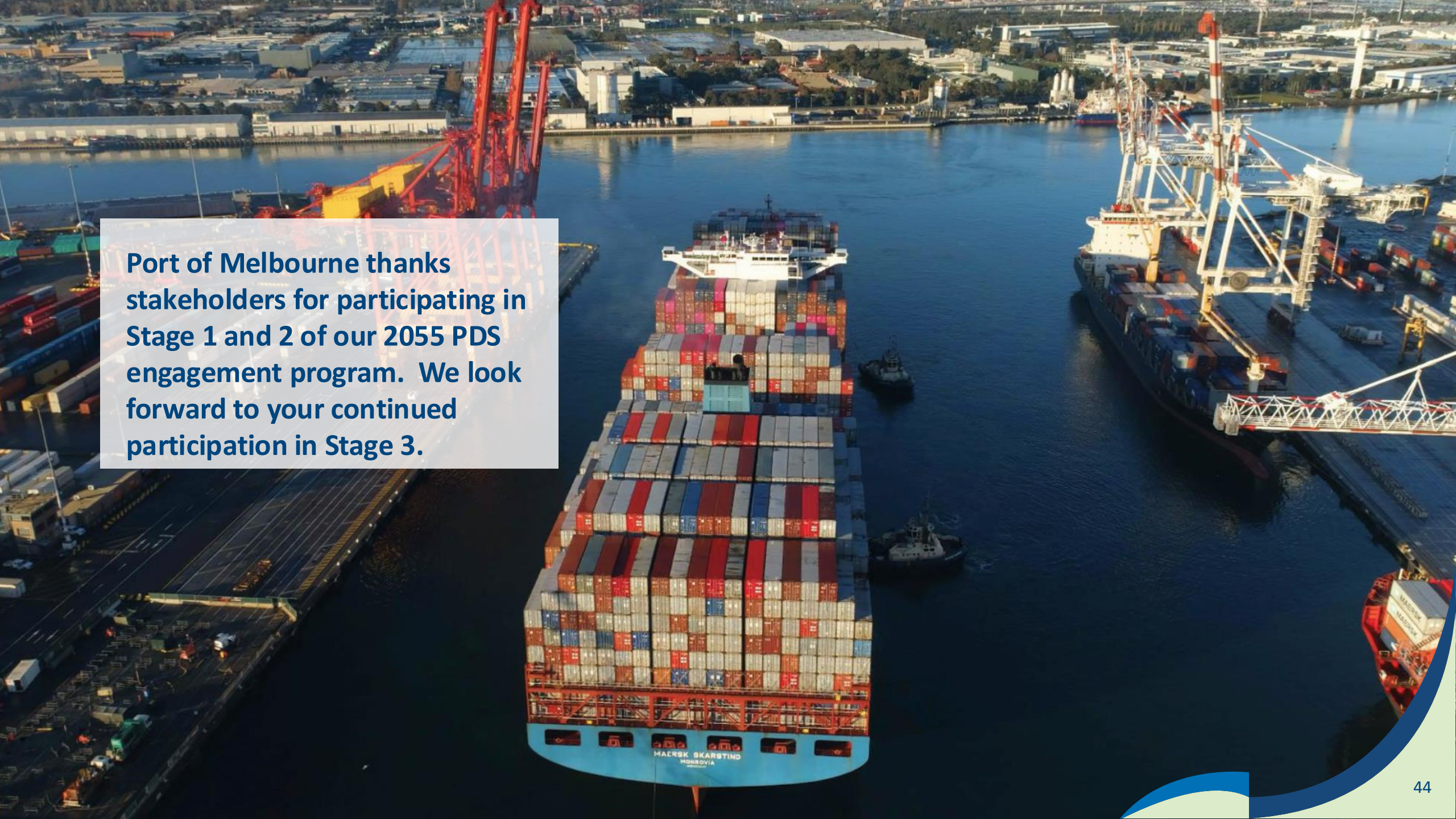
Should you have any questions or require further information about the development of the 2055 PDS, please email pds@portofmelbourne.com.

We are committed to inclusive engagement. If for any reason you experience barriers to participation, please let me know.

Kind regards,

Andrew Varga

Head of Planning

An aerial photograph of a busy port. In the center, a large container ship named 'MAERSK SKARSTIND' is docked, its deck covered with stacks of colorful shipping containers. To the left, a red gantry crane stands tall. To the right, another large ship is docked with its own cranes. The water is a deep blue, and the background shows industrial buildings and a cityscape under a clear sky.

Port of Melbourne thanks stakeholders for participating in Stage 1 and 2 of our 2055 PDS engagement program. We look forward to your continued participation in Stage 3.

Thank you

Should you require further information about our 2055 PDS Stage 2 Stakeholder Engagement Summary, please contact Caralene Moloney, Stakeholder and Community Lead at PDS@portofmelbourne.com.au

Port of Melbourne

