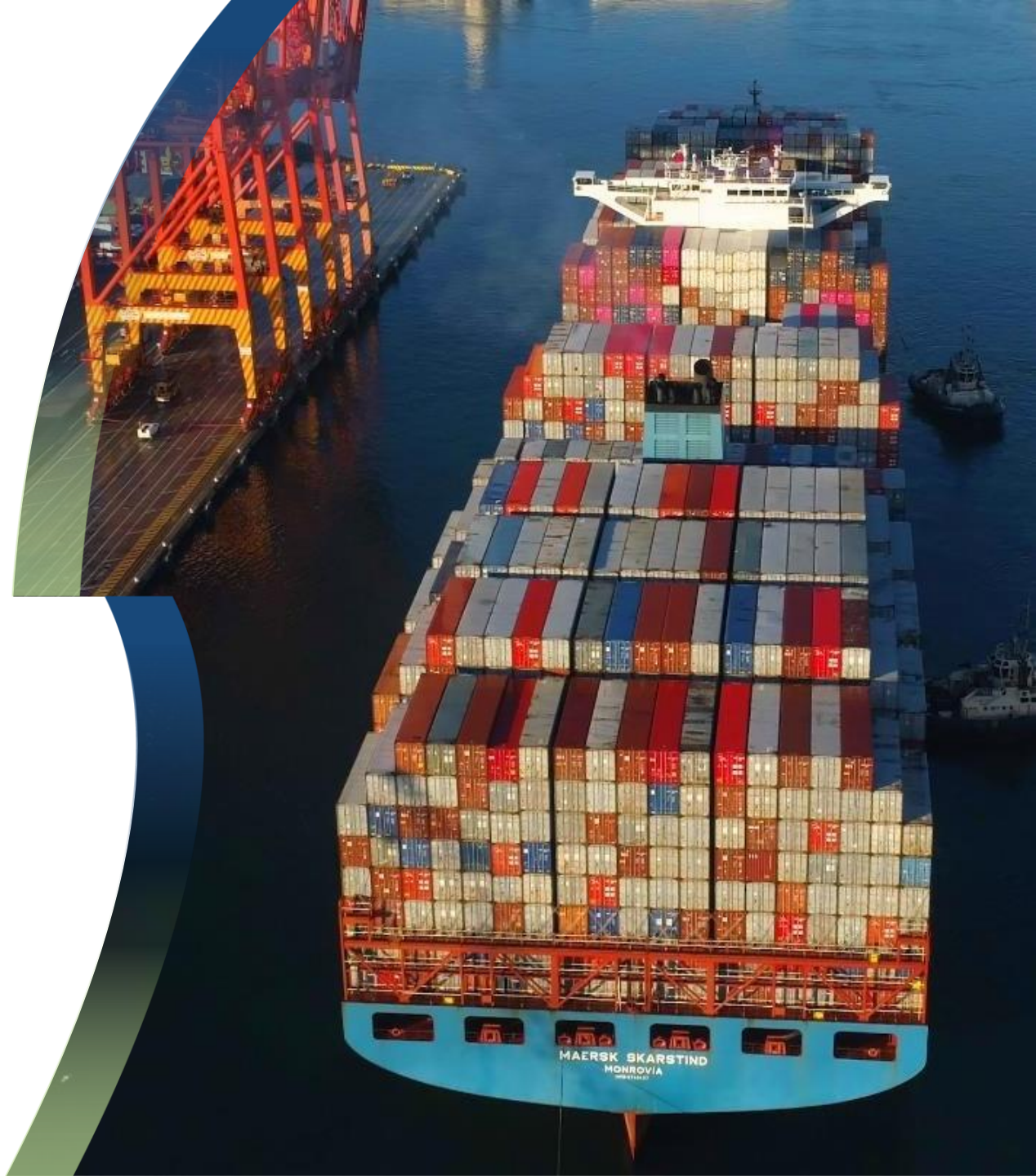


Port of Melbourne

2055 Port Development Strategy

Engagement Outcomes Report (Stage 3)

Port of Melbourne



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Disclaimer

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1. Background

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

Port of Melbourne



Background

The 2055 Port Development Strategy (2055 PDS) is a regulatory requirement under the *Port Management Act 1995* (Vic), 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 requires stakeholder consultation be undertaken that:

- Considers the needs for a planning scheme amendment
- Consults port managers, port tenants, licensees and service providers early in the preparation of a Port Development Strategy (particularly on trade forecasts and potential development proposals).
- Consults and provides external people and organisations who may be affected or have a direct interest in a Port Development Strategy with an opportunity to contribute.
- Identifies key issues affecting the port community and potential development.
- Liaises with Ports Victoria at an early stage.

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 are to ensure that stakeholder engagement is genuine, inclusive, timely, transparent, accountable, and demonstrates continuous Improvement.

Port of Melbourne 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.

This report provides an overview of our 2055 PDS engagement program approach and a detailed summary of our Stage 3 engagement conducted between April and June 2025, including activities, participation, and what we heard from our stakeholders.

It further outlines how our stakeholders’ feedback was considered in the development of our Final PDS, published on our website in December 2025.

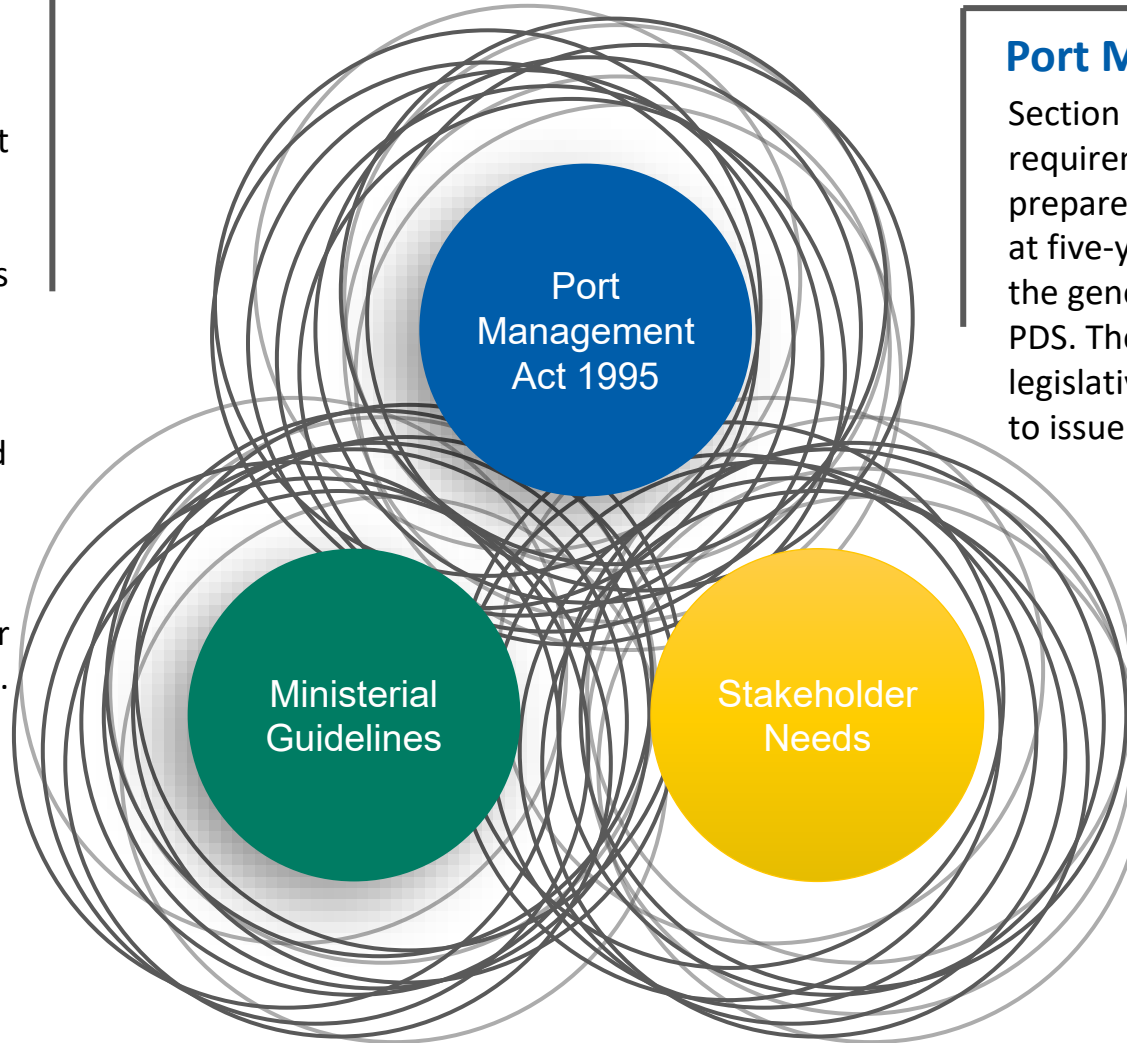
<p>Our principles:</p> <p>Genuine</p> <p>Inclusive</p> <p>Timely</p> <p>Transparent</p> <p>Accountable</p> <p>Continuous improvement</p>	<p>Pricing Order Engagement Protocol</p> <p>Five consultation steps:</p> <p>1. Identify need</p> <p>2. Plan approach</p> <p>3. Implement</p> <p>4. Port user feedback</p> <p>5. Consideration and decision making</p>	<p>Statement of Regulatory Approach:</p> <p>Demonstrate that PoM has consulted effectively with port users and had regard to the comments provided by port users.</p>
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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.

2055 PDS Engagement Program Activity Timeline

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 and 3 of the 2055 PDS engagement program was used to develop our Final 2055 PDS. A comprehensive evaluation of our 2055 PDS engagement program, including Lessons Learned will be conducted in early 2026.



Our Stakeholders



We undertook extensive stakeholder mapping to identify our stakeholders to be engaged in the development of the 2055 PDS. Throughout our 2055 PDS engagement program, 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 impacted communities.

Our approach to the 2055 PDS Engagement Program

Introduction

It is a requirement of the Ministerial Guidelines that PoM, as the relevant port authority, consult with stakeholders throughout the development of the PDS to help inform its development and to provide awareness of key issues affecting the port community and potential port development.

To develop this 2055 PDS, PoM conducted a comprehensive engagement program, engaging tenants, port users, industry associations and peak bodies, government and community over a 12-month period.

Level of engagement

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

However, 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 and we tailored our engagement program accordingly.

Engagement activities

PoM's 2055 PDS engagement program was undertaken over three stages.

We conducted dedicated surveys, interviews and focus groups to understand how different stakeholders wanted to be engaged in the 2055 PDS engagement program. To ensure our program design was representative of our stakeholders, we surveyed 729 tenants and port users, 800 local residents and 100 local businesses representatives. We also conducted two focus groups with community and local business in the Cities of Hobsons Bay and Maribyrnong and conducted seven pre-engagement interviews with stakeholders who wanted to provide more information. This helped us to tailor our engagement program for different stakeholders (**Stage 1**).

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. To develop our Draft 2055 PDS, 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.

We obtained extensive input from stakeholders directly impacted by port planning and people and organizations who may be affected or have a direct interest. We conducted stakeholder workshops and 1:1 meetings and provided stakeholders with opportunities to provide feedback on our 'Port Development Strategy to guide investment and growth paper.' This included a request for comment on our trade forecasts.

To ensure meaningful community engagement, we also hosted a dedicated engagement platform for community to provide written input.

One hundred and sixty-three people participated from 67 tenant, port user, industry associations and peak bodies, government, local government and community stakeholders. This included forty-nine 1:1 stakeholder interviews, meetings with impacted local governments, dedicated workshops with community, industry associations and peak bodies, and government, and opportunities for written input via a dedicated project inbox.

A summary of **Stage 2** engagement program can be found at <https://www.portofmelbourne.com/facilities-development/port-development-strategy/>

Stage 3 of the 2055 PDS engagement program aimed to:

- Refine our understanding of the emerging trends and issues impacting current and future needs of the Port.
- Understanding stakeholder perspectives on the Draft 2055 PDS.
- Identify future opportunities to enhance and improve PDS outcomes.

We published our Draft 2055 PDS on 14 April 2025, and sought stakeholders' feedback until 6 June 2025 through a submissions process to understand:

- Reactions and thoughts on the Draft 2055 PDS?
- Anything that would improve the accuracy of information in the Draft 2055 PDS?
- Any anticipated or developed business decisions that had not already been considered that may directly impact the vision outlined in the Draft 2055 PDS.

To assist stakeholders to make submissions, we conducted a series of stakeholder briefings, including 20 pre-release briefings and 12 post release briefings, with over 100 tenants and port users, industry, government, local government and community representatives attending.

We were pleased to receive 26 submissions from stakeholders, including from our tenants and port users, government, local government, industry associations and peak bodies, and community.

These submissions were considered in the development of our Penultimate Draft 2055 PDS, which we submitted to the Minister for Ports and Freight for feedback in accordance with the Guidelines.

All stakeholders who made a submission received formal written responses about how their feedback was considered in the development of our Final 2055 PDS. We also attended local Council and community meetings to provide an overview of our response and hear more from these stakeholders about issues that concern them.

Integrating our stakeholder engagement approach

2025 Rail Access Strategy

Under the Port Management Act 1995 (Vic) (PMA), Port of Melbourne Operations Pty Ltd (PoM) is required to prepare a Rail Access Strategy (RAS) which sets out options for rail infrastructure projects for improving rail access for the movement of freight into and out of the port of Melbourne.

The PMA requires a RAS to be developed at the same time as PoM prepares a PDS, we streamlined our engagement programs to maximise opportunities for stakeholder participation and reduce stakeholder fatigue.

We leveraged all three stages of our 2055 PDS engagement program to engage key stakeholders about port rail improvements as outlined in our 2055 PDS, and to inform development of our 2025 RAS, which was submitted to Government in December 2025 in accordance with the Act.

This meant that 2055 PDS engagement program was bolstered by additional engagement with rail operators as required by the Act to develop our RAS. **Stage 1** of the stakeholder engagement program involved interviewing all existing train operators, train owners and relevant industry associations and peak bodies to understand existing operations and any planned operational changes.

During **Stage 2** of the 2055 PDS engagement program, PoM received wide ranging feedback on stakeholders' priorities for the long-term planning for the Port, with key themes including recognition of the importance of rail and other innovations to reduce freight-related traffic impacts and that a coordinated approach among PoM, Victorian Government agencies and industry is required to develop responses to shared problems like road congestion.

To ensure key rail stakeholders had the opportunity to provide input and feedback on our Draft 2055 PDS, we sent targeted invitations to 30 identified RAS stakeholders from 14 organisations, with six participants from four organisations attending briefings (**Stage 3**).

We were pleased to receive a number of submissions that provided feedback on our Plan for Rail in our 2055 PDS, including four submissions where rail was the main subject of their submission.

Port Capacity Enhancement Program (PCEP)

In addition to the dedicated 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 our Final 2055 PDS.

Commercial Discussions

The Guidelines recognise that ports operate in a competitive environment where different trades are contestable across ports and regions. As such some aspects of port planning and development will need to remain confidential. While this report does not identify the tenants and port users that PoM engaged with to develop our 2055 PDS, we ensured that commercial discussions were captured in our 2055 PDS engagement program and informed development of our Final 2055 PDS.

Continued Stakeholder Engagement

While our formal 2055 PDS engagement program has closed, we look forward to ongoing discussions with our stakeholders about issues that impact them as we implement our 2055 PDS.

This means that we will continue to engage our stakeholders through our business as usual and project specific engagement activities.

We also look forward to continued engagement with State, particularly to support the implementation of actions in the Victorian Freight Plan 2025-30.

Our engagement with Government

Preparing a new Port Development Strategy is a significant undertaking and PoM liaised with Ports Victoria prior to scoping and at the review stage.

The Guidelines also stated that our Penultimate Draft should be provided to Ports Victoria at a minimum of twelve weeks prior to the due date in December 2025, allowing Ports Victoria four weeks to provide advice for the Minister for Ports and Freight's consideration. In turn, the Minister for Ports and Freight was required to provide feedback to PoM within four weeks, allowing PoM a further four weeks to finalise our 2055 PDS.

While neither Ports Victoria nor the Minister for Ports and Freight have a role in approving the 2055 PDS, Ports Victoria's involvement throughout the PDS preparation ensure that the stakeholder engagement is robust and able to inform the Port Development Strategy.

Throughout the development of our 2055 PDS, in accordance with the Guidelines, we formally consulted with Ports Victoria to provide a summary of the 2050 Port Development Strategy review and Penultimate Draft 2055 PDS to Ports Victoria for the Minister for Ports and Freight's feedback.

Additionally, we conducted a range of engagement activities with State and Local government agencies to develop our 2055 PDS. This was important to consider alignment with government policy.

Our high-level engagement with the State is outlined here, noting that these activities were also complemented by a range of meetings between agencies that occur as part of business-as-usual activities.

We look forward to continuing to collaborate with the State, including on actions in the Victorian Freight Plan 25-30, including their Landside Access Strategy.

PoM operates under a regulatory framework, which took effect on 1 July 2016 and submits a Tariff Compliance Statement to the Essential Services Commission (ESC) by 31 May each year. As such, it was important that we also provided the ESC with an overview of our 2055 PDS engagement program as it was undertaken.

Engagement Key Activity Timeline	Date
Provision of 2050 PDS Summary of Review to Ports Victoria.	25 March 2024
Government workshop for input for the Draft 2055 PDS (Stage 2)	29 April 2025
Government interviews for input to the Draft 2055 PDS, including with Australian Border Force, Hobsons Bay City Council, Port Phillip City Council, Fishermans Bend Taskforce, Edward River Council, Freight Victoria, Ports Victoria, Infrastructure Victoria, Maribyrnong City Council, and Melbourne City Council (Stage 2)	October – November 2024
Government Draft 2055 PDS briefing to inform stakeholder submissions attended by Australian Border Force, Department of Energy, Environment and Climate Action, National Intermodal Corporation, Infrastructure Victoria, Department of State Growth Tasmania, Maribyrnong City Council, Hobsons Bay City Council, City of Port Phillip, Edward River Council (Stage 3) .	May 2025
Dedicated briefing with Fishermans Bend taskforce, City of Melbourne and City of Port Phillip to share PoM traffic modelling approach to 2055 PDS.	May 2025
Dedicated Draft 2055 PDS briefing with Parks Victoria.	June 2025
Meeting with Ports Victoria, Freight Victoria and Department of Transport and Planning to outline how submissions were considered and confirm government Penultimate Draft 2055 PDS feedback process.	August 2025
Submission of Penultimate Draft 2055 PDS to Ports Victoria, including response outlining how their submission was considered in the Penultimate Draft 2055 PDS.	September 2025
Provision of Penultimate Draft 2055 PDS to Department of Transport and Planning, including response outlining how their submission was considered in the Penultimate Draft 2055 PDS.	September 2025
Review of relevant government policy since 2020.	June – November 2025
Submission of Final 2055 PDS to Ports Victoria, including response outlining how ministerial feedback was considered in the Penultimate Draft 2055 PDS.	23 December 2025
Provision of Final 2055 PDS to the Minister, including response outlining how ministerial feedback was considered in the Penultimate Draft 2055 PDS.	23 December 2025

Engagement Approach Highlights

We are committed to meeting the obligations of our regulatory framework to effectively consult with Port Users, for example through our Pricing Order. But we also recognise that we need to move beyond compliance to strengthen our stakeholder engagement to achieve our organisation goals and benefit the wider community. As we continue to grow and mature as an organisation, so will our approach to stakeholder engagement.

Our 2055 PDS engagement program further uplifted our stakeholder engagement approach, and we have highlighted below how we have brought our engagement principles to life during this program.

Genuine: A clear purpose and objectives were established for our 2055 PDS engagement program and communicated to stakeholders through a range of channels. We ensured all stakeholders were provided with timely information and opportunities to provide feedback. This included provision of agendas, discussion guides and presentations to stakeholders, and diverse opportunities to provide feedback in person and through formal structured written processes.

Inclusive: We endeavoured to ensure that all stakeholders who wished to participate were able to. Before we commenced formal engagement to develop our Draft 2055 PDS, we asked all stakeholders how they wanted to be engaged and on what topics. Where stakeholders wanted to provide us with more information, we invited them to attend interviews with an independent external provider to more fully provide their engagement preferences. These activities enabled us to design an engagement program that maximised stakeholder participation through provision of a number of engagement channels.

Timely: We ensured that stakeholders had adequate time to provide input and feedback before decision-making, providing extensions to all stakeholders who requested more time to provide feedback on our Draft 2055 PDS. We were pleased to be able to streamline our 2055 PDS engagement program with our other stakeholder activities to minimise the impact of the 2055 PDS engagement program on our stakeholders and value their time.

Transparent: We shared background information about the 2055 PDS engagement program, the engagement process, and the level of engagement with our stakeholders, and during our Draft 2055 PDS stakeholder briefings and responses to stakeholders who made submissions, we explained how we had considered stakeholders' input and feedback. We also extensively promoted opportunities to participate in our 2055 PDS engagement program to ensure diverse stakeholder participation. We strove for a 'no surprises' approach, ensuring all stakeholders were aware of any content in the Draft or Final 2055 PDS that materially impacted them.

Accountable: We provided a dedicated PDS email for stakeholders to ask questions and provide additional feedback and have reported on our 2055 PDS engagement program in our published 2055 PDS and Stage 2 and 3 Engagement Summary Reports available on our website. In addition to providing formal written responses to stakeholders who made a submission about our Draft 2055 PDS, we also attended meetings with stakeholders to discuss their submissions and how we had considered their feedback in decision-making. This included meetings with community groups and local Councils in the community.

Continuous improvement: We continue to evaluate our engagement with stakeholders through seeking feedback from our stakeholders and through internal lessons learned exercises.

2. Participation

How our stakeholders participated

Port of Melbourne



Stakeholder participation in the 2055 PDS engagement program

We are pleased to report that stakeholder participation over the course of our 2055 PDS engagement program has been significant, providing valuable input and feedback to enable finalisation of 2055 PDS.

Tenants and port users, State and local government, industry associations and peak bodies, and community all participated in our 2055 PDS engagement program.

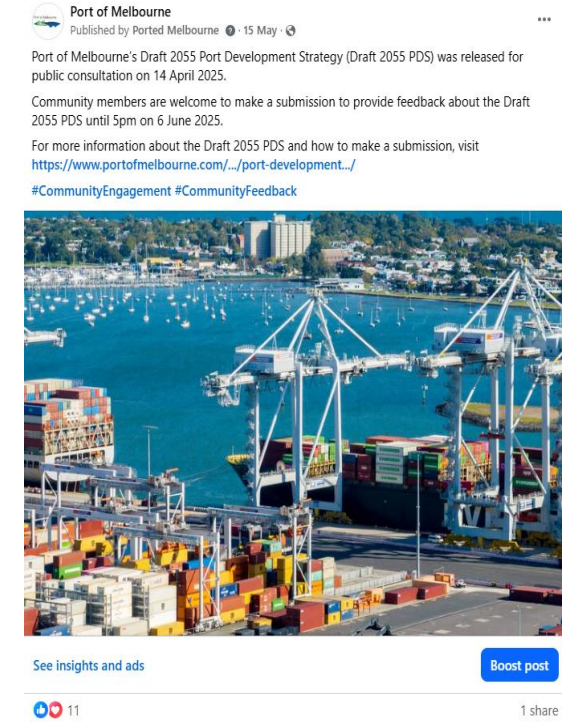
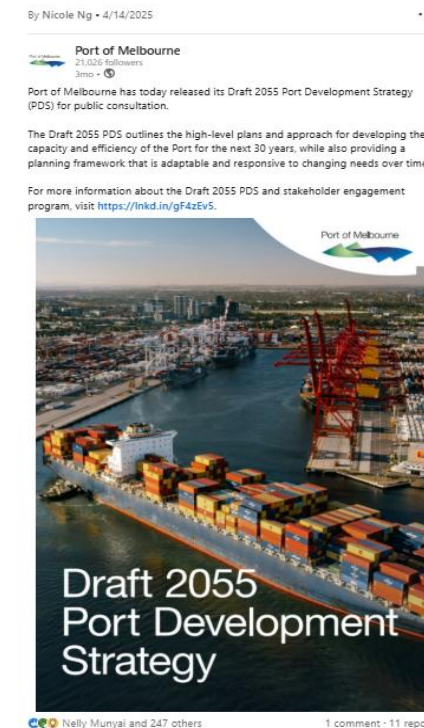
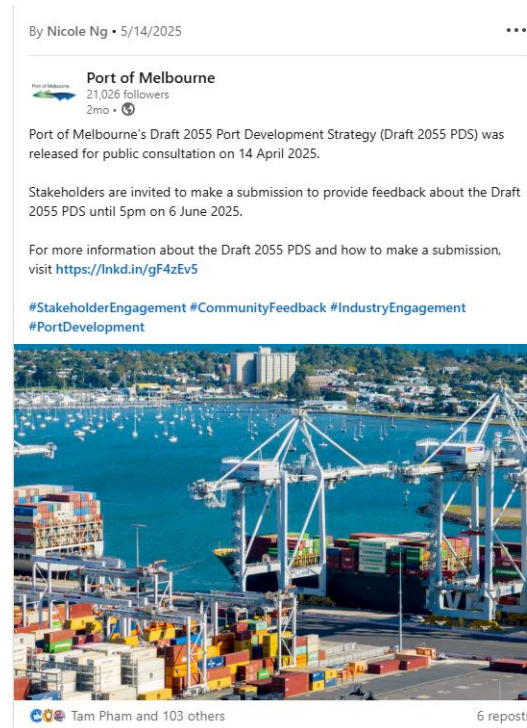
Stage 1	Stage 2	Stage 3
729 people from 378 tenant, port user and other stakeholder organisations invited to provide engagement preferences	49 meetings with tenant, port users, government and other stakeholders	Stakeholders advised of release of Draft 2055 PDS and opportunities to participate through: <ul style="list-style-type: none">• 2 direct emails sent to a total of 2,359 stakeholders• 2 Industry Updates to a total of 1,700 stakeholders• Social media posts (Facebook and LinkedIn) reaching 12,217 community and industry stakeholders
800 local residents and 100 local businesses completed surveys	3 workshops with 48 community, industry peak body association and government participants	20 pre-release briefing meetings with 98 participants from 16 stakeholder organisations.
2 focus groups with Hobsons Bay and Maribyrnong residents and businesses	5 meetings with local governments	12 post release briefing meetings with 111 participants.
7 pre-engagement interviews with self-nominated stakeholders.	4 pieces of written stakeholder feedback received via dedicated PDS inbox	2 one-to-one meetings with 13 participants
	7 community and local business post workshop submissions.	26 stakeholder submissions received.

Promoting Stakeholder Participation in Stage 3

To promote stakeholder participation in Stage 3 of our 2055 PDS Engagement Program, we implemented a multi-channel communications strategy to advise stakeholders of the public release of our Draft 2055 PDS and opportunities to attend briefing sessions and provide feedback through a submissions process. This included through:

- **Timely updates on the Port of Melbourne website**
- **Direct emails** to all stakeholders who participated in Stage 2 of the 2055 PDS engagement program, advising them of further opportunities to contribute.
- **Invitations to highly impacted stakeholders to attend pre-release briefings.**
- **Direct emails** to our stakeholder database of 2,359 individual stakeholders
- **Invitations to participate in 1:1 meetings** after post release briefing sessions to clarify information and inform stakeholder submissions.
- **Industry updates** to provide information about the 2055 PDS opportunities to participate in Stage 3, circulated to 2,146 stakeholders.
- **Social media posts through LinkedIn and Facebook** to providing information about the 2055 PDS engagement program and opportunities to participate in Stage 3 of our 2055 PDS engagement program.

Please see Appendix 1-4 for more information about how we promoted opportunities to participate in our 2055 PDS engagement program.



Stage 3 - How Stakeholders Participated

Stakeholders:

Industry Associations and peak bodies	Tenants and port users	Community	Local government	Government	Shipping Lines
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Engagement reach

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



2 EDMs sent to a total of 2,359 stakeholders inviting them to participate



2 Industry Updates to a total of 2,146 stakeholders inviting them to participate



12,217 community and industry reached by social media (Facebook and LinkedIn)

Pre briefings to provide impacted stakeholders with an overview of the Draft 2055 PDS

20 pre briefing meetings across 4 stakeholder cohorts



98 participants across 16 stakeholder organisations

Briefings to provide stakeholders with an overview of the Draft 2055 PDS to inform stakeholder submissions



- 5 PDS briefing meetings with:
- Industry Associations and Peak Bodies
 - Tenants and port users
 - Government
 - Shipping lines
 - Community



111 stakeholder participants attended PDS briefings



2 x 1:1 meetings conducted engaging with 13 participants

Stakeholder feedback on Draft 2055 PDS



26 submissions received across 5 stakeholder cohorts



- Submissions per cohort:
- Tenants and port users: 9
 - Industry associations and peak bodies: 6
 - Local government: 3
 - Government: 3
 - Community: 5

How We Helped Stakeholders Participate in Stage 3: Information and tools

Information we provided

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

- **Discussion guides and agendas:** Stakeholders who participated in prerelease or post release briefings were provided with agendas and/or discussion guides ahead of meetings.
- **Pre-reading:** Ahead of our stakeholder briefings about the Draft 2055 PDS, we ensured participants had access to our Draft 2055 PDS and provided a minimum 2 week window between the public release of our Draft 2055 PDS and commencement of our stakeholder briefings.
- **Workshop presentations:** A copy of our briefing presentation about the Draft 2055 PDS was provided to all participants after the briefing sessions.
- **Traffic modelling information** was provided to some stakeholders following requests to better understand the assumptions that underpinned our Draft 2055 PDS.
- **Submissions guidance and templates** was provided to stakeholders on our website and through the 2055 PDS briefing sessions to assist stakeholders to make a submission
- **Dedicated email address:** Stakeholders and briefing participants were provided with a dedicated PDS email address to contact the project team and make submissions about our Draft 2055 PDS.

Who was involved?

We ensured that the right people provided stakeholders with an overview of our Draft 2055 PDS and heard their feedback. Several PoM employees participated in stakeholder briefings and meetings.

Relationship managers

Our business has regular touch points with our stakeholders through our operational and commercial activities and as such, we employed a coordinated approach throughout the 2055 PDS engagement program.

In particular, this meant that any discussions with tenants and port users that required further engagement on the Draft 2055 PDS was facilitated by the people at PoM that they have an ongoing relationship with, and where possible undertaken as part of established meeting cadences.

This was important to ensure that our engagement with stakeholders was streamlined and to enable stakeholders to provide meaningful input in a trusted environment.

Independent engagement advice and facilitation

We engaged independent external expertise to provide engagement support, which included developing and facilitating briefing sessions about the Draft 2055 PDS.

Engagement of independent workshop facilitators was important to ensure all stakeholders had an opportunity to contribute through a structured process.

Participating PoM employees	
Chief Executive Officer	Head of Planning
Executive General Manager, Commercial	Executive General Manager, Operations
Executive General Manager, Corporate Relations	Head of Land Use Planning and Compliance
Head of Intermodal	Senior Manager Sustainability
Land Use and Heritage Policy Advisor	Business Development Manager (Marine and Freight Network)
Business Development Manager (NSW)	Stakeholder & Partnership Lead
Head of Maritime Operations	

3. CONSIDERATION OF FEEDBACK

What we heard from our stakeholders and how
we considered their feedback in our Final 2055
PDS

Port of Melbourne



What we heard in Stage 3

During Stage 3, we received wide-ranging feedback on stakeholders' priorities for the long-term planning for the port. While we are unable to publish feedback from specific stakeholders, key submission feedback themes related to:

- Continued recognition of the Port's important role in the economy and need for capacity.
- Capacity development options, including identification of potential river berths at Swanson Dock West and East.
- Support for rail investments and initiatives to increase the Port Rail Shuttle Network (PRSN) uptake, with mixed views on Webb Dock Freight Link timing and form.
- Wanting greater performance and pricing transparency about rail and PRSN.
- Needing to keep freight costs low and maintain efficiency.
- Wanting more information about our underpinning assumptions, and provision of forecasts and technical reports.
- Consideration of impacts of potential Webb Dock East Southern Extension or Webb Dock South reclamation.
- Near port congestion and truck movements through residential areas (particularly the inner west), including road safety, noise, air quality and pedestrian amenity considerations.
- Potential impacts on recreational boating from any future increases in port vessel frequency, size, speed, and mitigations.
- Relocation of the Tasmanian terminals, including potential impacts on supply chain costs, steaming times and delays, footprint and international stevedore access.
- Community views from potential liquid bulk storage.
- Queries from some Councils about State proposed Planning framework changes.

Please see how we considered specific feedback received from stakeholders below, noting that this has been themed to de-identify stakeholders.

How we considered Stage 3 stakeholder submission feedback

We have endeavoured to balance the many different views on how the Port should be developed and are pleased to have adopted stakeholder feedback in our Final 2055 PDS. There were also a range of stakeholder suggestions and recommendations that were not included in our Final 2055 PDS but will be considered or implemented through our business-as-usual activities.

Submission theme	PoM consideration
Capacity development options, including identification of potential river berths at Swanson Dock West and East.	PCEP is our preferred development pathway for the next tranche of container capacity, with capacity targeted to come online in 2036. PoM continues to engage with stakeholders, including stevedores, to understand potential options that may complement PCEP. This information continues to be included in our Final 2055 PDS.
Impacts of potential Webb Dock East Southern Extension future development or Webb Dock South reclamation.	The creation of a reclaimed Webb Dock South terminal is a 'potential project' that is included in our Final 2055 PDS as a long-term capacity option (2055). Our major projects are subject to a detailed planning process, which includes technical and commercial assessments, stakeholder engagement, and obtaining necessary statutory approvals at a time nearer to project delivery.
Support for rail investments and initiatives to increase the Port Rail Shuttle Network (PRSN) uptake, with mixed views on Webb Dock Freight Link timing and form.	PoM intends to provide a PRSN start-up incentive to assist with developing base load volume for port rail shuttle services, and we have updated our Final 2055 PDS to include this. Our Final 2055 PDS also continues to include Webb Dock Freight Link as a 'potential development' in 2055, and we are working with government to preserve the corridor. We also note the broad range of stakeholder feedback about the WDFL timing and form and will continue to consider options.
Support for a comprehensive Victorian State Rail Freight Plan.	PoM worked with the Victorian Government to confirm the development of the Victorian Rail Freight Plan, announced in August 2025 as part of the Victorian Freight Plan 2025-30, and have continued to demonstrate support for this Plan in our Final 2055 PDS.
Support for PoM raising awareness of the pending removal of the broad-gauge crossovers at Sunshine.	In our Final 2055 PDS, we have continued to advocate for a replacement rail connection to be provided, should the Sunshine Crossover Tracks be removed under the Melbourne Airport Rail Link project. We believe that removal of these crossovers has the potential to significantly affect freight rail efficiency into the port from the west, and that it is important that reasonable solutions are provided that support our shared objectives of moving more freight on rail.
Wanting greater performance and pricing transparency about rail and PRSN.	In our Final 2055 PDS, we have provided further information about individual rail projects where possible, as well as on the PRSN rail subsidy.
Potential impacts on recreational boating from any future increases in port vessel frequency, size, speed, and mitigations and calls for risk assessments.	We have updated our Final 2055 PDS to include concerns about surge impacts around Williamstown and will continue engage community recreational groups about our Port development projects. We undertake modelling to understand passing vessel displacement wave impacts of Neo Panamax vessels, including for the Williamstown precinct and have shared preliminary findings with these stakeholders.

How we considered Stage 3 stakeholder submission feedback

Submission theme	PoM consideration
Importance of a Slipway to sustain tall ship activities by providing maintenance, and emergency, dry docking facilities.	PoM acknowledge our requirement to move larger vessels from the water, either by slipway or a lift and are currently considering options for the slipway, but these options have not been included in our Final 2055 PDS. We are committed to genuine and effective stakeholder engagement and will undertake additional engagement with stakeholders as options for the slipway are further considered.
Maintenance of current air draft in Bolte Bridge area to allow passage of medium size vessels requiring access to berths within Victoria Harbour and the Yarra precincts around Collins Wharf and Yarra's Edge Marina.	PoM's Final2055 PDS continues to include heavy rail as one of the potential options for the delivery of a new Webb Dock Freight Link, which if delivered, would provide dedicated freight links between the Webb Dock, Swanson Dock and Dynon precincts, and the broader Victorian rail network. At this stage, PoM are only working with the Victorian Government on continued preservation of the corridor while considering short- and medium-term options for the most efficient connection. If the Webb Dock Freight Link project was to proceed, it would be subject to a detailed design process and stakeholder engagement at that time.
Relocation of the Tasmanian terminals, including potential impacts on supply chain costs, steaming times and delays, footprint and international stevedore access.	PoM is targeting new capacity at Webb Dock North in 2036, to avoid future capacity constraints. Targeting 2036 for additional capacity has been informed by stakeholder engagement, analysis of tenant impacts and assessment of delivery schedules. We are committed to finding a new location for the Tasmanian Trade Operators and will invest in their relocation to Victoria Dock.
Request for PoM to consider the need to maintain road access to the Port via Lorimer Street and separate pedestrians and bike users from heavy vehicles.	We believe that Lorimer Street's freight role must be retained and have stated this in our Final 2055 PDS. While we have also highlighted the need for government investment in active transport as planning for Fishermans Bend development continues to be undertaken, we advocate for these investments to be made in other parts of the precinct to ensure that pedestrians and bike users are separated from heavy vehicles.
Early engagement with Council on the proposed upgrades to the Webb Dock Drive/Todd Road intersections to ensure compatibility with the Fishermans Bend long term urban development.	Our Final 2055 PDS continues to identify upgrades to Webb Dock/Todd Road intersections to ensure freight volumes can move as Fishermans Bend develops. Ongoing dialogue between PoM, the Victorian Government and other stakeholders will be necessary to ensure the road network and intersections in and around the Webb Dock precinct are responsive to forecast growth in peak hour congestion from non-port traffic, and we commit to timely engagement with Council on these upgrades.
Support for PoM position that public and active transport investment is critical for long term functionality of the road network.	We will continue to advocate to the Victorian Government for public and active transport investment in Fishermans Bend to ensure the long-term functionality of the road network. We believe that measures to increase active and public transport use, including pedestrian, cycling, bus, tram and train transport options have the potential to significantly reduce private vehicle use and will have the most impact on the road network in and around the Port. We continue to call for these investments in our Final 2055 PDS.

How we considered Stage 3 stakeholder submission feedback

Submission theme	PoM consideration
Alignment with the Fishermans Bend Framework strategic objectives.	In response to stakeholder feedback, we have updated our Final 2055 PDS to show alignment to this Framework and Fishermans Bend Integrated Transport Plan. During our 2055 PDS engagement program, we engaged the Fishermans Bend Taskforce, state planners and the Department of Transport and Planning and local Councils, including through a dedicated Traffic Modelling Workshop in May 2025.
Impacts on community from potential liquid bulk storage.	PoM no longer intends to consider the Yarraville site for liquid bulk storage, and it has been reclassified in our Final 2055 PDS as for 'Port related uses'. Port related uses may include tasks such as empty container storage, logistics and warehousing functions and lay down areas.
Opportunities to improve open space and heritage areas (Maritime Cove Playground, Webb Dock, and Yarra River Trails) and incorporating buffers that enhance the public realm and heritage and respond to environmental risks.	Our Final 2055 PDS commits to targeted improvements in key areas, including improvements to Maritime Cove, and repairs and upgrades to Webb Dock Trail to better manage erosion and futureproof against severe weather events. We have also updated our Final 2055 PDS with examples of improvements to our community and open spaces, most recently collaborating with a Council to support enhancement of a dog park to improve its integration with the surrounding area and create a more open and inviting environment for residents and visitors.
Clarification on review process of the PoM Planning Scheme and other planning schemes and associated Council engagement.	In accordance with Port Development Strategies Ministerial Guidelines, our Final 2055 PDS continues to flag a review of the Port of Melbourne Planning Scheme. This review will be undertaken in accordance with a process yet to be defined by the Department of Transport and Planning (DTP). Once this process has been established, PoM is committed to engagement with local Councils
The G187 amendment.	Amendment GC187 is a State-led administrative amendment. Its primary purposes are to align the Port of Melbourne Planning Scheme with the boundaries of the 2016 Port of Melbourne lease area, and establish an open, transparent and consistent planning framework for State-significant matters by ensuring a single Responsible Authority (the Minister for Planning) administers all land within the Port lease area. DTP is actively considering the amendment and will be responsible for any further engagement with affected Councils/ PoM will continue to support DTP in that process as required. We appreciate feedback provided on the amendment to date and look forward to working collaboratively with both DTP and Councils as the amendment progresses.
Request for ongoing commitment to engage with Councils in relation to a range of issues, including planning scheme amendments and strategic work.	PoM are committed to genuine and effective engagement with Council through our project-based engagement and business as usual activities. In 2025, we invited all four Councils neighbouring the Port to meet with us to discuss our 2055 PDS.

How we considered Stage 3 stakeholder submission feedback

Submission theme	PoM consideration
Near port congestion and truck movements through residential areas (particularly the inner west), including impacts on road safety, noise, air quality and pedestrian amenity.	<p>Our Final 2055 PDS includes clarification about landside connections and strategies for more productive Port truck movements and minimise impacts on neighbouring communities. Subject to ongoing discussions with port users, we will continue to explore options to improve port landside efficiency that complement existing port access and consider impacts on neighbouring communities. In identifying possible options, we consider a range of factors including ‘port peak’ periods (the inter-peak period of the day). As peak slots become used, major terminals will need to rely on off peak capacity, seeing more evening and overnight freight movement and use of the surplus road network. PoM plans to:</p> <ul style="list-style-type: none"> • Provide a PRSN start-up incentive to encourage use of the Victorian Government’s PRSN and growth of the proportion of port trade handled by rail. • Advocate for introduction of real time HPFV mass limit monitoring and approvals to enable more trucks to travel on the West Gate and Bolte bridges to access the port. • Advocate for increased HPFV use and off-peak freight movements, as HPFVs predominately use the freeway network and PFN. • Consistent with the Victorian Freight Plan 2025-30 advocate for the West Gate and Bolte bridges to be upgraded to increase weight limits to improve port access. • Consider initiatives to maximise cargo moved per truck trip to minimise the overall number of truck movements. • Explore alternate means of connecting the Swanson Dock and Webb Dock precincts. • Advocate for improving the PFN network to allow for easier access and less conflict with residential areas. PoM notes this is an action in the Victorian Freight Plan 2025-30 and strongly supports the stated policy position.
A landside strategy with measurable performance targets.	<p>The finalisation of the Victorian Freight Plan has enabled us to further identify opportunities to work with the State (as the manager of non-port roads) on landside issues. To facilitate this collaboration, PoM’s traffic assessments for our 2055 PDS used the State’s traffic modelling system. While our modelling covers the Port area and near Port only as PoM does not manage the road network outside of the Port, we see an opportunity to bring our respective work together when the State prepares a Landside Access Plan in 2026 in response to our 2055 PDS (an action under the Freight Plan 2025-30). We have updated our Final 2055 PDS to include this.</p>
Stronger alignment with government policy and broader network	<p>Our Final 2055 PDS has been updated to show improved alignment with government policies and network changes.</p>
Maintaining auto RoRo capacity at the Port.	<p>Maintaining auto capacity is a key planning consideration for PoM and if auto trade needs to be relocated within the port in the long term, it will be designed to cover anticipated volumes.</p>

How we considered Stage 3 stakeholder submission feedback

Submission theme	PoM consideration
Measurable emissions targets and environmental performance data.	To reduce Scope 1 and 2 emissions, we also successfully raised a \$475 million, six-year Sustainability Linked Loan in FY24 which includes annual targets, engage with port stakeholders on Scope 3 decarbonisation, and progress workplace mental health certification. As of the end of FY25, PoM has now completed two years of this Loan period and met all its sustainability performance targets. We publish an annual public Sustainability Report and hold ourselves accountable for meeting our sustainability commitments by linking them to external standards and financial consequences. This includes participation in the Global Real Estate Sustainability Benchmark (GRESB) - An infrastructure asset assessment which enables the sustainability of individual infrastructure assets, such as the Port, against other ports globally. Our overall sustainability performance in 2024 and 2025 was recognised with a 5 Star rating in GRESB, ranking first among Australian and global ports and receiving full marks for all criteria.
Shore power at the Port.	PoM supports shore power use across the existing port berths on a case-by-case basis, subject to tenant demand and infrastructure capability. We have also undertaken a study into shore power roll out across the Port and will incorporate infrastructure to support shore power capability into new berths as they are developed, dependent on tenant demand and appropriate commercial arrangements. This information has been included in our Final 2055 PDS.
Needing to keep freight costs low and maintain efficiency.	PoM is subject to a public, transparent compliance monitoring regime administered by the Essential Services Commission. Under this framework, we are required to demonstrate that all costs we incur are prudent and efficient, with 5-yearly public inquiries by the ESC to verify compliance.
New buffer areas being shown in the 2055 PDS for Major Hazards	The Major Hazard Facility buffer area included in our Final 2055 PDS are set by WorkSafe. PoM are required to include these in our 2055 PDS to comply with the Ministerial Guidelines.
More information about underpinning assumptions, and provision of forecasts and technical reports.	The detailed methodology for container forecasting that we undertook was provided during our PCEP CBA engagement and is available on our website.

4. Evaluation

How participants found our engagement to date

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Evaluation

PoM has undertaken considerable work to improve how we engage with our stakeholders. Through our 2055 PDS engagement program we have continued to uplift our stakeholder engagement practices.

We recognise the importance of evaluating our engagement programs to enable continuous improvement.

Following the conclusion of our 2055 PDS stakeholder engagement program and publication of our 2055 PDS in December 2025, we will conduct a full evaluation of our 2055 PDS engagement program.

An input into this inclusion will include the process evaluation undertaken of Stage 2 of our 2055 PDS engagement program by an independent external provider. Following 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. While this information was included in our Stage 2 Engagement Summary, it is included again below for ease of reference.

PoM thanks all stakeholders who participated in our 2055 PDS engagement program and took the time to contribute valuable input and feedback. If you would like to provide feedback about our 2055 PDS engagement program prior to our formal evaluation commencing, please email pds@portofmelbourne.com

Stage2- Participant Process Evaluation and Feedback

The survey questions for all workshops 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?

- Yes
- Somewhat
- No

4. How would you rate the facilitator of the session?

- Very poor

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- 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.



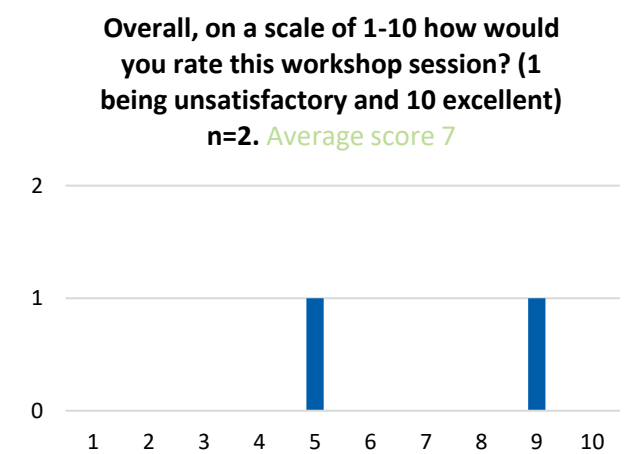
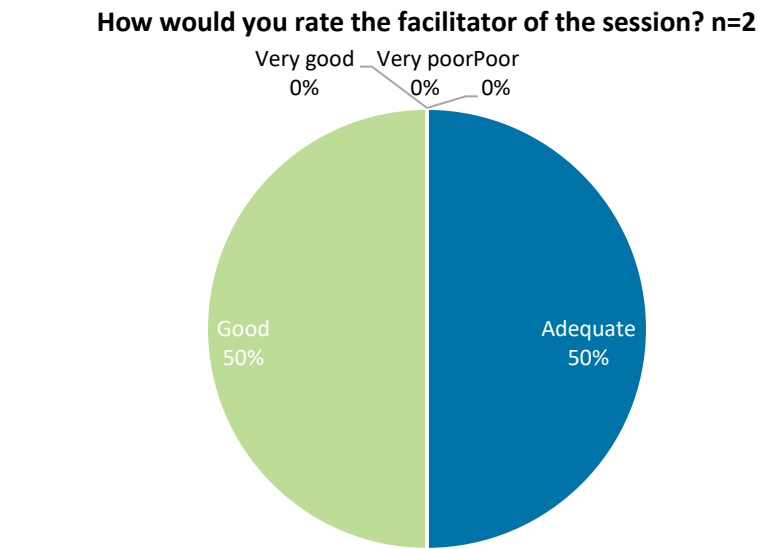
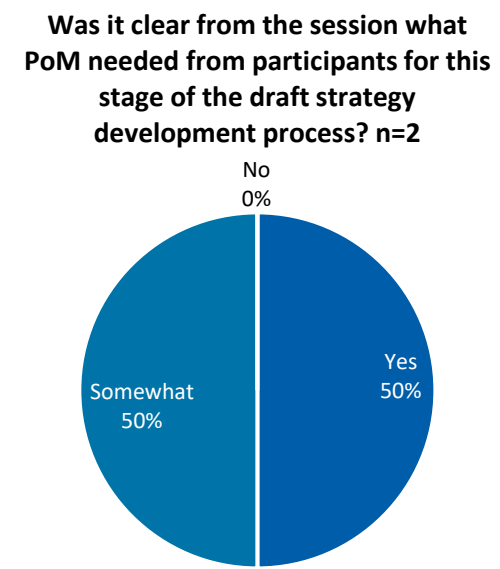
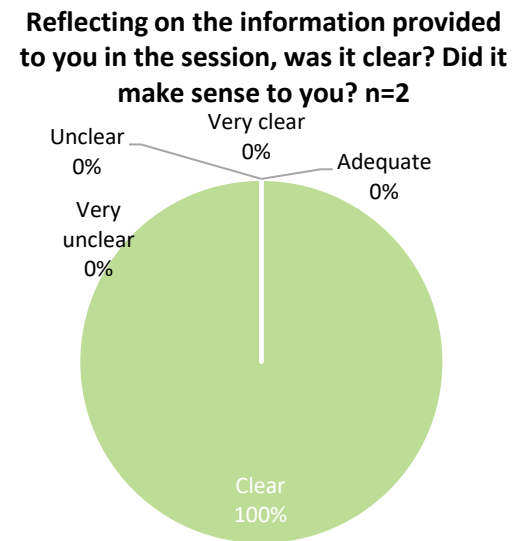
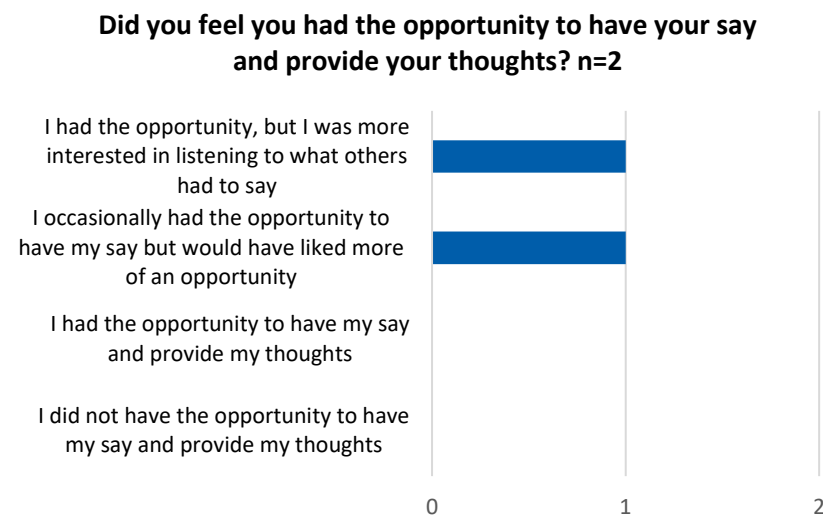
"It's a difficult type of engagement to do, and I've seen these sort of things handled a lot worse. The proof of how good it is will be how well the feedback is listened to."
Community workshop participant



"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)

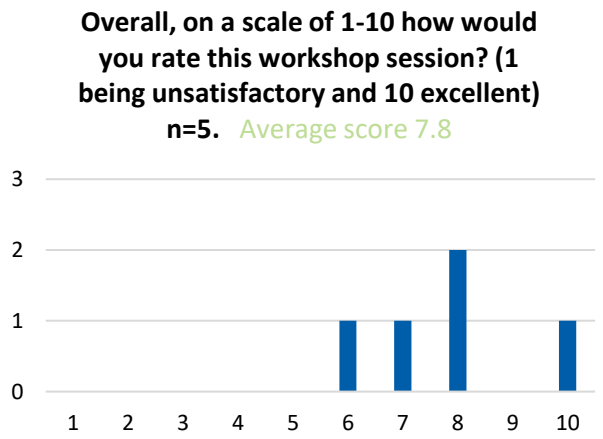
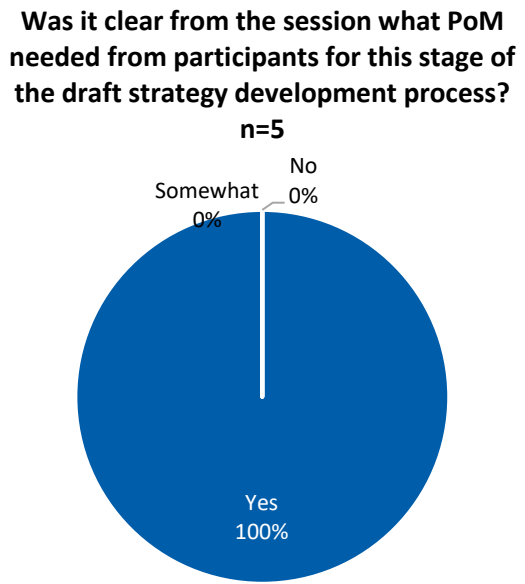
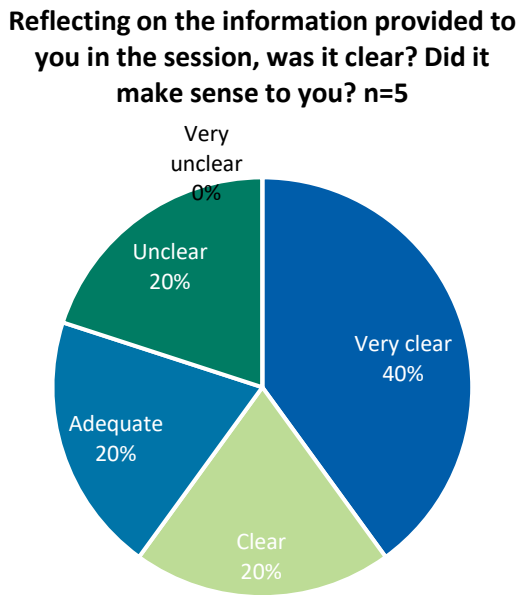
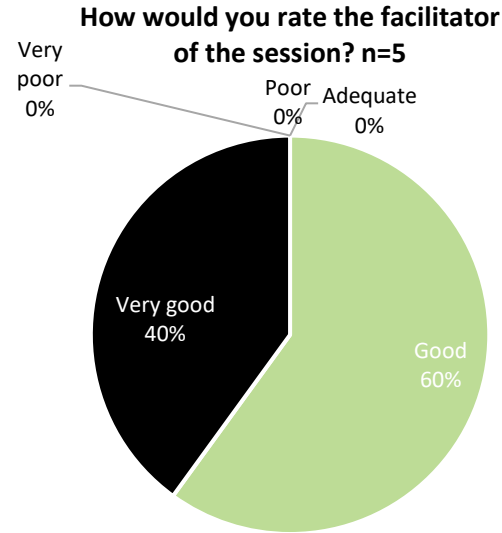
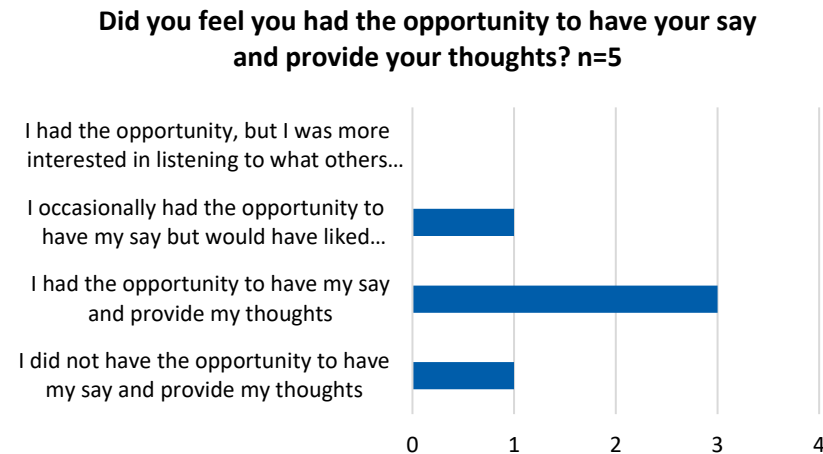
Stage 2 -Government Participant Feedback

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



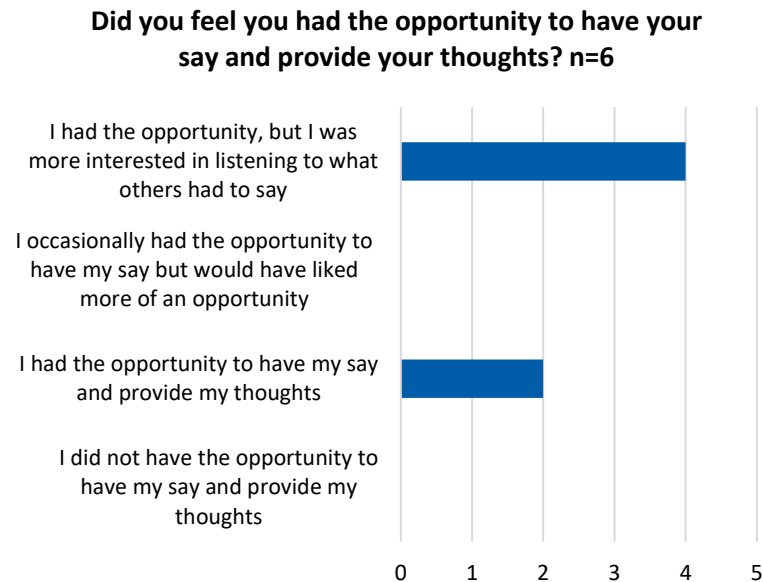
Stage 2 Community Participant Feedback

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

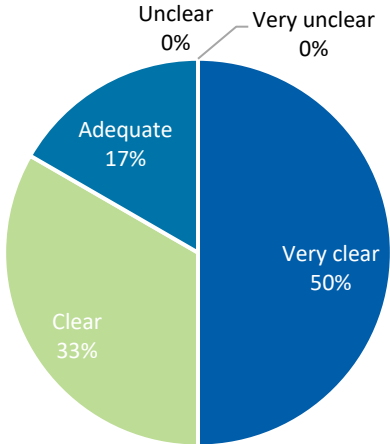


Stage 2 - Industry Peak Body and Association Participant Feedback

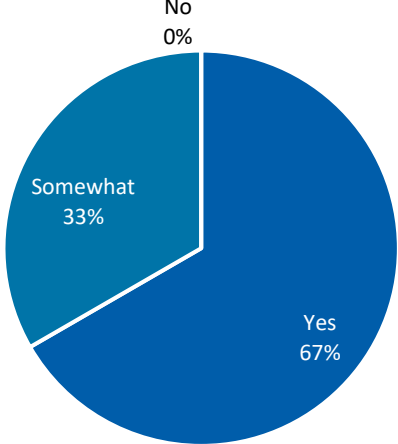
Out of the 11 participants, six chose to provide feedback.



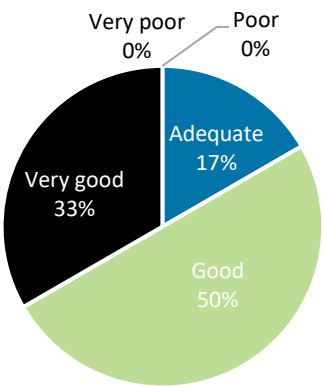
Reflecting on the information provided to you in the session, was it clear? Did it make sense to you? n=6



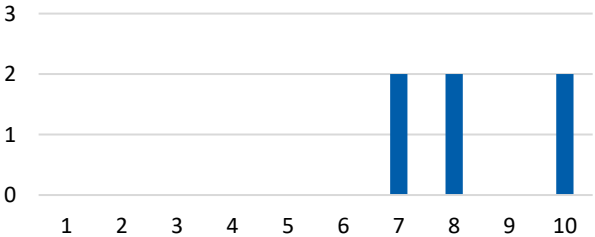
Was it clear from the session what PoM needed from participants for this stage of the draft strategy development process? n=6



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

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Appendix 1: Media promotion

LinkedIn

By Nicole Ng • 5/14/2025

Port of Melbourne

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2mo •

Port of Melbourne's Draft 2055 Port Development Strategy (Draft 2055 PDS) was released for public consultation on 14 April 2025.

Stakeholders are invited to make a submission to provide feedback about the Draft 2055 PDS until 5pm on 6 June 2025.

For more information about the Draft 2055 PDS and how to make a submission, visit <https://lnkd.in/gF4zEv5>

#StakeholderEngagement #CommunityFeedback #IndustryEngagement #PortDevelopment



Tam Pham and 103 others

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LinkedIn

By Nicole Ng • 4/14/2025

Port of Melbourne

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3mo •

Port of Melbourne has today released its Draft 2055 Port Development Strategy (PDS) for public consultation.

The Draft 2055 PDS outlines the high-level plans and approach for developing the capacity and efficiency of the Port for the next 30 years, while also providing a planning framework that is adaptable and responsive to changing needs over time.

For more information about the Draft 2055 PDS and stakeholder engagement program, visit <https://lnkd.in/gF4zEv5>.



Nelly Muryal and 247 others

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Facebook

Port of Melbourne

Published by Ported Melbourne • 15 May

Port of Melbourne's Draft 2055 Port Development Strategy (Draft 2055 PDS) was released for public consultation on 14 April 2025.

Community members are welcome to make a submission to provide feedback about the Draft 2055 PDS until 5pm on 6 June 2025.

For more information about the Draft 2055 PDS and how to make a submission, visit <https://www.portofmelbourne.com/.../port-development.../>

#CommunityEngagement #CommunityFeedback



See insights and ads

Boost post

11

1 share

Appendix 2: Promotion to stakeholders who participated in Stage 2 of our 2055 PDS engagement program

From: Port of Melbourne - Corporate Affairs <corporateaffairs@srm.portofmelbourne.com>

Sent: Monday, 14 April 2025 9:46 AM

To: Nicole Ng <Nicole.Ng@portofmelbourne.com>

Subject: [EXTERNAL SENDER] [BULK EMAIL] [Test] Port of Melbourne Draft 2055 Port Development Strategy

CYBER AWARE - Caution, this is an external email. Unless you recognise the sender and know the content is safe, **do not** click links or open attachments

Port of Melbourne



Good afternoon,

Port of Melbourne is pleased to provide you with our [Draft 2055 Port Development Strategy \(Draft 2055 PDS\)](#), which has now been released for public consultation, ahead of being published in December 2025.

We are undertaking wide-ranging stakeholder engagement to develop our Draft 2055 PDS and to assist stakeholders to prepare a submission and provide feedback on our Draft 2055 PDS, we are conducting a series of briefing sessions. At these sessions, we will provide an overview of what we have heard from stakeholders to date, our Draft 2055 PDS, and key changes from our 2050 PDS.

To register your interest in attending this briefing session, please [click here](#).

If you would like more information on our 2055 PDS engagement program, please email PDS@portofmelbourne.com or visit our [website](#).

Kind regards,
Andrew Varga
Head of Planning

Appendix 3: Promotion to PoM stakeholder database through PoM Electronic Direct Mail

From: Port of Melbourne - Corporate Affairs <corporateaffairs@srp.portofmelbourne.com>
Sent: Monday, 14 April 2025 9:45 AM
To: Nicole Ng <Nicole.Ng@portofmelbourne.com>
Subject: [EXTERNAL SENDER] [BULK EMAIL] [Test] Port of Melbourne Draft 2055 Port Development Strategy

CYBER AWARE - Caution, this is an external email. Unless you recognise the sender and know the content is safe, do not click links or open attachments

Port of Melbourne



Thank you for your participation to date in the development of our 2055 Port Development Strategy.

Port of Melbourne is pleased to provide you with our [Draft 2055 Port Development Strategy \(Draft 2055 PDS\)](#), which has now been released for public engagement ahead of being published in December 2025.

The purpose of this engagement is to:

- Refine our understanding of the emerging trends and issues impacting the current and future needs of the Port.
- Understand stakeholder perspectives on the Draft 2055 PDS.
- Identify future opportunities to enhance and improve PDS outcomes.

To assist stakeholders to prepare a submission to provide feedback on our Draft 2055 PDS, we are conducting a series of briefing sessions to provide an overview of what we have heard from stakeholders to date, our Draft 2055 PDS, and key changes from our 2050 PDS.

To register your interest in attending this briefing session, please [click here](#).

For more information about our Draft 2055 PDS and engagement program, please [click here](#). If you have any further questions, please email PDS@portofmelbourne.com

Thank you for your participation to date.

Kind regards,

Kind regards,
Andrew Varga
Head of Planning

Appendix 4: Promotion to stakeholders through PoM Industry Updates

March 2025

Government and Industry Engagement

Stakeholder Engagement on Future Port Development

Port of Melbourne is currently developing its new 2055 Port Development Strategy (2055 PDS).

Thank you to all stakeholders who have contributed to our various engagements that have informed our planning to date, including those who participated in our Port Capacity Enhancement Program (PCEP) draft Cost Benefit Analysis (CBA) engagement program. To find out what we heard from stakeholders on the draft CBA click [here](#).

Our Draft 2055 PDS will be released in mid-April for stakeholder feedback. We will continue to update our webpage at [2050 Port Development Strategy | Port of Melbourne](#) and notify stakeholders on how to be involved. However, if you would like to register early to attend a briefing on our Draft 2055 PDS, please email pds@portofmelbourne.com.

June 2025

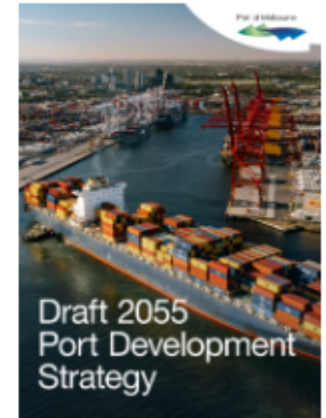
Draft 2055 Port Development Strategy Released for Public Engagement

Port of Melbourne's Draft 2055 Port Development Strategy (Draft 2055 PDS) was released for public engagement on 14 April 2025 (Stage 3).

This stage of the 2055 PDS engagement program is open until 5pm on 6 June 2025 and has been designed to provide stakeholders with opportunities to make submissions to provide feedback about the Draft 2055 PDS.

Port of Melbourne will publish a final 2055 PDS in December 2025.

Should you have any questions or require further information to make a submission, please email pds@portofmelbourne.com or see the PDS webpage at [2055 Port Development Strategy](#).



Appendix 4: Briefing schedules and participation

Date	Briefing Name	Time	Number of participants
28 April 2025	Industry Associations and Peak Bodies	1.00pm - 2.30pm	19
28 April 2025	Tenants and Port Users	3.30pm - 5.00pm	15
29 April 2025	Shipping Lines	3.00pm - 4.30pm	13
29 April 2025	Community	6.00pm - 7.30pm	5
1 May 2025	Traffic Modelling	1.00pm - 2.00pm	11
2 May 2025	Government	2.00pm - 3.30pm	15
2 May 2025	Maribyrnong City Council	10.00am - 11.30am	5



**Port of Melbourne thanks
stakeholders for participating in
our 2055 PDS engagement
program.**