Acknowledgement of Country

Port of Melbourne acknowledges the Bunurong, Wadawurrung and Wurundjeri Peoples of the Kulin Nation as the Traditional Custodians of the land and waters on which our business operates.

We recognise and value their unique cultural heritage, customs, spiritual beliefs and relationship with the land. We pay our respects to their Elders past, present and emerging, and to all Aboriginal and Torres Strait Islander peoples across the communities in which we work.

Port of Melbourne



Key Drivers for the Port Capacity Enhancement Program Port of Melbourne

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Housekeeping



Recording this session



Enquiries



Opportunities for questions



Feedback options



Agenda

Item

Welcome & Acknowledgement of Country

Introduction – Agenda and Session Overview

Context

Scope of Engagement

Trade Forecast

Ship Fleet Forecast

Port Capacity

Next Steps



Session Overview





What we want to achieve

- Provide an overview of our PCEP stakeholder engagement approach.
- Inform you as to where we are at on the journey of enhancing capacity.
- Create clarity on why we are engaging and how your feedback will help guide our decision making.

How we will run the session

- Overview, background and context.
- Introduce the findings from the three key independent expert reports.
- Provide an overview of next steps and timeline.



What happens next

- You are invited to review and provide feedback on the three independent expert reports by 18 October 2022.
- We will respond to all substantive written feedback.
- We aim to publish a stakeholder engagement report by the end of November 2022.
- We will engage with between December 2022 and March 2023 to seek feedback on the emerging findings from the Cost Benefit Analysis.





Context

Why we want to engage?

We are committed to transparent stakeholder engagement that gives regard to stakeholders' points of view prior to business decisions being made.

- PoM has a responsibility to anticipate and deliver capacity to meet the requirements of port users and Victorian consumers. Based on the ongoing growth in TEU demand and vessel size changes there is a requirement to enhance the capacity of the Port over the port concession term.
- The Port Development Strategy (PDS) released in 2020, articulated a high-level strategy for delivering enhanced capacity. The PDS identified that Port of Melbourne would need to start preparing to deliver the next tranche of container capacity at Webb Dock North around 2030.
- Since the completion of the PDS, PoM has initiated the Port Capacity Enhancement Program (PCEP). PCEP is currently at *identification* phase and key focus areas include:
 - Determining when capacity is required (based on forecast demand, ship size trends and the capacity of existing infrastructure);
 - Identifying and evaluating options to increase capacity through improvements to existing infrastructure and the delivery of new infrastructure;
 - Undertaking a cost benefit analysis of implementing options to increase capacity;
 - Identifying appropriate solutions to cater for existing trades that may be relocated or displaced by redevelopment; and
 - Ensuring that stakeholder engagement is genuine, and adequately considers stakeholders' points of view prior to decisions being made.

Stage 1 Stakeholder Engagement (purpose of today)

- Prior to completing a Cost Benefit Analysis we are engaging with you (our stakeholders) to understand your points of view on the key drivers for port capacity enhancement:
 - Ship Fleet Forecast
 - Trade Demand
 - Port Capacity

Stage 2 Stakeholder Engagement (Early 2023)

 Prior to creating a preliminary business case, we will engage with stakeholders and consider your points of view on findings from Cost Benefit Analysis including proposed solution(s) and timing of development.

Stages 3 – 5 Stakeholder Engagement

• Future engagement will be designed depending on conclusions form Stage 1 and Stage 2



Why we need to provide capacity?

Supporting an efficient supply chain and compliance with our Port Lease and Stewardship obligations underpins all planning and investment processes.

"Port Lessee acknowledges that Port Lessor's objective (**Port Objective**) in granting this Lease is that, throughout the Term, the Port be managed, operated, maintained and developed so as to be a major seaborne trade gateway to the benefit of the economy of the State."

PoM's stewardship obligations

PoM has stewardship obligations under the Port Lease granted by the State including to:

- Achieve the Port Objective;
- Manage, operate and maintain the Port in accordance with Good Operating Practice;
- Ensure the Port is capable of providing access to shipping, including being able to reasonably accommodate vessel of the size and type reasonably required to meet the trade requirements of the Port from time to time;
- Develop the Port land and infrastructure to:
 - Cater for actual and reasonably anticipated growth in, and demand for, port services;
 - Provide quality and efficiency standards expected of a major port; and
 - Maintain the Port's leading position among major Australian ports in terms of its quality, efficiency and effectiveness.

Port Management Act (PMA), s48

In considering feedback PoM will have regard to the objectives of the Port Management Act, including:

- to promote efficient use of, and investment in, the provision of prescribed services for the long-term interests of users and Victorian consumers.
- ensure tariffs for prescribed services are fair and reasonable whilst having regard to the level of competition in, and efficiency of the Port of Melbourne
- allow the Port of Melbourne to recover its efficient costs of providing prescribed services
- promote competition between ports, shippers and third party operators



Our Plans

The 2050 Port Development Strategy (PDS) has been prepared to guide the port's high level plans and approach for developing capacity and efficiency over the next 30 years.



The PDS identified nine key projects of which three are in delivery and the other six are in various stages of planning and definition. For more detail, see the PDS on the PoM website. This plan was developed following extensive stakeholder consultation between 2018 and 2019 on port development drivers and solutions

Our 2035 Plan



9. Develop Yarraville precinct



Planning and Investment Environment

In addition to stakeholder feedback our investment planning decisions are guided by a range of internal and external factors, for example:







Scope of Engagement

Port Capacity Enhancement Program (PCEP)

PCEP is a significant potential infrastructure project, aimed at creating a long term future for Tasmanian Trade Terminals & Developing a Webb Dock North Container Terminal. The information in this pack is subject to further planning and potential changes.



PROJECT OBJECTIVES - Creating a long term future for Tasmanian Trade Terminals

- Enabling the development of Webb Dock North Container Terminal: Current container trade projections indicate that the Port will require additional capacity around 2030. This next tranche of container capacity has been identified at Webb Dock North which requires the relocation of the existing Tasmanian Bass Strait operations.
- Securing the future of the Tasmanian trades: Redeveloping the Appleton / Victoria Docks into purpose built terminals for the Tasmanian trade to
 provide long-term security and certainty for the Tasmanian trade operations through the Port of Melbourne.

RELEVANT STAKEHOLDER INTERESTS								
Tenants	Shipping Lines	Cargo Owners	Transport Operators	Intermodal Operators	Rail Terminal Operators	Empty Container Parks	Government	Community
HIGH	HIGH	HIGH	MEDIUM	LOW	LOW	LOW	HIGH	LOW

PROJECT OBJECTIVES - Developing a Webb Dock North Container Terminal

- Maintaining capacity to meet forecast demand: A key requirement of the Webb Dock North Container Terminal will be to provide additional container terminal capacity.
- The new Webb Dock North container terminal is proposed be developed in the current Tasmanian terminal location. This terminal is expected to provide two new container berths and will be able to handle container vessels up to 367m LOA and 51m beam (approx. 14,000 TEU).
- The terminal will be designed to be directly connected to a potential on-port rail terminal which may be developed in future to provide a direct rail connection via the proposed Webb Dock Freight Link.

RELEVANT STAKEHOLDER INTERESTS

Tenants	Shipping Lines	Cargo Owners	Transport Operators	Intermodal Operators	Rail Terminal Operators	Empty Container Parks	Government	Community
HIGH	HIGH	HIGH	MEDIUM	MEDIUM	MEDIUM	MEDIUM	HIGH	HIGH

This program has a significant stakeholder engagement process. Current aim is to commence this consultation in Q3 2022 on the inputs to a Cost Benefit Analysis, to be prepared by an independent expert engaged by PoM, on providing or not providing container capacity.

Port of Melbourne

Engagement Overview

We are currently engaging with our stakeholders across a number of initiatives. The focus of today is on PCEP engagement.

- PoM engages with a broad range of stakeholders on a range of operational, management and project matters.
- We recognise that there are a number of touchpoints across different stakeholder organisations.
- In the interests of transparency and to ensure alignment of understanding of expectations, we have mapped out the current and forecast engagement activities.
- The engagement has been planned in line with the IAP2 engagement principles and will comply with the Pricing Order Engagement Protocol (once finalised).
- *Timing is indicative and subject to change IAP2 Spectrum of Engagement KEY



	WHAT we are engaging on	WHY we are engaging	WHO we are engaging	WHEN we are engaging*	HOW we will engage	HOW we will gather & consider feedback
PRO Inve plan PCE	PROJECT Investment planning for	CONSULT	Port Users Stakeholders Shipping	Sept – Oct 2022 on inputs	Materials: PoM will publish: Independent expert	Written submissions to PoM PoM will consolidate and consider feedback on the inputs and on the CBA and its outputs
	РСЕР	We will engage an independent expert to conduct a Cost Benefit Analysis (CBA) in accordance with industry practice to inform our decision-making. We will consult on the input assumptions and outcomes of the CBA and will seek industry feedback to ensure that the CBA is appropriate to support our decision making.	Lines Stevedores	Dec 2022 – Mar 2023 on outputs	reports and summary information Industry Workshops	
OUR APPI Pricin Enga Prote	OUR APPROACH	CONSULT	Port Users	September / October 2022	Draft Protocol published on PoM web site Written submissions to PoM 1:1 meetings (if requested)	Written submissions to PoM PoM will consolidate and consider feedback
	Pricing Order Engagement Protocol	We will seek stakeholder feedback on the Pricing Order Engagement Protocol to ensure it meets compliance requirements and Port User reasonable expectations.				
OU API TCS Ind Up	OUR APPROACH	CONSULT	Stakeholders	Start in December 2022 and will run through to April / May 2023	1:1 meetings Industry forums Written submissions to PoM Forum feedback	Written submissions to PoM PoM will consolidate and consider feedback
	TCS & Industry Update	We will consult with stakeholders on what is important and use this to frame the scope of engagement and engage with stakeholders as input to the Tariff Compliance Statement.				



PCEP Engagement Overview

- The complex nature and scale of port projects typically have long lead and delivery times.
- At this stage of planning a large project such as PCEP, the engagement, approvals and delivery timing can only be indicative and will change and evolve based on progress, stakeholder feedback and progressive decisions.
- Even at this early stage, PoM is committed to open engagement on our approach recognising that many elements are subject to change and are shown as indicative at this stage.
- Our immediate PCEP engagement program is focused on the next 6 -8 months as we engage with stakeholders on our input assumptions and outputs of a Cost Benefit Analysis that will inform our investment decision making.



PCEP Assumptions Engagement

Current engagement activities are focussed on seeking your feedback to help inform our planning decisions



PCEP Engagement Overview

- Recent feedback has demonstrated a strong interest in and different views on PoM's key input assumptions.
- The PCEP engagement program is focused around these key input assumptions as input to PoM's investment decision on the next tranche of container capacity.
- Broad industry engagement will be undertaken across aspects relevant to PoM's decision, including by publishing key analysis by PoM and independent experts and seeking written feedback on the assumptions.
- In addition, PoM will host facilitated workshops with key industry interests on the ship fleet and capacity assumptions.
- The objective of these facilitated workshops will be to test the input assumptions by reference to feedback, assess industry points of difference (where possible) and explore reasonable scenarios to test.

01		Project Overview	1. PoM summary materials	 Inform stakeholders of the scope of the project, estimated timing of relevant project components and early cost estimates. Seek industry feedback on points of interest
02	8	Trade	 Independent Expert Report (including 10 year outlook) PoM summary materials 	 Are the forecasts reasonable? Are there additional scenarios to be considered?
03		Ship Fleet	 Independent Expert Report PoM summary materials Facilitated Industry Workshop Shipping Lines Freight Victoria Ports Victoria 	 Are the input assumptions reasonable? Are the forecasts reasonable? Are there additional scenarios to be considered?
04		Capacity	 Independent Expert Report PoM summary materials Facilitated Industry Workshop Stevedores Freight Victoria Ports Victoria 	 Are the input assumptions reasonable? Are there additional scenarios to be considered (including stevedore development options)?





Trade Forecasts

Trade forecasting for PCEP

Trade forecasts are prepared by BIS Oxford Economics (BISOE), an independent expert economic forecaster with specific expertise in maritime trade, these forecasts are a key input into port development planning.

- Trade forecasts are a key input into port development planning and determining investment timing.
- In the context of the PCEP, the key trade of interest is international containers.
- Container trade forecasts are used by PoM:
 - As an input into ship fleet forecasts, which inform port capacity
 - To determine the optimal timing of capacity investments to ensure that PoM is able to meet its Stewardship Obligation to "cater for actual and reasonably anticipated growth in, and demand for, port services".
- PoM considers that BISOE's forecast has been arrived at on a reasonable basis and represents the best forecast possible in the circumstances.
- PoM understands that BISOE has produced demand forecasts on a similar basis for many significant ports around the world.



Overview of trade forecasts

BISOE has forecast that international container volumes will grow from the current level of around 3m TEU to around 6.5m TEU in 2052

To forecast trade volumes, BISOE custom built a structural econometric model which decomposes trade into different categories and forecasts volumes for each category based on estimated relationships between trade volumes and their underlying microeconomic and macroeconomic drivers. Further details of BISOE's forecast methodology and scenario analysis are available on the PoM website.

BISOE has forecast that international container volumes will grow from the current level of around 3m TEU to around 6.5m TEU in 2052. The upper and lower bounds indicate a ~20% variance around the baseline by 2052. This is consistent with a 50% confidence interval for the key forecast drivers of economic growth, GDP multipliers and transhipments. Other assumptions are unchanged (e.g. no change in Melbourne's share of national trade).

BISOE's forecast Compound Annual Growth Rate (CAGR) from FY21 to FY52 of 2.6% p.a. is comparable to the Deloitte forecast CAGR of 2.7% p.a. over the same period (for mainland and overseas container trade).

Scenario	10 year CAGR (FY21-FY31)	31 year CAGR (FY21-FY52)
BISOE Upper	4.2%	3.2%
BISOE Baseline	2.8%	2.6%
BISOE Lower	1.3%	1.8%
Deloitte (Vic Commercial Ports Strategy)		2.7%

BISOE 30 year forecast of international container trade



Sources: BISOE, 2022, International Container Demand Forecast; and Deloitte in Freight Victoria, 2022, Victorian Commercial Ports Strategy – Navigating our Port Futures



Trade Forecasts – Stakeholder Engagement





Are the BISOE trade forecasts reasonable?



Are there additional scenarios that should be considered?





Ship Fleet Forecasts

Over the past 12 years there has been a reduction in the number of vessels in the 2'000 – 5'000 TEU categories which has been offset by growth in the 5000⁺ TEU categories. This trend has accelerated in the past 5 years.

The PDS identified an increase in the size of that container ship sizes visiting Australia was growing and that this was an issue that PoM needed to consider.

The graph to the right shows how ship size calling at PoM have changed over the last 12 years and how rapid the change has been in the last 5 years.

The largest ships calling at the port were considered impossible only 10 years ago.

- Largest Ship Swanson Dock: MSC ROMA in July 2020 with a capacity of 9,784 TEU
- Largest ship Webb Dock: CMA CGM URAL in June 2020 with a capacity of 10,600 TEU



Port of Melbourne

The frequency of big ship calls (8,000 – 12,000 + TEU) will increase in the future as shipping lines seek to optimise sea freight efficiencies particularly on the Asian, European and North American trade lanes.

Key findings from the Fleet Forecast

- No. of vessel calls is not commensurate with the trade increase due to the preference to utilize larger vessels to meet growing trade volumes
- 2. While some trade lanes will want to move into the largest ship size there is a significant amount of trade that will stay in ship size of 10,000 TEU or less.
- 3. The hollowing out of the fleet that has been seen over the last decade is continuing for the first time in more than 5 years there is a new order in the order book in 7,000 TEU ships.
- 4. Maintaining regular calling patterns is still important in servicing trade to Australia.
- All findings are based on forecast analysis and will continue to change.



Note: The recent disruptions to service reliability due to the COVID pandemic, leading to an increase in the percentage of blank sailings/delivered services, is assumed to gradually recover through to 2025 (assuming 100% service delivery from 2025 onwards for planning purposes).

Port of Melbourne

What does this mean at a whole of port and at a terminal level?

PoM must be able to handle ships larger than have historically called because:

- Melbourne historic workhorse size class of 3,000-5,999 TEU has bottomed out*.
- Melbourne historic upper size class of 6,000-7,999 TEU has bottomed out*.
- Melbourne relevant Neo- Panamax size class of 8,000-14,999 TEU continues to rapidly increasing.*
- (*) Net of Deliveries & Demolitions.

Swanson Dock

- Swanson Dock max ship size is assumed to be around 10,000 TEU.
 Max LOA is around 337m and a max beam of 48m.
- Having the ability to moor several of these vessels concurrently will be critical to maintain throughput at Swanson Dock. It is expected that these ships will become increasingly common in the short term.
- Analysis indicates there will be sufficient trade in 10,000 TEU ships and smaller, throughout the forecast period, to allow Swanson Dock operators to continue to bid for a sufficient volume to maintain PoM's assessment of the potential Swanson Dock capacity

Webb Dock

- Eventual max ship size at Webb Dock is currently expected to be around 14,000 TEU, max LOA around 367m and 51m beam.
- No ship of this size has ever visited and it is subject to future Harbour Master approvals and the building of a successful safety case.



Contextual information

Ship Fleet - Vessel observations

- Container ships tend to have a working life of ~20 to 25 years.
- Recent global disruption has resulted in ship scrapping being deferred coinciding with new ship orders increasing. Significant scrapping is expected once capacity is better balanced with demand and congestion eases.
- As older ships are scrapped in the 4,000-7,000 TEU range they will tend to be replaced by larger ships in the 8,000⁺ range. These larger ships offer the shipping lines economies of scale, as long as the ships are relatively full.
- It is noted that new small ship services have opened up since COVID escalation of freight rates, GHD modelling assumes that most of these
 will no longer continue to operate by 2027.

The ship fleet forecasts considers Melbourne in context of a broader shipping network

- Most services tend to call at all of the East coast ports so any limiting factor in one Port limits ship size calls in all ports. This has potential flow on economic impacts in the medium term.
- Shipping lines are always seeking to optimize their calling patterns to maximize ship utilisation while also maintaining calling frequency. The move into larger ships supports their drive to lower costs.
- Changes on ship size may ultimately push both Swanson Dock terminals to be predominately 2 berth terminals which has capacity and berth utilisation impacts.
- There is not enough demand in the Australian market to warrant the largest ships that exist globally (18,000 TEU⁺) to call in Australia.
- The ship fleet forecast does not consider infrastructure constraints at other Australian ports.



Ship Fleet Forecasts – Stakeholder Engagement





Are the forecasts reasonable?

Are there additional scenarios to be considered?



Is the assessment of what ship will service each trade lane reasonable?





Port Capacity

Port Capacity

Analysis conducted by Black Quay consulting found the effective container capacity of the Port to be 3.9M TEU pa and a sustainable average berth utilisation to be approximately 63%.

Black Quay capacity estimates are consistent with several previous studies completed since Webb Dock East was identified*.

*Reference Documents

PCP business case, PoMC, 2011, Project Blue scoping study, KPMG, 2014, Advice on securing Victoria's ports capacity, Infrastructure Victoria 2017. Port Capacity Model, PoM, 2021 • The capacity of PoM's terminals was found to be:

- Swanson Dock East 1.26m TEU pa, Swanson Dock West 1.4m TEU pa and Webb Dock East 1.2m TEU pa
- Berth utilisation was found to be a key constraining factor in port capacity. Black Quay analysis found that the sustainable average berth utilisation is 63% across the port. Key drivers of the utilisation include:
- Sustained random vessels arrival times. Prior to COVID 60-65% of vessels arrived on schedule at best, currently 10-15% arrive on schedule (resulting in difficulty maximising berth utilisation).
- Non productive time at berth including time taken to get lines on and off, container lashing and unlashing and shift changes.
- Variability in vessel size means berth length cannot be maximised and long term both Swanson terminals will be predominately 2 berth terminals as ship size increases.
- As ship size increases there is a direct trade off between ship rate productivity and the amount of berths available to service trade which also impacts berth utilisation.
- Allowances for scheduled and unscheduled maintenance, industrial action and adverse weather events.
- Other constraining factors include:
 - Gross crane rate, Crane allocation, Minimum crane spacing, Maximum annual crane productive, Yard dwell times, Size of ships vising the terminal and ship exchange rates.
 - These are further explained on the following slide.



Port Capacity

Black Quay reviewed historical and current performance to create baseline capacity and then used demand forecast, productivity improvement assumptions and ship fleet forecasts to determine potential future capacity for each container terminal in the port.

Performance Metric	Description	BQ Assumption
Physical and /or safety constraint		
Number of cranes	The number ship to shore cranes available to the stevedore to load and unload containers from vessels.	Varies per terminal/scenario
Crane Spacing	Minimum crane spacing across a berth to maintain efficient operation.	90m minimum
Average Ship Length	The average length of all vessels calling the port (or a terminal) in any given year. Also referred to as LOA	Varies by year, terminal and scenario
Berthing distance between ships	The minimum safety distance between two vessels at berth. As ships get bigger, generally the berthing distance gets bigger (10% of vessel length)	22m Swanson, 30m Webb
Operational Stevedore and Shipping	gline	
Berth Occupancy / utilisation	The maximum utilisation of the available berth in order to main adequate service levels and reduce the chance of vessel congestion.	3 berth 63%, 2 berth 53%
Crane capacity per hour (net)	The net crane rate is the productivity for net crane operating hour (excluding unproductive time).	31 NMPH.
Crane capacity per hour (gross)	The gross crane rate is the net crane rate, including unproductive crane time (i.e. shift and break handover, unplanned shutdowns) and time a vessel is at berth but a crane is not operating (i.e. mooring and unmooring, lashing and unlashing, hatch handling, etc). Stevedores typically measure crane rate per crane hour rather than per berth hour.	A crane working rate of 87.5% of vessel productive time. 3 hours non productive time assumed.
Ship Handling Rate	Containers moved per vessel per hour at berth.	Varies on ship size
Crane Allocation	The maximum number of operable cranes that can efficiently service a vessel at berth.	Ship >5,000 TEU – 2 cranes Ship 5-9,000 TEU – 3 cranes Ship <9,000 TEU – 4 cranes
Vessel turnover/exchange	The vessel turnover is the average number of containers exchanged per vessel (by vessel class), expressed a percentage of the vessel capacity.	See fleet forecast
Fleet mix	The profile, size and distribution of vessels wanting to call at the Port of Melbourne in any given year.	See fleet forecast
Other		
Seasonal Peaking	The Seasonal Peaking Factor is applied to ensure capacity is sized to match peak demand. The Seasonal Peaking factor is a function of the TEU throughput of the Peak Mean Week / Mean Week.	Buffer of 15% assumed to include peaking and other factors.
TEU/Box Ratio	The TEU to box ratio factor is the ratio of TEU to actual containers handled (i.e. the relationship between 20 ft/40 ft containers).	1.60
Yard utilisation	Amount of container storage slots utilised at any one time	80%

Capacity – Stakeholder Engagement





Are the input assumptions reasonable?



Are there additional scenarios to be considered? (including stevedore development options)

Are the following terminal capacities sustainable and realistic; Swanson Dock East 1.26m TEU pa, Swanson Dock West 1.4m TEU pa and Webb Dock East 1.2m TEU pa?



What level of wait time to service time is acceptable for shipping lines and port users?



Emerging observations

Comparison of Black Quay capacity to BISOE 30 year forecast of international container trade

- Based on Black Quay capacity analysis and the BISOE baseline trade forecast capacity may be required between 2026 - 2032
- Our initial analysis of construction timeframes, statutory approvals and consultation requirements indicate an approximate 8 - 10 year schedule to deliver additional container capacity at WDN.
- This will result in additional capacity only being delivered in the early 2030s.





Anti-Competitive Statement



The Australian *Competition and Consumer Act* strictly prohibits anticompetitive behaviour. This is behaviour that limits or prevents competition. Examples of anti-competitive behaviour prohibited under the Act include:

- contracts, arrangements or understandings that are likely to substantially lessen competition in a market;
- agreements by businesses with their competitors to fix prices, rig bids, share markets or restrict outputs;
- acting collectively with competitors when making decisions about pricing, which firms they do business with, and the terms and conditions of doing business.

Participants at today's session are prohibited from discussing with competitors on matters of pricing, tenders, terms of supply and any other commercially sensitive information that may be connected with anticompetitive behaviour.

Next Steps

Next Steps and Indicative Timeframes

- Written feedback and submissions on the Key Drivers for capacity is requested by **Tuesday 18 October 2022**.
- Feedback will be considered in defining the inputs for a Cost Benefit Analysis, which will be the next stage of port capacity enhancement, and subsequent stakeholder engagement from PoM.
- PoM expects to embark on the next stage of stakeholder engagement for the Cost Benefit Analysis in <u>December 2022 March</u> <u>2023</u>.

Comments and Feedback

- Feedback can be provided through the survey following the information session link will be shared in the chat.
- For longer-form written responses and feedback, please send to:
 - Email: <u>community@portofmelbourne.com</u>
 - Postal address: GPO Box 2149, Melbourne VIC 3001, Australia
- Please confirm if you would like submissions to be treated confidentially.
- PoM will respond directly to feedback received or via a stakeholder engagement report.
- A stakeholder engagement report will be publicly available at end **November 2022**.
- If you require further information, please email <u>community@portofmelbourne.com</u> or contact +61 1300 857 662.