

MARL Steering Committee Presentation

Date: Wednesday, 30 July 2025

Time: 4:15 – 5:15pm

Location: T4 Melbourne Airport

Wurundjeri Room, APAM Offices

Chair: Merren McArthur

Minute Taker: Secretariat

Attendees

Name	Organisation/position
Merren McArthur (Chair)	Steering Committee Independent Chair
Jessica Hall (JH)	DITRDSCA – Deputy Secretary; Steering Committee Member
William Tieppo (WT)	DTP – Deputy Secretary; Steering Committee Member
s47F (s47F)	APAM – s47F; Steering Committee Member
Joanna Piva (Secretariat)	DITRDSCA –Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDSCA – Director
s22(1)(a)(ii) (Secretariat)	DITRDSCA– Director

Agenda

Item	Agenda item	Lead	Time / duration
1.	Welcome and conflicts a. Members to declare any conflicts of interest, and agree how they will be managed (if applicable) b. Acceptance of minutes	Chair	5 mins
2.	General updates a. Status of Actions b. Parties to provide updates as relevant	All	5 mins
3.	Background context presentation Presentation from Victoria on current status of MARL, including broader network context, current project scope s47B(a), s47B(b)	WT	40 mins
4.	Meeting close a. Confirm next meeting date and any action items b. Close the meeting	Chair	10 mins





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INFRASTRUCTURE GROUP / COMMONWEALTH INFRASTRUCTURE PROJECTS DIVISION / TASKFORCE BRANCH

Meeting Minutes

Meeting for MARL Steering Committee

Date: 30/07/2025 **Time:** 4.30pm - 6.30pm

Location: Melbourne Airport – T4 APAM office

Chair: Merren McArthur **Minute Taker:** Secretariat

Attendees

Name	Organisation/position
Merren McArthur	Steering Committee Independent Chair
Jessica Hall (JH)	DITRDSCA – Deputy Secretary; Steering Committee Member (attended by Teams)
s47F (s47F)	APAM – s47F (s47F); Steering Committee Member
William Tieppo (WT)	DTP – Deputy Secretary; Steering Committee Member
Secretariat	
Joanna Piva (Secretariat)	DITRDSCA – Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDSCA – Director
Observers (by Teams)	
s22(1)(a)(ii) (s22(1)(a)(ii)) (Presenter)	DTP – Executive Director
s22(1)(a)(ii) (s22(1)(a)(ii)) (Presenter)	VIDA - Director
Lachlan Wood	DITRDSCA – Assistant Secretary

Pages 26-28 (Document 3) removed in their entirety as exempt in full under sections 47B(a) and 47B(b) of the FOI Act.

MARL Steering Committee Meeting

Date: Monday, 25 August 2025

Time: 12:30 – 4:30pm

Location: T4 Melbourne Airport

Wurundjeri Room, APAM Offices

Chair: Merren McArthur

Minute Taker: Secretariat

Attendees

Name	Organisation/position
Merren McArthur (Chair)	Steering Committee Independent Chair
Jessica Hall (JH)	DITRDCA – Deputy Secretary; Steering Committee Member
Dean Tighe (DT)	DTP – Deputy Secretary; Steering Committee Member
s47F (s47F)	APAM – s47F; Steering Committee Member
s22(1)(a)(ii) (Secretariat)	DITRDCA – Acting Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDCA – Director
Observers	
s47F	s47F, Level Crossings Removal Project

Agenda

Item	Agenda item	Lead	Time / duration
1.	Welcome and conflicts a. Acknowledgement of Country b. Members to declare any conflicts of interest, and agree how they will be managed (if applicable) c. Acceptance of minutes	Chair	5 mins
2.	General updates a. Status of Actions b. Parties to provide updates as relevant	All	5 mins
3.	Governance and Principles of engagement	Chair	20 mins
4.	APAM presentation s47B(a), s47B(b)	s47F	45 mins

Item	Agenda item	Lead	Time / duration
	s47B(a), s47B(b)		
Break			10 mins
5.	Commonwealth Presentation	DITRDCA	45 mins
6.	Key issues a. Parties to provide suggestions for governance/ways of working based on feedback from their teams from previous engagement b. Parties to identify areas where there may have been change since the last engagement between Victoria and APAM	Chair	45 mins
Break			10 mins
7.	Next steps a. Priority focus areas for engagement b. Formalisation of governance structure, principles of engagement and next steps c. Communications strategy	Chair	45 mins
8.	Meeting close a. Confirm next meeting date and any action items b. Close the meeting	Chair	10 mins

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INFRASTRUCTURE GROUP / COMMONWEALTH INFRASTRUCTURE PROJECTS DIVISION / TASKFORCE BRANCH

Meeting Minutes

Meeting for MARL Steering Committee

Date: 25/08/2025 **Time:** 12:30pm – 3:45pm
Location: Melbourne Airport – T4 APAM office
Chair: Merren McArthur **Minute Taker:** Secretariat

Attendees

Name	Organisation/position
Members	
Merren McArthur	Steering Committee Independent Chair
Jessica Hall (JH)	DITRDCA – Deputy Secretary; Steering Committee Member
s47F (s47F)	APAM – s47F Steering Committee Member
Dean Tighe (DT)	DTP – Deputy Secretary; Steering Committee Member
Invitees	
s47F (s47F)	s47F, Level Crossings Removal Project
Secretariat	
s22(1)(a)(ii) (Secretariat)	DITRDCA – A/g Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDCA – Director

Pages 50-54 (Document 7) removed in their entirety as exempt in full under sections 47B(a) and 47B(b) of the FOI Act.

MARL Steering Committee Meeting

Date: Monday, 17 November 2025

Time: 2:30 – 5:00pm

Location: T4 Melbourne Airport

Wurundjeri Room, APAM Offices

Chair: Merren McArthur

Minute Taker: Secretariat

Attendees

Name	Organisation/position
Merren McArthur (Chair)	Steering Committee Independent Chair
Jessica Hall (JH)	DITRDCA – Deputy Secretary; Steering Committee Member
Dean Tighe (DT)	DTP – Deputy Secretary; Steering Committee Member
s47F (s47F)	APAM – s47F Steering Committee Member
Joanna Piva (Secretariat)	DITRDCA – Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDCA – Director
Invitees	
s47F	s47F, Level Crossings Removal Project (VIDA)
s47F	APAM - s47F
s22(1)(a)(ii)	DITRDCA – Director
s47F	Grimshaw Architects – s47F
s47F	Grimshaw Architects – s47F

Agenda

Item	Agenda item	Lead	Time / duration
1.	Welcome and conflicts a. Acknowledgement of Country b. Members to declare any conflicts of interest, and agree how they will be managed (if applicable) c. Acceptance of minutes	Chair	5 mins
2.	General updates a. Status of Actions • Details on consultation processes for handling FOI requests (DTP)	All All	5 mins

Item	Agenda item	Lead	Time / duration
	- Tullamarine Freeway traffic study verification outcome - Confirmation of principles of engagement - Confirmation of protocols re media enquiries b. Parties to provide updates as relevant		
3.	Scope Working Group	All/Chair	
	a. Presentation by Grimshaw Architects on the aligned scope		40 mins
	b. Working Group presentation	s47 F	40 mins
	Progress aligned scope design, buildability, detailed cost, planning, interfaces and approval processes (Major Development Plan)		
	Break		5 mins
4.	MARL Next Steps	All/Chair	45 mins
	- Pathway and timelines for: - Lock-in of scope, cost estimate and timeline - Principles for key milestones, parties approval processes and timelines - aligned scope - Principles for project design and delivery alignment (2027 Airport Master Plan and Major Development Plan) - Principles for alignment of construction of airport station and terminal access components - Principles for the MARL corridor land tenure - Other		
5.	Other business	Chair	5 mins
6.	Meeting close	Chair	5 mins
	a. Confirm next meeting date and any action items b. Close the meeting		

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MARL Principles of Engagement

Joint Stakeholder Vision

To deliver a world class airport rail link, reflective of Melbourne's stature as one of the world's largest and most liveable cities and Melbourne Airport's status as a premier international gateway to Australia.

Scope and Design Principles

Output: An Airport Rail Link and Station that delivers the Joint Stakeholder Vision and meets the following minimum criteria:

- seamless, accessible, and weather-protected connections from train to terminals;
- core safety, operational and regulatory requirements applicable to both rail and airports are met;
- Value for money design, delivery and operations.

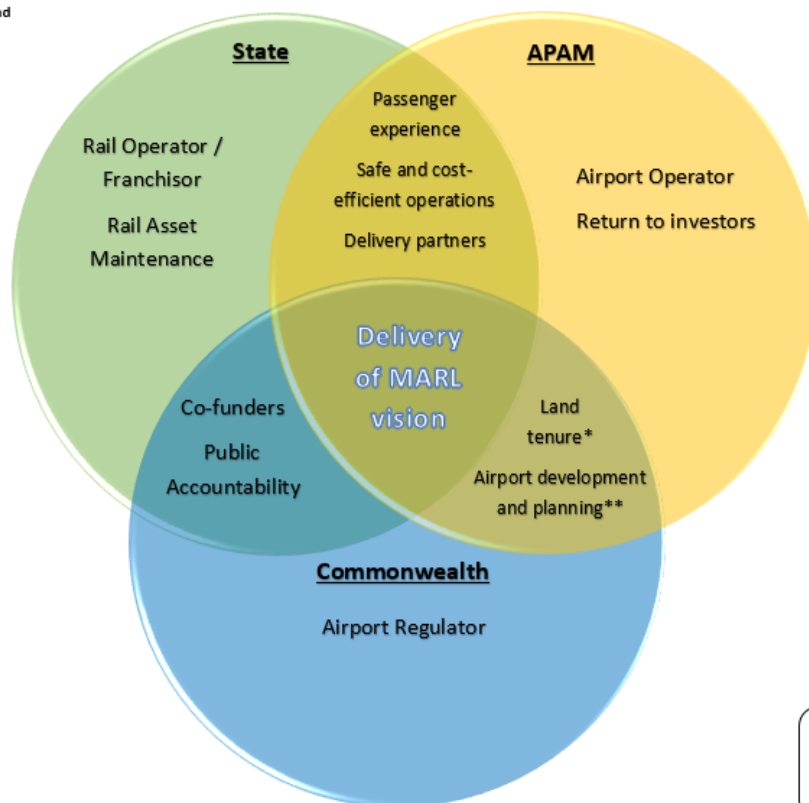
Informed by:

- Customer journey mapping;
- Benchmarking and consistency with other existing and planned transport interfaces at Melbourne Airport;
- Benchmarking of international airport rail links at comparable cities.

Stakeholder Roles and Responsibilities



Matrix of Roles and Responsibilities



Legend

* Lessor / Lessee

** Proponent / Regulator



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INFRASTRUCTURE GROUP / COMMONWEALTH INFRASTRUCTURE PROJECTS DIVISION / TASKFORCE BRANCH

Meeting Minute

Meeting for MARL Steering Committee

Date: 17/11/2025 **Time:** 2:30pm – 5:00pm

Location: Melbourne Airport – T4 APAM office

Chair: Merren McArthur **Minute Taker:** Secretariat

Attendees

Name	Organisation/position
Members	
Merren McArthur	Steering Committee Independent Chair
Jessica Hall (JH)	DITRDSCA – Deputy Secretary; Steering Committee Member
s47F (s4)	APAM – s47F Steering Committee Member
Dean Tighe (DT)	DTP – Deputy Secretary; Steering Committee Member
Invitees	
s47F (s47)	s47F, Level Crossings Removal Project (VIDA)
s47F (s4)	VIDA – s47F
s22(1)(a)(ii) (s2) 2(	DITRDSCA - Director
s47F (s4)	Grimshaw Architects – s47F
s47F (s47F)	Grimshaw Architects – s47F
Secretariat	
Joanna Piva (Secretariat)	DITRDSCA –Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDSCA – Director

Pages 100-104 (Document 11) removed in their entirety as exempt in full under sections 47B(a) and 47B(b) of the FOI Act.

MARL Steering Committee Meeting

Date: Monday, 15 November 2025

Time: 2:30 – 5:00pm

Location: T4 Melbourne Airport

Wurundjeri Room, APAM Offices

Chair: Merren McArthur

Minute Taker: Secretariat

Attendees

Name	Organisation/position
Merren McArthur (Chair)	Steering Committee Independent Chair
Andrew Bourne (AB)	DITRDSCA – Acting Deputy Secretary; Steering Committee Member
Dean Tighe (DT)	DTP – Deputy Secretary; Steering Committee Member
s47F (s47F)	APAM – s47F Steering Committee Member
Joanna Piva (Secretariat)	DITRDSCA – Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDSCA – Director
Invitees	
s47F	s47F, Level Crossings Removal Project (VIDA)
s47F	APAM - s47F
s47F	VIDA – s47F
s22(1)(a)(ii)	DITRDSCA – A/g Assistant Secretary

Agenda

Item	Agenda item	Lead	Time / duration
1.	Welcome and conflicts - Acknowledgement of Country - Members to declare any conflicts of interest, and agree how they will be managed (if applicable) - Acceptance of minutes	Chair	5 mins
2.	General updates - Status of Actions - Parties to provide updates as relevant - Debrief on latest CEO/Secretary level meeting - Update on cost estimation work	All All Chair VIDA	10 mins

Item	Agenda item	Lead	Time / duration
3.	Timeline Working Group	All/Chair	45mins
	a. Presentation by APAM and VIDA on alignment on high level delivery timeline for MARL presentation		
Break			10 mins
4.	MARL Next Steps	All/Chair	60 mins
	a. Land tenure options during and post construction b. Constructability working group • <i>What are the pathways, challenges, risks of delivery and what are the incentives and mitigations</i> • <i>Integration with APAM Master Plan</i> • <i>Roles of parties</i> c. Detailed timeline and costings Financial/funding/compensation implications for all parties d. Resourcing requirements short and medium term		
5.	Other business	Chair	10 mins
6.	Meeting close	Chair	10 mins
	a. Confirm 2026 meeting dates for both Steerco and CEO meetings and any action items b. Close the meeting		

Pages 107-108 (Document 12) removed in their entirety as exempt in full under sections 47B(a) and 47B(b) of the FOI Act.





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INFRASTRUCTURE GROUP / COMMONWEALTH INFRASTRUCTURE PROJECTS DIVISION / TASKFORCE BRANCH

Meeting Minutes

Meeting for MARL Steering Committee

Date: 15/12/2025 **Time:** 2:40pm – 4:45pm

Location: Melbourne Airport – T4 APAM office

Chair: Merren McArthur **Minute Taker:** Secretariat

Attendees

Name	Organisation/position
Members	
Merren McArthur	Steering Committee Independent Chair
Andrew Bourne (AB)	DITRDSCA – acting Deputy Secretary; Steering Committee Member
s47F (s4)	APAM – s47F ; Steering Committee Member
Dean Tighe (DT)	DTP – Deputy Secretary; Steering Committee Member
Invitees	
s47F (s47)	s47F, Level Crossings Removal Project (VIDA)
s47F (s4)	VIDA – s47F
s22(1)(a)(ii) (s2)	DITRDSCA - Director
Secretariat	
Joanna Piva (Secretariat)	DITRDSCA –Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDSCA – Director

Pages 178-181 (Document 16) removed in their entirety as exempt in full under sections 47B(a) and 47B(b) of the FOI Act.

MARL Steering Committee Meeting

Date: Monday, 23 February 2026

Time: 10:30am – 12:45pm

Location: T4 Melbourne Airport

Wurundjeri Room, APAM Offices

Chair: Merren McArthur

Minute Taker: Secretariat

Attendees

Name	Organisation/position
Merren McArthur (Chair)	Steering Committee Independent Chair
Jessica Hall (JH)	DITRDSCA –Deputy Secretary; Steering Committee Member (online)
Adam Maguire (AM)	DTP – Deputy Secretary; Steering Committee Member
s47F (s4)	APAM – s47F ; Steering Committee Member
s22(1)(a)(ii) (Secretariat)	DITRDSCA – Acting Assistant Secretary
s22(1)(a)(ii) (Secretariat)	DITRDSCA – Director
Invitees	
s47F	APAM - s47F
s47F	VIDA – s47F – Level Crossing Removal (VIDA)
s47F	VIDA – s47F
s22(1)(a)(ii)	DITRDSCA – Director

Agenda

Item	Agenda item	Lead	Time / duration
1.	Welcome and conflicts a. Acknowledgement of Country b. Members to declare any conflicts of interest, and agree how they will be managed (if applicable) c. Welcome to new Steering Committee member, Adam Maguire	Chair	5 mins
2.	General updates a. Status of Actions b. Parties to provide updates as relevant	All All	5 mins

Item	Agenda item	Lead	Time / duration
3.	s47B(a), s47B(b) [REDACTED] [REDACTED] [REDACTED] [REDACTED]	All/Chair	45mins
Break			10 mins
4.	MARL Next Steps - preparation for CEO Meeting on 3 March a. Development of recommendation on Deliverability options b. Development of detailed timeline, costings and resourcing requirements short and medium term c. Development of timeline and approach for resolution of financial/funding/compensation arrangements between parties	All/Chair	50 mins
5.	Other business	Chair	10 mins
6.	Meeting close a. Confirm 2026 meeting dates for both Steerco and CEO meetings and any action items b. Close the meeting	Chair	10 mins

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