



**nswPorts**

# Port Development Plan

2023 - 2028



**NSW Ports acknowledges the traditional custodians of the lands and waters on which we operate.**

**NSW Ports recognises that the traditional custodians have occupied and cared for this Country over many generations and celebrates their continuing contribution to Country.**



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# 1. Introduction and Purpose

This Port Development Plan 2023 – 2028 (**Plan**) identifies the development objectives and proposals for NSW Ports’ assets of Port Botany, Port Kembla, Enfield Intermodal Logistics Centre and Cooks River Intermodal Terminal. The preparation of this Plan every five years is a requirement of our long-term lease with the NSW Government.

Port Botany operates in support of the people and businesses of NSW, handling one-third of Australia’s container volumes, around one-third of NSW’s fuel supply, almost all of the State’s bitumen supply and chemicals used in domestic manufacturing, making the port critical to the national economy and national fuel security.

Port Kembla is NSW’s motor vehicle import port and an international trade gateway for bulk agricultural, construction and mining industries. It services growing demand for population-driven trades such as vehicles and construction material imports.

The Enfield Intermodal Logistics Centre is an intermodal terminal and warehousing facility located 18km west of Port Botany. It offers direct and daily connections into Port Botany on dedicated freight-only rail, and also connects to regional areas of New South Wales. Enfield Intermodal Logistics Centre is being developed as a key logistics hub.

The Cooks River Intermodal Terminal is located close to Port Botany, 8km by dedicated freight rail, and connects beyond to the NSW rail network. It is the State’s largest empty container park.

This Plan is guided by *NSW Ports 2063: Our 40-year Master Plan for sustainable growth*.

The map below shows the location of NSW Ports’ assets.



## 2. Our Role

NSW Ports holds long term leases to manage Port Botany, Port Kembla, the Enfield Intermodal Logistics Centre and Cooks River Intermodal Terminal. Our key responsibilities are:

### **Strategic port development and planning**

Our 40-year Master Plan outlines priorities and actions required to cater for trade growth and diversification needs of the people and businesses of NSW. This sets out our desired planning and development outcomes for our ports and intermodal terminals. Achieving the actions in our Master Plan will enhance our ports and port supply chains, minimise community impacts and support competitiveness of exports. This strategic approach to managing our assets helps ensure our sites are able to support the State's growing freight needs.

### **Landside precinct security and safety**

We manage the safety and security of common port areas.

### **Bulk liquid and common user berths**

We manage two common user Bulk Liquids Berths at Port Botany, which handle a variety of bulk liquid and gas products connected by pipeline to nearby storage facilities. At Port Kembla, we manage three common user berths (Berths 104, 201 and 206) for liquid and dry bulk cargoes.

### **Wharf infrastructure maintenance and delivery**

We are responsible for the maintenance of wharf infrastructure and delivery of new wharf infrastructure, at Port Botany and Port Kembla.

### **Port access and berths**

We are responsible for maintaining depths in the shipping channels, swing basins and berth boxes at Port Botany and Port Kembla. We are also responsible for any deepening required to cater for larger vessels.

### **Tenant management**

We lease our port and intermodal lands to port and logistics operators through long term leases. We work with our tenants to grow capacity and deliver efficient operations, to support the State's growing freight needs.

### **Road and rail access**

We are responsible for the operation, maintenance and delivery of common user roads and rail within our leased areas at Port Botany, Port Kembla and Enfield.

### 3. Our Strategic Objectives

In May 2023, NSW Ports released *NSW Ports 2063: Our 40-year Master Plan for sustainable growth*. Our Master Plan describes key drivers of change over the next 40 years, port trade volume projections over this period and priorities and actions required to ensure sustainable and efficient port supply chains into the future.

Our Master Plan sets out the following five objectives to sustainably cater for forecast trade growth. Achieving our Master Plan objectives will reduce emissions, minimise community impacts, support the competitiveness of NSW exports and support cost-effective goods for consumers and businesses in NSW.

**NATION**  
Cater for the trade needs of NSW and Australia.



Our ports connect Australian businesses and consumers to domestic and international markets. Meeting import and export needs requires long-term planning and investment.

**LAND USE**  
Ensure the efficient and responsible use of land and infrastructure.



Land within our ports and intermodal terminals is finite and in demand. Ensuring efficient and responsible use of that land is critical to sustainable operations and catering for long-term trade needs.

**MOVEMENT**  
Grow the volume of freight moved by rail and improve the efficiency of road connections.



The efficient movement of freight to and from our ports is critical to cost-effective and sustainable supply chains. Growing the use of rail and strengthening road connections around the ports and across key freight routes is needed to cater for trade growth, deliver resilient supply chains, reduce greenhouse gas emissions and lessen the growth of trucks on roads.


**PLACE**  
Protect our ports, freight-related lands and freight transport routes.



Our ports, freight-related industrial lands and freight transport routes form part of thriving, populated areas. This reduces the distance goods travel but can give rise to land use conflicts without appropriate planning.

Protecting the operating environment of the ports, freight lands and connecting transport routes is essential to sustainably cater for growing trade needs and to ensure prosperous cities and flourishing communities.

**CAPACITY**  
Grow freight handling capacity



Investment will be required in infrastructure, land, plant and equipment, productivity initiatives and sustainability programs to sustainably grow the capacity of our ports and intermodal terminals, in line with trade demand.

## 4. Sustainability

NSW Ports' 2022 Sustainability Strategy has been developed to ensure we remain highly resilient, responsive and responsible in our operations, through:

- Responsible asset management delivering fit-for-purpose infrastructure that supports the sustainable and efficient movement of goods
- Achieving net zero scope 1 and 2 greenhouse gas emissions by 2025 and working with port operators, port users, suppliers and Government to reduce our scope 3 emissions
- Building strong, trusted and mutually beneficial relationships with the communities within which we operate
- Ensuring a workplace where our people feel engaged, included and supported to be their best
- Developing a monitoring and evaluation framework that demonstrates and communicates impact

### Environmental Management and Community Engagement

NSW Ports is committed to the principles of sustainability and will operate and develop our ports and intermodal terminals over the next five years in an environmentally responsible manner which ensures their long-term viability.

Our overarching Environmental Management Plans for Port Botany, Port Kembla, and our Intermodal Terminals identify the environmental impacts of activities that commonly occur at the facilities. They also identify mitigation measures in place to reduce potential impacts on surrounding communities.

We communicate regularly and openly with port and intermodal terminal operators and users, government agencies and the community.

Engaging with local communities is important. Community consultation and liaison groups discuss port and intermodal terminal operations and development, receive information regarding environmental improvement initiatives and discuss construction activities.

#### Port Botany Community Consultative Committee

NSW Ports engages with the wider Port Botany community through the Port Botany Community Consultative Committee (PBCCC). The PBCCC was formed in November 2013 following the merger of the Port Botany Expansion Community Consultative Committee (established in 2006) and the Port Botany Neighbourhood Liaison Group (established in 2008).

The committee is made up of representatives from NSW Ports, port tenants, local residents, government agencies and Bayside and Randwick City Councils.

#### Enfield Community Liaison Committee

The Enfield Community Liaison Committee (CLC) was established in May 2009. It provides a forum by which stakeholders, including the local community, can be consulted with and informed about the progress of the Enfield ILC operations, developments, initiatives and issues.

The committee includes representatives from NSW Ports, operators/ tenants, local residents, government agencies and Strathfield and Canterbury-Bankstown Councils.

#### Port Kembla Harbour Environmental Group

The Port Kembla Harbour Environment Group (PKHEG) was formed in 1998 from the previous Port Kembla Harbour Catchment Management Committee. It is a forum for port stakeholders and community to work collaboratively towards a sustainable and healthy waterway and harbourside environment.

The PKHEG aims to contribute to general awareness and understanding of the harbour environment and associated issues within the catchment, facilitate the completion of appropriate research and monitoring activities, and stay abreast of environmental policy, regulations, guidelines and management practices.

NSW Ports participates in regular meetings of the PKHEG to facilitate the sharing of information and promotion of port-wide collaboration towards the achievement of environmental goals.

The Group consists of representatives from NSW Ports, port tenants, local residents, government agencies and Wollongong City Council.

The most effective ways to engage with the community continue to evolve with increased use of technology, changing demographics and changing preferences for engagement. We will continue to review our community engagement methods and evolve them as necessary to improve community reach, level of engagement and active participation.

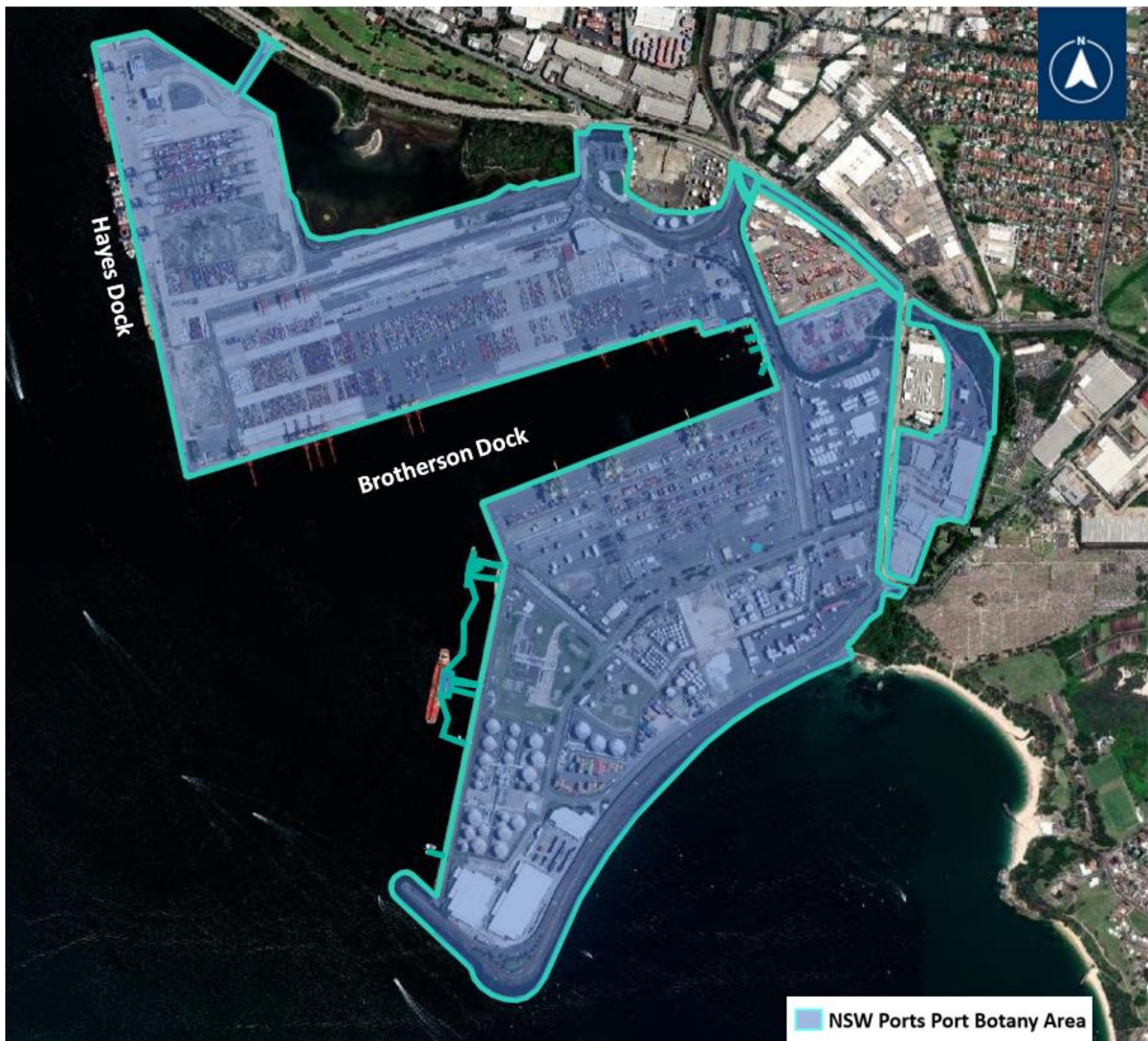
# 5. Port Botany Development Plan

## Port Botany Overview

Port Botany operates in support of the people and businesses of NSW, handling one-third of Australia’s container volumes, around one-third of NSW’s fuel supply, almost all of the State’s bitumen supply and chemicals used in domestic manufacturing, making the port critical to the national economy and national fuel security.

Port Botany connects NSW to other Australian States and the rest of the world. Its: short and deep shipping channel; ability to handle large cargo vessels; 24/7 operations; on-dock port rail; capacity to handle substantial growth in container volumes; and rail, road and pipeline connections; make it a highly efficient and effective gateway for goods and products.

The map below shows the land area of Port Botany under NSW Ports management.





## Port Botany Planning Framework

The key planning instrument for development at Port Botany is *State Environmental Planning Policy (Transport and Infrastructure) 2021* (Transport and Infrastructure SEPP), made under the *Environmental Planning and Assessment Act 1979* (EP&A Act).

Chapter 5 and Schedules 10 and 11 of the Transport and Infrastructure SEPP identifies development that is exempt, complying, permissible with consent, permissible without consent, or prohibited.

Larger projects that do not meet the exempt or complying development standards are subject to an assessment by the Department of Planning and Environment (DPE).

Importantly, the Transport and Infrastructure SEPP also provides the zoning objectives for industrial land surrounding Port Botany. As such, it guides state-level protection of areas pivotal in supporting the Port and freight and logistics network.

The entirety of our leased land at Port Botany has been zoned by the Transport and Infrastructure SEPP as SP1 (Special Activities).

In June 2022, the Greater Cities Commission (GCC) released its Industrial Lands 'Retain and Manage' Policy Review Findings Paper, setting the framework that will be used to inform the next Greater Sydney Region Plan and the new Six Cities Region Plan. We strongly support the outcome of the review which identified that a 'Retain and Manage' Policy is need for the protection of industrial lands in Greater Sydney and that the existing Policy will continue to apply.

The GCC's Industrial Lands 'Retain and Manage' Policy is important, as the years preceding this policy saw significant erosion of Sydney's industrial lands due to residential and commercial development.

Freight related lands in close proximity to Port Botany are an extension of the Port precinct and need to be protected. They support port-related uses and help facilitate the efficient movement of goods.

Residential development within close proximity to the Port and its supporting industrial lands, with insufficient separation and implementation of mitigation measures in the design and construction of the residential dwellings, poses a risk to cost-effective and efficient port operations and supply chains, reduces the productive use of scarce industrial land and creates amenity impacts for residents.

It is important that the Transport and Infrastructure SEPP and State Government policy continues to safeguard lands that are crucial to efficient port supply chain operations and the flow on benefits to the people of NSW.

## Road and Rail Access

### Roads

Port Botany is located in proximity to the wider Sydney motorway network — the M5 to the south-west, the M8 connecting to the M4 to the west, and the M1 connecting to the M2 to the north — making it well connected for freight distribution.

Trucks access Port Botany via Foreshore Road or Beauchamp Road and Denison Street. These two road access connections must remain accessible to all port trucks into the future to ensure resilience and reliability of port access.

### Priority Supporting Road Infrastructure Improvements (by others)

The below details the priority supporting infrastructure improvements to be undertaken by others that would benefit the efficiency of port supply chains, hence minimising the cost of goods to consumers and businesses over the period of this Port Development Plan.

#### **Deliver the Missing Link — Sydney Gateway to Port Botany**

This is the highest road priority for Port Botany.

Completing the Missing Link between the Sydney Gateway and Port Botany, which includes port precinct intersection upgrades, will optimise freight access to the entire motorway network, reducing travel time and cost.

The Foreshore Road and General Holmes Drive intersection is the key constraint to traffic flow given peak period impacts of commuter traffic. An intersection upgrade that facilitates traffic flow directly to/from the M5 East and separately to the M4 via Sydney Gateway is essential to improving productivity and capacity. This intersection upgrade can be delivered in two stages: Stage 1 being a short-term at-grade solution, required by 2026, and Stage 2 being a longer-term grade separated solution, required by 2036.

The intersection of Foreshore, Botany and Penrhyn Roads also requires upgrade to improve safety, performance and long term capacity for freight and logistics activities in and around the port.

### Construct the Canal Road Access Ramps to Sydney Gateway

Access ramps to Sydney Gateway from Canal Road will improve road access between Port Botany and industrial lands in the Inner West including the Cooks River Intermodal Terminal, removing heavy vehicle movements from the highly urbanised Mascot town centre.

The map below illustrates the missing link – Sydney Gateway to Port Botany.



Chapter 6, pages 78-79 of NSW Ports' Master Plan, *NSW Ports 2063: Our 40-year Master Plan for sustainable growth* outlines a broader list of key road infrastructure required actions over the next 40 years.

## Rail

Port Botany has the highest volume of containers transported by rail of all ports in the country, at around 400,000 TEUs per year. Port Botany is the only container port in Australia with on-dock port rail at all three of its container terminals. Port Botany benefits from a dedicated freight rail line between Macarthur and the port (56km), unimpeded by passenger services through the Sydney metropolitan area and linking intermodal terminals.

The majority of containers currently transported by rail are exports from regional areas. In order to increase the rail mode share, we need to drive more imports on to rail. Our long-term goal is to move 3 million TEUs per year by rail. Every 1 million TEU transported by rail reduces truck movements at the port by 900 trucks per day.

Achieving this target requires action by all stakeholders involved in the container rail supply chain and we are committed to working with all levels of government, rail operators, shipping lines, stevedores and intermodal operators. Required actions include:

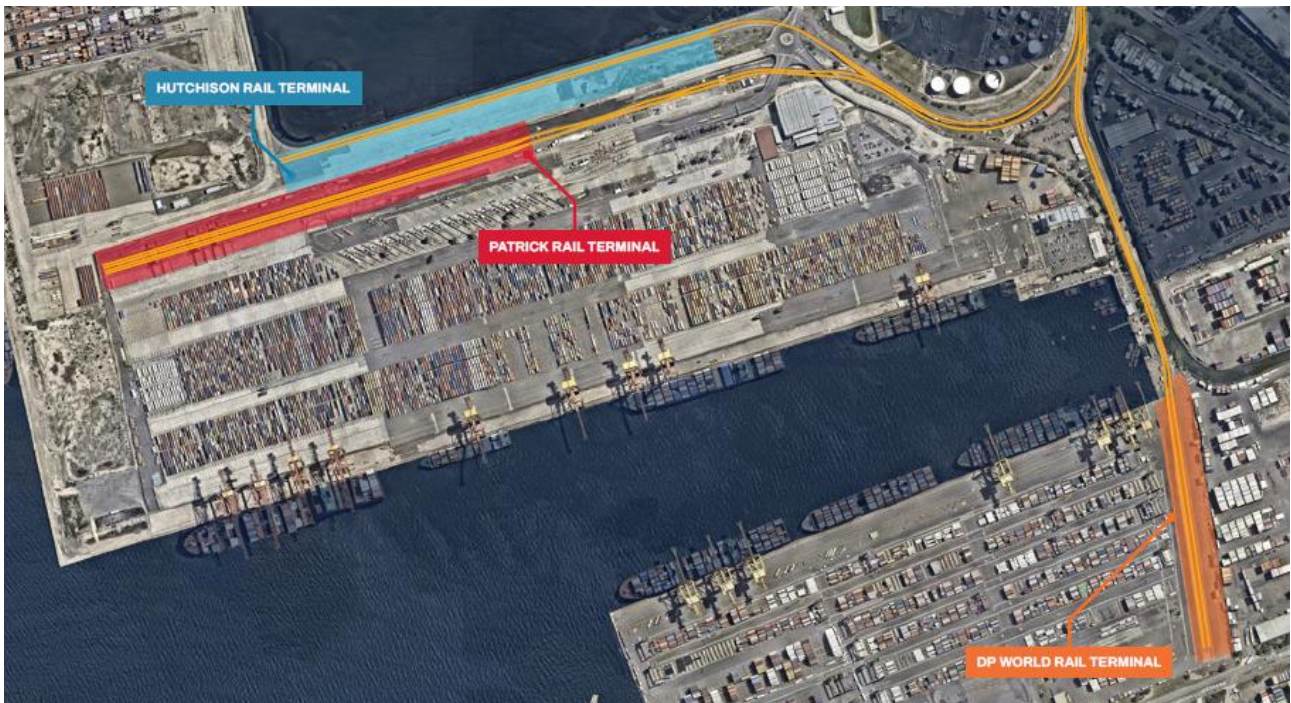
- Increase two-way loading of trains through return of empty containers to intermodal terminals for rail transport to Port Botany.
- Complete on-dock port rail capacity improvements at Port Botany to deliver 3 million TEU rail capacity at the port.
- Improve metropolitan rail network access for freight trains and deliver interoperability of rail systems across the NSW rail network and with the future Inland Rail.

Through strategic planning and investment, together with our stevedores, we are delivering a staged rail investment program to increase total on-dock rail capacity from around 1 million TEU to 3 million TEU per year.

The first stage, which is almost complete, involves a \$190 million investment at Patrick Terminals – Sydney AutoStrad to deliver a 1 million TEU capacity on-dock rail terminal, capable of servicing 4 x 600 metre trains concurrently using automated technology. When complete this will double Port Botany's current rail capacity and will speed up train turnaround times to benefit customers.

We will partner with the other stevedores to create 1 million TEU capacity rail terminals at each of their stevedoring terminals over the medium term.

The below map identifies existing and future on-dock rail capacity improvements at Port Botany to delivery 3 million TEU rail capacity at the port.



### **Priority Supporting Rail Infrastructure Improvements (by others)**

Key rail infrastructure is required to be delivered to cater for port rail growth, improve supply chain productivity and build supply chain resilience, including projects outlined below.

#### **Western Sydney Freight Line Future Corridor Protection**

The Western Sydney Freight Line future rail corridor needs to be identified and protected from development through Environmental Planning Instruments and local council development controls. The alignment of the Western Sydney Freight Line needs to be preserved and protected from incompatible uses and sensitive development nearby.

The Western Sydney Freight Line will support freight movement to and from the ports. It will enhance connectivity to the St Marys intermodal terminal and improve productivity for regional export trains from western NSW by removing them from the metropolitan passenger network in major centres such as Parramatta, Westmead and Lidcombe.

The Western Sydney Freight Line is needed to connect the new Mamre Rd intermodal terminal to Port Botany and beyond to regional NSW. It must connect to the Main West Line at its western end.

An initial step is to protect the corridor for the Line.

#### **Improve Resilience on the Main West Line**

Improvements are required to the Main West Line to address reliability and resilience of this crucial piece of infrastructure linking Sydney to the Central West. Improvements include additional sidings, improved signalling, and mitigations from extreme weather events.

#### **Junee North Triangle**

Reinstatement of the north fork at the junction of the Junee to Griffith Line would allow for more efficient movement of freight between the Riverina region and Port Botany and Port Kembla. Trains heading north to the ports would experience improved productivity and efficiency through time savings for regional exporters.

#### **Other Inland Rail Interface Connections**

Inland Rail has the potential to be far more than just a Brisbane to Melbourne link — it can be part of a broader network solution that will provide greater supply chain options to regional exporters and enable economic development along the corridor and its wider catchment area.

To optimise the Inland Rail investment, it needs to be connected to, and integrated with, the existing NSW regional rail network at junctions such as Junee, Stockinbingal, and Narromine.

Chapter 6, pages 68 and 72 of NSW Ports' Master Plan, *NSW Ports 2063: Our 40-year Master Plan for sustainable* outlines a broader list of key rail infrastructure required actions over the next 40 years.

## Future Development

### NATION

Cater for the trade needs of NSW and Australia.



Potential development at Port Botany 2023-2028 (within the NSW Ports leased footprint) includes:

- Development to cater for growing trade demand.
- The development of additional facilities and pipelines to move more product by pipeline, including to Sydney Airport and the Western Sydney Airport which will see a growing demand.
- Development to cater for changing trade types such as sustainable / low carbon fuels.

### MOVEMENT

Grow the volume of freight moved by rail and improve the efficiency of road connections.



Potential development at Port Botany 2023-2028 (within the NSW Ports leased footprint) includes:

- Rail infrastructure, including improving the capacity and efficiency of on-dock rail facilities and necessary rail maintenance activities.
- The ongoing development of Enfield and Cooks River Intermodal Terminals to encourage the movement of containers by rail to and from Port Botany and to support warehousing and logistics activities.
- Improvements to the NSW Ports managed road network (road pavement upgrades, line marking, intersection upgrades etc).
- Improvements to trafficked areas of tenanted sites, including gate facilities, truck booking systems, load-out facilities, truck marshalling, car-parking and pedestrian amenity.
- Physical and IT Infrastructure to measure and report on road / rail performance.
- Ongoing road maintenance works to improve the safety, efficiency and reliability of the NSW Ports road network.

### CAPACITY

Grow freight handling capacity



Potential development at Port Botany 2023-2028 (within the NSW Ports leased footprint) includes:

- Bulk liquid and gas terminal development and related facilities, including improvement to existing bulk liquid terminal infrastructure.
- Expansion and remodelling of existing container handling facilities and port facilities, including the extension of the southern wharf of Brotherson Dock to align the quay lengths across the three container stevedores, allowing each to service at least three larger ships at a time and construct replacement bulk liquid berths if required. This may require some reclamation.
- The development of other areas (i.e. the Hayes Dock Services Area, the head of Brotherson Dock etc) to continue to cater for port need through provision of supporting services.

**LAND USE**

Ensure the efficient and responsible use of land and infrastructure.



Potential development at Port Botany 2023-2028 (within the NSW Ports leased footprint) includes:

- Quay crane improvements, including the introduction of newer, more efficient cranes, and the removal of older cranes.
- Improvements to yard equipment and container handling equipment.
- Dredging of Brotherson Dock, Hayes Dock, and approach channels to maintain depths and support growing vessel sizes.
- The continued development of Hutchison Terminal.
- Development of port land for port-related uses.

**PLACE**

Protect our ports, freight-related lands and freight transport routes.



Potential development at Port Botany 2023-2028 (within the NSW Ports leased footprint) includes:

- Continued development of the Port for port purposes.

## 6. Port Kembla Development Plan

### Port Kembla Overview

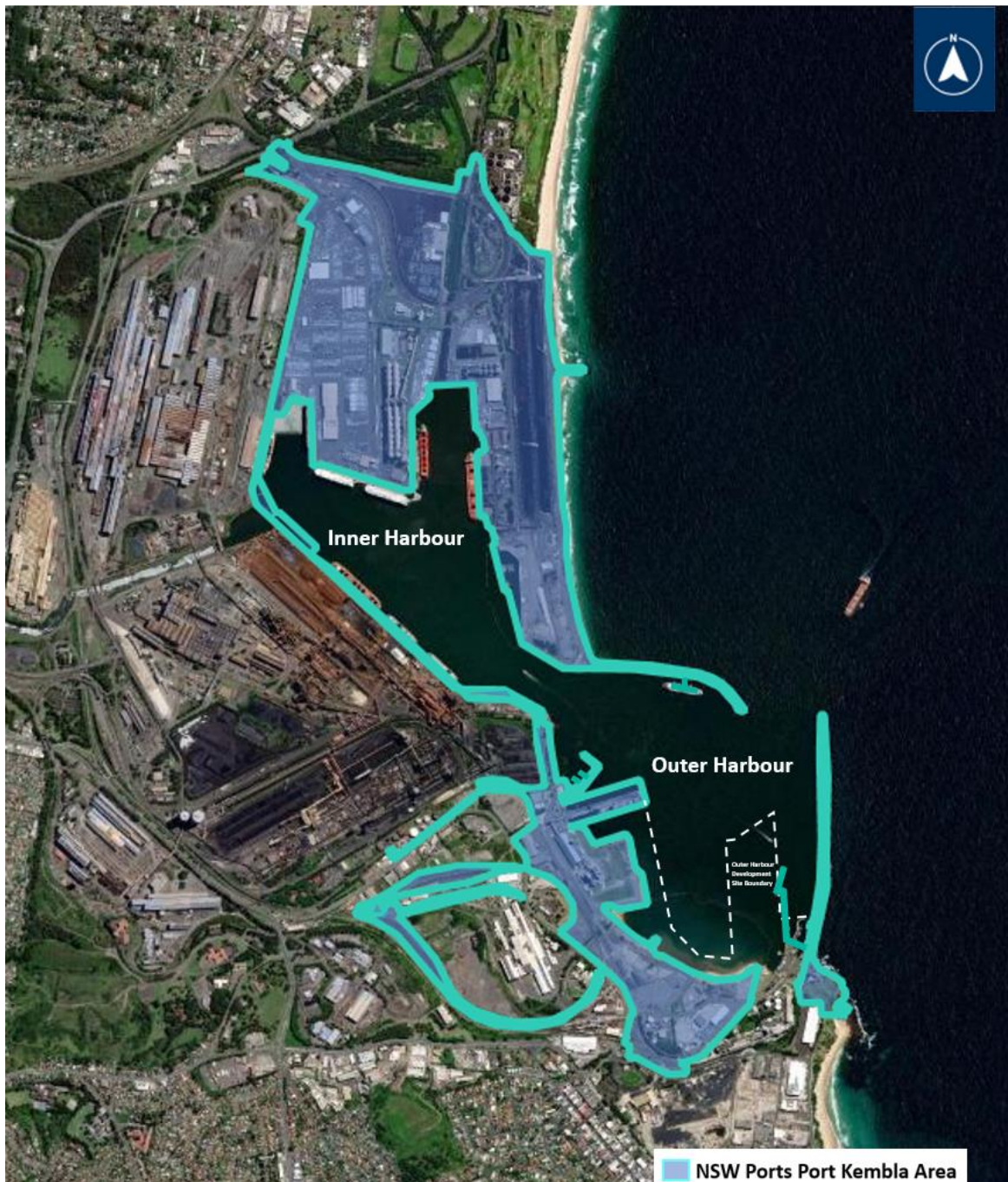
Port Kembla is NSW's motor vehicle import port and an international trade gateway for bulk agricultural, construction and mining industries.

Port Kembla services growing demand for population-driven trades such as vehicles and construction materials. It will be the site of the State's next container terminal once Port Botany nears capacity and will be a critical part of NSW's green energy future.

Port Kembla's expansion and diversification will support NSW's growth.

Its: short and deep shipping channel; ability to handle large cargo vessels; 24/7 operations; excellent supply of surrounding industrial land; proximity to the population centre of Greater Sydney; and rail and road connections make it an efficient and effective trade gateway.

The map below shows the land area of Port Kembla under NSW Ports management.



## Port Kembla Planning Framework

The key planning instrument for development at Port Kembla is State Environmental Planning Policy (Transport and Infrastructure) 2021, made under the EP&A Act.

As with Port Botany, Chapter 5 and Schedules 10 and 11 of the Transport and Infrastructure SEPP identifies development that is exempt, complying, permissible with consent, permissible without consent, or prohibited. The exempt and complying provisions of the Transport and Infrastructure SEPP allow port users to undertake certain minor developments without the need to apply for development consent under the EP&A Act.

Larger projects that do not meet the exempt or complying development standards are subject to an assessment by the Department of Planning and Environment (DPE).

Importantly, the Transport and Infrastructure SEPP provides the zoning and objectives for industrial land surrounding Port Kembla. As such, it guides a state-level protection of areas pivotal in supporting the Port and the freight and logistics network.

The entirety of our leased land at Port Kembla has been zoned by the Transport and Infrastructure SEPP as SP1 (Special Activities).

The Illawarra-Shoalhaven Regional Plan was released in May 2021 and sets the strategic framework for the region, aiming to protect and enhance the region's assets and plan for a sustainable future.

The Plan identifies the strategic value of Port Kembla with the objective to grow the port of Port Kembla as an international trade hub. It states the NSW Government will consider opportunities to:

- reduce land use conflicts from adjoining land uses including residential, commercial development and infrastructure use and, where appropriate, include buffer measures to minimise the impact of development on the efficient functioning of the Port and the freight industry.
- consider the suitability of high traffic generating developments, such as largescale retail and high density residential, on roads that service the Port to reduce conflicts with dangerous goods vehicles.
- consider the development of the Port as a green hydrogen hub to create economic and jobs growth in the region.

The existing industrial lands around Port Kembla have great value to NSW and need to be protected from competing uses. These areas have incredible potential for future manufacturing, technology and logistics.

Port Kembla is surrounded by industrial lands and separated from sensitive land uses such as residential development. State and local policy must aim to retain and enhance these industrial lands and to avoid residential encroachment.

Residential development within close proximity to the Port and its surrounding industrial lands with insufficient separation and implementation of mitigation measures in the design and construction of the residential development, poses a risk to cost-effective and efficient port operations and supply chains, reduces the productive use of scarce industrial land and creates amenity impacts for residents. The suburb of Port Kembla has grown through direct employment at the Port, however the gentrification and densification of the suburb is increasing the future risk of land conflict.

## Road and Rail Access

### Roads

Road access to Port Kembla is via Masters Road, Springhill Road and Five Islands Road, which link Port Kembla to the M1 and broader state motorway network. These road access connections must remain accessible to all port trucks into the future, without restriction, and cater for port growth to ensure resilience and reliability of port access.

#### **Priority Supporting Road Infrastructure Improvements (by others)**

The below details the priority supporting infrastructure improvements to be undertaken by others that would benefit the efficiency of port supply chains, hence minimising the cost of goods to consumers and businesses over the period of this Port Development Plan.

#### **Wind Turbine Access Improvements**

A strategic review of the Port Kembla Precinct and regional road network is required to identify requirements for accommodating the movement of wind towers from the port.



## Port Precinct Intersection Upgrades

Upgrades to the intersection of Springhill and Masters Road may be required to support future growth of the region and port.

Chapter 6, pages 78-79 of NSW Ports' Master Plan, *NSW Ports 2063: Our 40-year Master Plan for sustainable growth* lists a complete of key road infrastructure required actions over the next 40 years.

## Rail

Port Kembla is connected to the Greater Sydney rail network to the north via the T4 Illawarra Line, a freight and passenger shared line. It is also connected to the regional rail network to south west NSW via the Moss Vale-Unanderra freight line and to Bomaderry to the south via the shared line. Within the Port, there is 29 kilometres of rail infrastructure including sidings and loops.

Commodities moved by rail to/from Port Kembla include grain, coal, copper concentrate and cement.

### Priority Supporting Rail Infrastructure Improvements (by others)

Key rail infrastructure required to be delivered to cater for port rail growth, improve supply chain productivity and build supply chain resilience includes those outlined below.

#### **Upgrade the Moss Vale-Unanderra Line**

Enhanced rail freight capacity, including additional sidings, as well as resilience improvements will improve network reliability and rail access to the ports from southern and south-western NSW.

#### **Business Case and Future Corridor Protection for Maldon-Dombarton Line**

The planned growth of Western Sydney will increase demand for freight and passenger connections between the two regions. The Maldon-Dombarton Line will provide a direct rail link from Port Kembla to the Main South Line, support the growth of south west Sydney, reduce truck movements and improve network resilience and productivity.

Corridor protection for a future rail line between Maldon and Dombarton needs to be implemented through Environmental Planning Instruments and local council development controls. The alignment of the Maldon-Dombarton Line needs to be preserved and protected from incompatible uses and sensitive development nearby.

A business case for the Maldon-Dombarton Line is also required to allow the planning and development of the Line to progress.

Chapter 6, page 72 of NSW Ports' Master Plan, *NSW Ports 2063: Our 40-year Master Plan for sustainable growth* lists a complete list of key rail infrastructure required actions over the next 40 years.

## Future Development

### NATION

Cater for the trade needs of NSW and Australia.



Potential development at Port Kembla 2023-2028 (within the NSW Ports leased footprint) includes:

- Development to cater for growing trade demand.
- Development for new trades including construction materials, bulk liquids and gas and to accommodate the energy transition and the growth of renewable energy projects.

### MOVEMENT

Grow the volume of freight moved by rail and improve the efficiency of road connections.



Potential development at Port Kembla 2023-2028 (within the NSW Ports leased footprint) includes:

- Rail infrastructure, including improving the capacity and efficiency of existing rail facilities and catering for the future development of Port Kembla as a container terminal.
- Ongoing rail maintenance works to improve the efficiency and reliability of the immediate Port Kembla rail network and service existing and emerging demands.
- Ongoing road maintenance works to improve the efficiency and reliability of NSW Ports' road network.
- Improvements to NSW Ports' road network, including potential road and intersection widening to cater for larger vehicles, road pavement upgrades, line marking etc.
- Internal improvements to trafficked areas of tenanted sites, including car-parking arrangements, load-out facilities, gate facilities, truck marshalling and pedestrian amenity.

### CAPACITY

Grow freight handling capacity



Potential development at Port Kembla 2023-2028 (within the NSW Ports leased footprint) includes:

- Bulk liquid terminal expansion and improvements to existing bulk liquid terminal infrastructure including storage facilities and pipeline infrastructure.
- Development for the purposes of gas importation and distribution (i.e. storage facilities and pipeline infrastructure) and development to cater for the future handling of hydrogen and related derivative product.
- Continued progress towards development of a future container terminal.
- Facilitation of reclamation works in the Port Kembla Outer Harbour to support medium to long term uses including, but not limited to, the handling of dry bulk, general cargo and project cargo relating to renewable energy projects.
- Port infrastructure and land capacity development to handle growing vehicle and machinery imports.
- Development to continue to cater for Port needs through the provision of supporting services.

**LAND USE**

Ensure the efficient and responsible use of land and infrastructure.



Potential development at Port Kembla 2023-2028 (within the NSW Ports leased footprint) includes:

- Dredging of the Inner Harbour, Outer Harbour, and approach channels to maintain depths and support vessel size requirements.
- Expansion and remodelling of existing facilities to cater for growing trade volumes, within existing land footprint.
- Optimising existing land and infrastructure to support growing trade volumes.

**PLACE**

Protect our ports, freight-related lands and freight transport routes.



Potential development at Port Kembla 2023-2028 (within the NSW Ports leased footprint) includes:

- Continued development of the Port for port purposes.

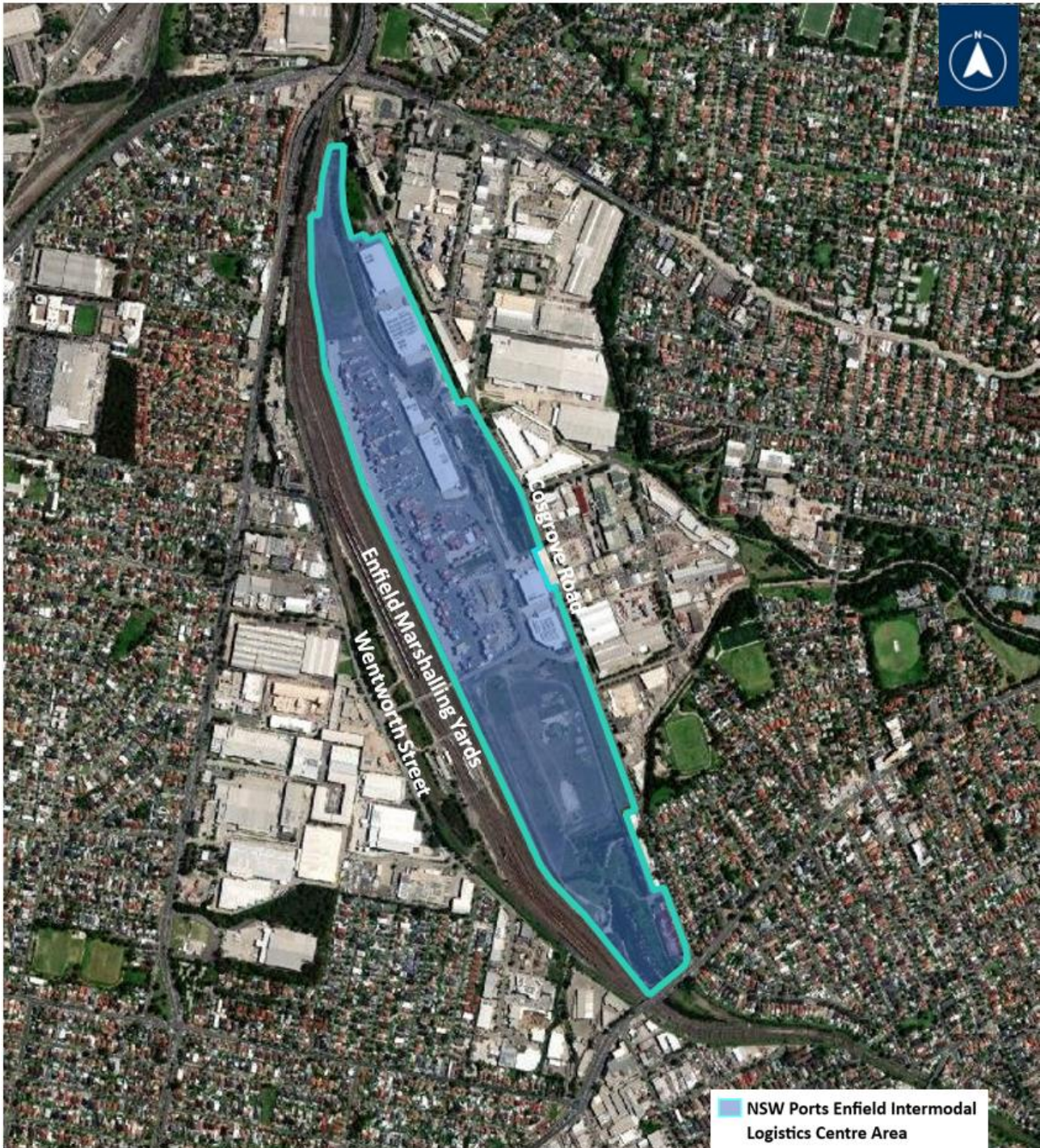
## 7. Enfield and Cooks River Development Plan

### Enfield Intermodal Logistics Centre Overview

The Enfield ILC is a key logistics hub in central-west Sydney, 18km from Port Botany by dedicated freight rail.

The Enfield ILC is 60 hectares and includes an intermodal terminal, empty container storage and industrial lots for logistics, freight forwarding, packing and unpacking, transport and warehousing.

The map below shows the land area of the Enfield Intermodal Logistics Centre under NSW Ports management.



## Cooks River Intermodal Terminal Overview

The Cooks River Intermodal Terminal is 10km by road and 8km by dedicated freight rail from Port Botany. The terminal is an inland extension to the Port and provides an important contribution to the container logistics freight task.

The Cooks River Intermodal Terminal is directly connected to the Port Botany Freight Line.

Trucking operators make use of the facility to deliver empty containers and collect full containers, optimising truck fleets and minimising the number of vehicles travelling to Port Botany.

The map below shows the land area of the Cooks River Intermodal Terminal under NSW Ports Management.



## Intermodal Terminal Planning Framework

The strategy for developing intermodal facilities with dedicated freight rail connections is well recognised by industry and the NSW and Federal Governments as necessary to meeting Sydney's growing container transport needs.

Unlike Port Botany and Port Kembla, the Transport and Infrastructure SEPP does not apply to the Enfield ILC or Cooks River Intermodal Terminal. These sites are subject to the respective Local Environmental Plans (LEPs) of the Local Councils. These Councils are Strathfield Council for the Enfield ILC and Inner West Council for the Cooks River Intermodal Terminal. Development can be exempt or complying development under State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 or require a development approval.

To streamline the delivery of low impact development the Transport and Infrastructure SEPP should be amended to include the Enfield Intermodal Logistics Centre and the Cooks River Intermodal Terminal, similar to how Chapter 6 of the Transport and Infrastructure SEPP includes the Moorebank Freight Intermodal Precinct.

This would provide for the timely development of the precincts to service the growing freight needs across Greater Sydney, NSW and nationally.

The inclusion of the Enfield Intermodal Logistics Centre and the Cooks River Intermodal Terminal within the Transport and Infrastructure SEPP would:

- Provide a consistent planning regime for the development and delivery of the Enfield Intermodal Logistics Centre and the Cooks River Intermodal Terminal.
- Identify certain development as exempt development within the precincts, which will have minimal impact.
- Identify certain development as complying development. Along with appropriate development standards and monitoring requirements.

The Enfield ILC is subject to a major project approval covering the construction and operations of the entire site, with the Department of Planning and Environment, as the consent authority of the approval.

Industrial lands around intermodal terminals allow for container related business to be located close to rail hubs, reducing road transport distances. These surrounding industrial lands need to be protected.

Residential development within close proximity of intermodal terminals and freight rail corridors, with insufficient separation and implementation of mitigation measures in design and construction of the residential dwellings, poses a risk to cost-effective and efficient intermodal operations and supply chains, reduces the productive use of scarce industrial land and creates amenity impacts for residents.

## Future Development

### NATION

Cater for the trade needs of NSW and Australia.



Potential development at Enfield and Cooks River 2023-2028 (within the NSW Ports leased footprint) includes:

- Rail infrastructure improvements to allow for the efficient movement of freight throughout NSW and Australia.
- Development of warehousing to meet the trade needs of NSW and Australia.

### MOVEMENT

Grow the volume of freight moved by rail and improve the efficiency of road connections.



Potential development at Enfield and Cooks River 2023-2028 (within the NSW Ports leased footprint) includes:

- Rail infrastructure, including improving capacity and efficiency of existing rail facilities and catering for future growth. This could include additional sidings and improvements to existing turnouts and switches.
- The continued development of the intermodal terminals, which will allow for the growth of rail transport.
- Ongoing maintenance of NSW Ports' roads to improve efficiency, capacity and safety.
- Internal improvements to trafficked areas of tenanted sites, including car-parking arrangements, load-out facilities, gate facilities, truck marshalling and pedestrian amenity.

**CAPACITY**  
Grow freight handling capacity



Potential development at Enfield and Cooks River 2023-2028 (within the NSW Ports leased footprint) includes:

- Continued development of the intermodal terminals to improve the efficiency of container movements to and from Port Botany, to/from shippers/customers and with regional NSW.

**LAND USE**  
Ensure the efficient and responsible use of land and infrastructure.



Potential development at Enfield and Cooks River 2023-2028 (within the NSW Ports leased footprint) includes:

- Development of warehousing.
- Development and optimisation of existing land including removal of redundant buildings, increases to hardstand area, and improvements to traffic circulation.
- Increases to permitted stacking heights.
- Development at the existing Tarpaulin Shed site at the Enfield ILC.

**PLACE**  
Protect our ports, freight-related lands and freight transport routes.



Potential development at Enfield and Cooks River 2023-2028 (within the NSW Ports leased footprint) includes:

- Continued development of the intermodal terminals for freight purposes.

## 8. Planning Considerations

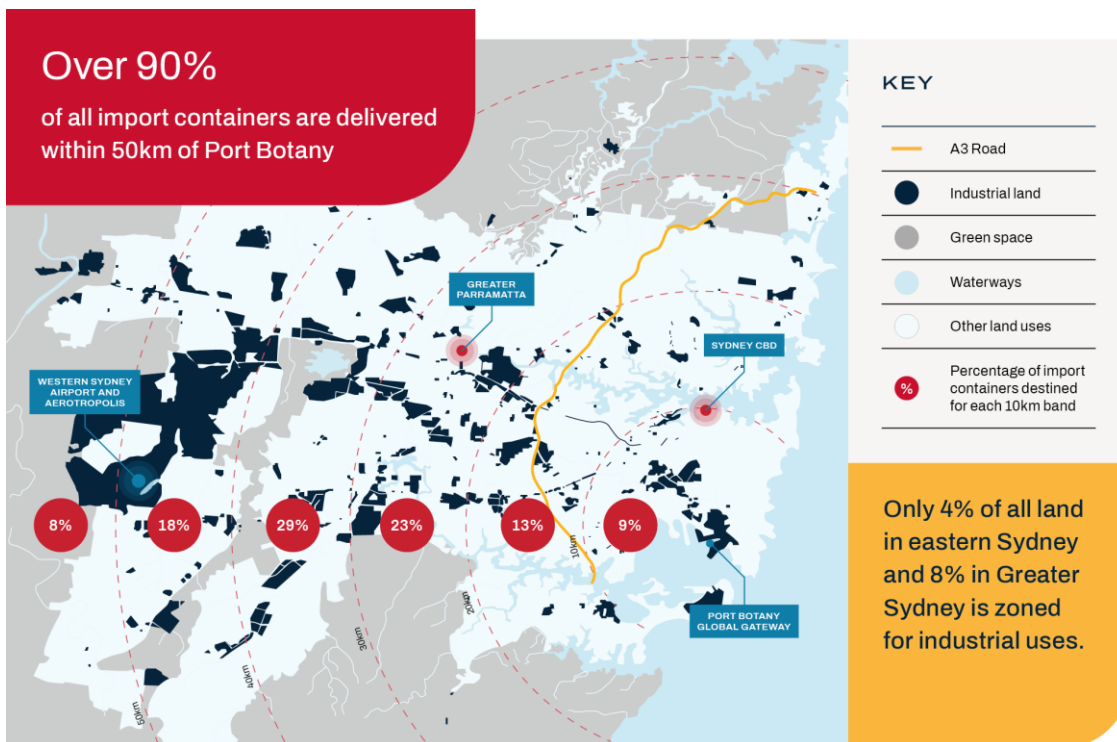
The freight and logistics supply chain requires well-located, large parcels of land for warehouses, depots and logistics activities. However a mere 4% of all land in eastern Sydney (east of the A3 road corridor) and only 8% in Greater Sydney is zoned for industrial uses. Existing industrial land supply is expected to be exhausted by around 2040. Given the importance of industrial lands to the NSW economy, productivity and cost of living, it is critical that land use policy protects existing industrial land whilst making provision for additional, well-served, industrial land zones.

Sufficient supply of well-located industrial land spread throughout Greater Sydney is required to reduce the cost of moving goods through increased efficiency and productivity, reduced trucks kilometres on Sydney’s road network and reduced emissions and amenity impact. Existing industrial lands throughout Greater Sydney need to be retained and where possible additional land added.

The availability of large-lot industrial zoned land in Greater Sydney determines where container imports are unpacked. These sites provide the necessary infrastructure for containers to be received and processed. The availability of large parcels of industrial zoned land has moved further west. This trend is expected to continue as new areas of land are rezoned for industrial purposes adjacent to the Western Sydney Airport.

Over 90% of import containers are delivered within 50km of Port Botany, with the goods inside the containers then having to be trucked east to the population and business centres. There has been an increase in containers heading further west, with a 179% increase in containers destined for the 40–50km zone from Port Botany between 2014-22.

The below map details 2022 import destinations and existing industrial lands.



Optimising the utilisation of the limited remaining industrial land, as well as growing industrial land supply, throughout Greater Sydney will be essential for cost-effective, liveable cities. Measures to improve the utilisation of existing industrial lands and freight infrastructure include:

- Ensure planning approvals and permits permit increased freight handling density, throughput and capacity, and 24/7 operations.
- Ensure planning and regulatory approvals do not impose curfews and caps on freight, logistics and industrial activities, other than by justified exceptions.
- Implement State-wide minimum building design standards for residential and sensitive use developments in all urban areas throughout Greater Sydney to mitigate amenity impacts on the community from economic generating activities such as ports, transport and logistics operations and industrial activities.

Industrial lands in the Illawarra are also facing increased pressure as businesses struggle to find suitable industrial land in Greater Sydney. The amount of industrial land in the Illawarra is substantial however it must also be protected from rezoning to preserve future growth requirements.



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## 9. Implementing the Port Development Plan

This Port Development Plan has been created within the framework of the objectives set out in the 40-Year Master Plan. The objectives have been identified to sustainably cater for trade growth and guide our decision-making.

The *Ports and Maritime Administration Act 1995* allows us, as the port operator, to charge a 'Port Infrastructure Charge' for the acquisition or development of land or the provision of services and facilities to port users at Port Botany and Port Kembla. We do not currently impose such a charge, however may do so if needed to provide for port infrastructure.

This Port Development Plan will be reviewed in 2028 for the next five-year period and with consideration of our long-term trade forecasts and development objectives.



August 2023

