



Ministerial Diary Disclosure Form

Ministerial Code of Conduct, s 5.3

Victorian Government

This form is to be used by ministers for quarterly ministerial diary summaries made in accordance with s 5.3 of the Ministerial Code of Code (Ministerial Code), which requires that:

'Ministers must publish summaries from their diaries on a quarterly basis, detailing scheduled meetings with stakeholders, external organisations, third-party lobbyists, Government Affairs Directors, and external individuals.

Summaries should disclose the meeting date, company or organisation with whom the meeting occurred, meeting attendees, including registered lobbyist details (where applicable), purpose of the meeting and any other additional information required by the Premier.'

Ministerial diary summaries must be **attached** to this form and provided to the Secretary, Department of Premier and Cabinet within 7 calendar days of the end of each quarter. All diary summaries will be published on the Victorian Government website in accordance with the Ministerial Code.

Instructions for completing this form

Complete the details below. Further information on the publication of ministerial diaries, including identifying meetings in scope for disclosure, privacy notices to attendees, and preparation of diary summaries can be found in the Publication of Ministerial Diaries Guidance and Ministerial Office Process Guide.

Privacy

Ministerial diary disclosure forms are held by DPC in accordance with the *Privacy and Data Protection Act 2014*. The personal information collected in these forms is collected for the purposes of publication of meeting details in accordance with the Ministerial Code of Conduct. Please ensure that the Privacy Notice (set out in the **Ministerial Office Process Guide**) is sent as part of the meeting invitation.

For information on how the Department of Premier and Cabinet (DPC) collects and discloses personal information, please refer to DPC's Privacy Policy. Should individuals wish to gain access to or correct their personal information that DPC holds, please contact: Title: Privacy Officer, DPC, Contact details: dpc.privacy@dpc.vic.gov.au.



Declaration

Quarterly disclosure period: October 2025 to December 2025

Minister name: Melissa Horne

Ministerial portfolio(s): Health Infrastructure, Ports and Freight, Roads and Road Safety

Declaration:

I declare that the information provided in the attached summary of my Ministerial diary is true, accurate and complies with my obligations under the Ministerial Code of Conduct at the date of signature.

Signature of Minister:  Date: 23/12/2025

Subject	Start Date	Description
VISY	1/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Praveen Reddy, Executive Director, Freight Victoria, Department of Transport and Planning Ben Fourniotis, General Manager Government Relations, Communications and Public Affairs, Visy, https://www.lobbyists.vic.gov.au/search-the-register/visy-industries Nigel Williams, Victorian State Logistics Manager, Visy</p> <p>Purpose of the Meeting:</p> <p>Stakeholder meeting in relation to Ports and Freight portfolio.</p>
Gas Energy Australia	9/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Shane Taylor, Manager Freight Industry Coordination And Reporting, Jordan McCollum, CEO, Gas Energy Australia</p> <p>Purpose of the Meeting:</p> <p>Stakeholder meeting in relation to Ports and Freight portfolio</p>
Seaworks + Parks Victoria	13/10/2025	<p>Attendees:</p> <p>Patsy Toop OAM, Secretary, Seaworks Wariwck Norman AM, Chair, Seaworks Sara Williams, Director Office of the Chief Executive Office, Parks Victoria Georgie Foster, Executive Director, Strategy Planning Programs, Parks Victoria</p> <p>Purpose of the Meeting:</p> <p>Stakeholder meeting in relation to Ports and Freight portfolio</p>
City of Greater Bendigo	15/10/2025	<p>Attendees:</p> <p>Adviser, Office of the Hon. Melissa Horne MP Anthony Judd, Executive Director Hume and Loddon Mallee, Department of Transport and Planning Andrew Cooney, CEO , City of Greater Bendigo Cr Andrea Metcalf, Mayor, City of Greater Bendigo Abhishek Awasthi, Deputy Mayor, City of Greater Bendigo Aleisha Verwoert North, Manager Executive Services, City of Greater Bendigo</p> <p>Purpose of the Meeting:</p> <p>Stakeholder meeting in relation to Roads and Road Safety Portfolio</p>
Victorian Transport Association	15/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Peter Anderson, CEO, Victorian Transport Association</p> <p>Purpose of the Meeting:</p> <p>Stakeholder meeting in relation to Ports and Freight</p>
ARTC	15/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Wayne Johnson, CEO & MD, ARTC Anthony Meere, GM Corporate Affairs, ARTC Lachlan McDonald, Executive Director Intergovernmental Relations, Department of Transport and Planning</p> <p>Purpose of the Meeting:</p> <p>Stakeholder meeting in relation to Ports and Freight</p>

Subject	Start Date	Description
Container Transport Alliance Australia	15/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Praveen Reddy, Executive Director, Freight Victoria, Department of Transport and Planning Neil Chambers, Director, Container Transport Alliance Australia</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight Portfolio</p>
Australasian College of Road Safety	15/10/2025	<p>Attendees:</p> <p>Adviser, Office of the Hon. Melissa Horne MP Ingrid Johnson, CEO, Australasian College of Road Safety (ACRS) Chris Harrison, Victorian Chapter Chair, Australasian College of Road Safety (ACRS) Fiona Green, Acting Executive Director, Road Safety Victoria, Department of Transport and Planning</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to Roads and Road Safety Portfolio</p>
Intrapac Property	15/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Max Shifman, CEO, Intrapac Property Jeroen Weimar, Secretary, Department of Transport and Planning</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight</p>
TWU	16/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Sam Lynch, Director of Organising, Transport Workers Union Vic/Tas Paul Doughty, Chief of Campaigns, Transport Workers Union Vic/Tas</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight</p>
BAE Systems	21/10/2025	<p>Attendees:</p> <p>Will Gibaud- Chief of Corporate Affairs Marcus Zeuschner- Head of Work Place Solutions Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Daniel Heley, Director, Ports Reform And Commercial/local Ports, Freight Victoria, Department of Transport and Planning</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight</p>
Community Health First	21/10/2025	<p>Attendees:</p> <p>Anna Robinson, Chair, Community Health First (CEO, Access Health & Community) Natalie Sullivan, Deputy Chair, Community Health First (CEO, Each) Adviser, Office of the Hon. Melissa Horne MP</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to Health Infrastructure</p>
Tony Fransos	23/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Anthony Fransos, Technical Director Transport Planning, ARCADIS</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight</p>

Subject	Start Date	Description
Michael and Jayde Davey	23/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Adviser, Office of the Hon. Melissa Horne MP Adviser, Office of the Hon. Anthony Carbines MP Jeroen Weimar, Secretary, Department of Transport and Planning Fiona Green, Acting Executive Director, Road Safety Victoria Michael Davey Jayde Davey Clare Samson</p> <p>Purpose of Meeting:</p> <p>Portfolio matter in relation to Road Safety</p>
Danish Ambassador	28/10/2025	<p>Attendees:</p> <p>H. E. Ingrid Dahl Madsen, Danish Ambassador to Australia Lawrence McIntosh, Senior Renewable Energy Advisor, Royal Danish Embassy Canberra Ulrik Dahl, Trade commissioner Nicolai Pedersen, Sustainable housing sector advisor Jakob Pedersen, Danish energy agency, chief advisor offshore wind Minister Lily D'Ambrosio, Minister for Climate Action, Energy & Resources and State Electricity Commission Emily Garnett Deputy Chief of Staff to Minister D'Ambrosio Harriet Shing, Minister for Minister for Housing and Building, Development Victoria and Precincts and Suburban Rail Loop Lindsay Rayner, Chief of Staff to Minister Shing Senior Adviser to Minister Shing (2) Gayle Tierney, Minister for Skills and TAFE and Water Melissa Horne, Minister for Ports and Freight, Roads and Roads Safety and Health Infrastructure Samantha McArthur, Chief of Staff to Minister Horne Senior Adviser to the Premier Praveen Reddy, Executive Director Freight Victoria, DTP Anh Mai, Executive Director Offshore Wind Energy Victoria, DEECA Alistair Parker, CEO VicGrid, DEECA Martin McCurry, Executive Director, Homes Victoria</p> <p>Optional:</p> <p>Jackson Stiles, Chief of Staff to Minister Tierney</p> <p>Apology:</p> <p>Diana Tremigliozi, Special Adviser to the Premier</p> <p>Purpose of meeting</p> <p>Joint ministerial meeting regarding cross portfolio matters.</p>
Nicolab	29/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Dylan Broomfield, Principle, EH Advisory, https://www.lobbyists.vic.gov.au/search-the-register/eh-advisory-pty-ltd Paul Lappin, Chairman, Nicolab</p> <p>Purpose of the Meeting:</p> <p>Stakeholder meeting in relation to Health Infrastructure</p>
Electric Vehicle Council	30/10/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Julie Delvecchio - CEO, Electric Vehicle Council Aman Gaur - Head of Legal, Policy & Advocacy, Electric Vehicle Council, https://www.lobbyists.vic.gov.au/search-the-register/electric-vehicle-council Cameron Rimington - Senior Policy Officer - Heavy Vehicles, Electric Vehicle Council Jules Flynn, Executive Director Integrated Strategy, Department of Transport and Planning</p> <p>Purpose of the Meeting:</p> <p>Stakeholder meeting in relation to Roads and Road Safety Portfolio</p>

Subject	Start Date	Description
IPC Health	30/10/2025	<p>Attendees:</p> <p>Adviser, Office of the Hon. Melissa Horne MP Priscilla Radice, CEO, VIDA Health Jayne Nelson, CEO, IPC Health</p>
HAMR Energy	30/10/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Health Infrastructure</p> <p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Donald Fraser, Commercial Manager, HAMR Energy David Stribley, Business Development Director, HAMR Energy</p>
Matthew Doyle	31/10/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight Portfolio.</p> <p>Attendees:</p> <p>Adviser, Office of the Hon. Melissa Horne MP Jennifer Howard, Executive Director Inner Metro, Department of Transport and Planning Andrew Sharp, Director Transport Planning Inner Metro, Department of Transport and Planning Matthew Doyle</p>
National Bulk Tanker Association	6/11/2025	<p>Purpose of the Meeting: Portfolio matter in relation to Road Safety</p> <p>Attendees:</p> <p>Anthony Germanchev, Executive Director, National Bulk Tanker Association Justin Keast, Chair, National Bulk Tanker Association Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Praveen Reddy, Executive Director, Freight Victoria, Department of Transport and Planning</p>
Transurban	6/11/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight Portfolio</p> <p>Attendees:</p> <p>Michelle Jablko, CEO, Transurban Josh Gordon, Policy and Government Relations, Transurban Beth Beaven, Director Corporate Affairs Victoria, Transurban Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Dean Tighe, Acting Deputy Secretary of Network Design and Integration, Department of Transport and Planning</p>
Freedom Solutions	18/11/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight portfolio.</p> <p>Attendees:</p> <p>Adviser, Office of the Hon. Melissa Horne MP Adviser, Office of the Hon. Melissa Horne MP Fiona Green Leonie McCann, Strategic Grants and Safe Ride Manager, Freedom Solutions Australia Scott Miller, CEO Freedom Solutions Australia</p>

Subject	Start Date	Description
Transport Policy Committee	18/11/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Aarin Moon, Victoria Assistant Branch Secretary, MUA Bernard Shepherd Brian Dunn Siddharth Maitrak Matthew Rocks Rod Watson Terry Konstandelis Tanmay Kabir Skye Griffiths</p>
Rail Revival Alliance Victoria	19/11/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight portfolio</p> <p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon Minister Melissa Horne Martha Haylett, MP Noel Laidlaw, President, Rail Revival Alliance Victoria Clint Hickson, Stuart Johns, Executive Director Modal Planning, Department of Transport and Planning</p>
DP World	20/11/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight portfolio.</p> <p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon Minister Melissa Horne Nicolaj Noes, Executive Vice President, DP World Australia Manager Freight Industry Coordination And Reporting, Department of Transport and Planning</p>
Boral	26/11/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight portfolio.</p> <p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Kate Jackson, EGM Property, Planning & Environment, Boral Richard Pearson, EGM Asphalt, Boral James Woolway, Urbis Planning Nick Xerakias, Partner, GRACosway, https://www.lobbyists.vic.gov.au/search-the-register/gracosway-pty-ltd Annabelle Fisher, GRACosway, https://www.lobbyists.vic.gov.au/search-the-register/gracosway-pty-ltd Sarah Horsfield, Urbis Planning Manager Freight Industry Coordination And Reporting, Department of Transport and Planning</p>
Austroads	26/11/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight</p> <p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Geoff Allan, Chief Executive, Austroads Adviser, Office of the Hon. Melissa Horne MP Adviser, Office of the Hon. Melissa Horne MP David Barton, Chief Engineer - Roads, Department of Transport and Planning Praveen Reddy, Executive Director, Freight Victoria, Department of Transport and Planning</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to national progress of road safety issues and harmonisation of standards</p>

Subject	Start Date	Description
Australia's Special Envoy to Combat Islamophobia	26/11/2025	<p>Attendees:</p> <p>Mr Aftab Malik, Australia's Special Envoy to Combat Islamophobia Rob Holland, Executive Director, Economic Development & International, Department of Premier & Cabinet Hon Ben Carroll, Deputy Premier, Minister for Education Fiona Ward, Chief of Staff, Office of the Deputy Premier, Minister for Education Hon Anthony Carbines, Minister for Police, Minister for Community Safety, Minister for Victims Michelle Gordon, Chief of Staff, Office of the Minister for Police, Minister for Community Safety, Minister for Victims Ms Ingrid Stitt, Minister for Multicultural Affairs Kara Hadgraft, Chief of Staff, Office of the Minister for Multicultural Affairs Hon Melissa Horne, Minister for Ports and Freight, Minister for Roads and Road Safety, Minister for Health Infrastructure Samantha McArthur, Chief of Staff, Office of the Minister for Ports and Freight, Minister for Roads and Road Safety, Minister for Health Infrastructure Xavier Williams, Director of Strategy, Office of the Premier</p>
Purpose of meeting:		
Meet and greet		
Downer	27/11/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Stuart Billings, Executive General Manager of Transport and Infrastructure, Downer Group Rhodri Tudur-Jones, Downer Group Adam Maguire, Deputy Secretary, Network Design and Integration, Department of Transport and Planning Kim Schriner, Acting ED Road Maintenance, Department of Transport and Planning</p>
Purpose of the Meeting:		
Stakeholder meeting in relation to Roads and Road Safety		
NJAC	27/11/2025	<p>Attendees:</p> <p>Adviser, Office of the Hon. Melissa Horne MP Priscilla Radice, CEO, VIDA Health Paula Stewart, Director, NJAC Nadu Dove, Director, NJAC Alicia Dove, Director, NJAC</p>
Purpose of the Meeting:		
Stakeholder meeting in relation to Health Infrastructure		
CISCO		<p>Attendees:</p> <p>Adviser, Office of the Hon. Melissa Horne MP Samantha McArthur, Chief of Staff, Office of the Minister for Ports and Freight, Minister for Roads and Road Priscilla Radice, CEO, VIDA Health Jason Owusu, Executive Director Data Transformation, Department of Transport and Planning Stefan Leitl, Vice President and General manager, CISCO Tim Fawcett, General Manager of Government Affairs & Policy, CISCO Marc Caltabiano, Group Vice President, Australia, Splunk (which is a Cisco subsidiary company)</p>
Purpose of the Meeting:		
Stakeholder meeting in relation to Ports and Freight Portfolio and Roads and Road Safety Portfolio		

Subject	Start Date	Description
Swinburne	27/11/2025	<p>Attendees:</p> <p>Adviser, Office of the Hon. Melissa Horne MP Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Professor Karen Hapgood, Deputy Vice Chancellor Research, Swinburne Research Swinburne University of Technology Professor Jo Williams Associate Dean Research, School of Health Sciences, Swinburne Research Swinburne University of Technology Katriona C Dall'oste ,Director Road Safety Program Delivery, Department of Transport and Planning Fiona green, Director Metro Capital Delivery, Department of Transport and Planning Courtney Dalton, Government Relations lead, Swinburne University of Technology, https://www.lobbyists.vic.gov.au/search-the-register/swinburne-university-technology</p>
		<p>Purpose of the Meeting: Stakeholder meeting in relation to Roads and Road Safety</p>
Port of Melbourne	3/12/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP Adam Maguire, Deputy Secretary, Network Design and Integration Department of Transport and Planning Saul Cannon, CEO, Port of Melbourne Sarah Browne, Executive General Manager Corporate Relations, Port of Melbourne, https://www.lobbyists.vic.gov.au/search-the-register/port-melbourne-operations-pty-ltd Shaun Mooney, Executive General Manager Commercial, Port of Melbourne</p>
		<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight portfolio.</p>
Martin Foley	4/12/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon. Melissa Horne MP The Hon Martin Foley, Chair designate, Bayside Health</p> <p>Purpose of the Meeting: Stakeholder meeting in relation to Health Infrastructure</p>
Property Council of Australia	4/12/2025	<p>Attendees:</p> <p>Samantha McArthur, Chief of Staff, Office of the Hon Minister Melissa Horne Darren Searle, Founder and Co-CEO, LogiSPACE, Property Council Division Council Vice President (Victorian Division) Cath Evans, Victorian Executive Director, Property Council of Australia</p>
		<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight portfolio.</p>
Coffee Catch Up: Anthony Tassone	16/12/2025	<p>Attendees:</p> <p>Senior Adviser, Office of the Hon. Melissa Horne MP Anthony Tassone, Victorian Branch President, Pharmacy Guild of Australia</p>
		<p>Purpose of Meeting: Meet and Greet</p> <p>Attendees:</p> <p>Peter Anderson, CEO, VTA Samantha McArthur, Chief of Staff, Office of the Hon Minister Melissa Horne</p>
Peter Anderson	18/12/2025	<p>Purpose of the Meeting: Stakeholder meeting in relation to Ports and Freight portfolio.</p>