Stakeholder Engagement Framework

2023

Port of Melbourne

Foreword

I'm pleased to present our Stakeholder Engagement Framework.

As Australia's largest container and general cargo port, the Port of Melbourne plays an integral role in the lives of our community and the economy of south-eastern Australia.

Given the nature of our operations, it is essential that we understand the needs of our stakeholders and engage with them in a meaningful way. Those that use our port, our industry and government partners, and the wider community around our operations are critical to the success of the Port of Melbourne.

This framework shows the way we engage and sets clear expectations for our employees, contractors and stakeholders. We will continue to grow and mature as an organisation and our approach to stakeholder engagement will reflect this.

We look forward to working together.

Saul Cannon
Chief Executive Officer, Port of Melbourne

Who we are

Australia's largest container and general cargo port.

Port of Melbourne Operations Pty Ltd (PoM) is Australia's largest container, automotive and general cargo port.

The building, manufacturing, retail, food, agriculture and energy industries rely heavily on the Port and our road and rail transport connections. The day-to-day way of life for many depends on the Port running efficiently.

In short, the better the Port works, the better Victoria works.

What we do

We deliver world class, safe, responsible, and reliable port facilities and services.

Port of Melbourne is the landlord manager of the Port and is responsible for the strategic planning, development, and management of the Port. As the custodian of a key economic asset for the State of Victoria for the 50-year term of the Port Lease, PoM services the southeast of Australia including Tasmania and occupies a central position in the freight and logistics industry. With significant trade value the Port of Melbourne is a considerable economic contributor, with flow-on commercial and employment benefits delivered well beyond the port gate. PoM is responsible for a number of projects which grow port capacity, as well as maintaining operational efficiency of our assets and the port freight supply chain.

> Successful stakeholder engagement is vital to the delivery of our world class port facilities and services.

How we do it

We are contractually required to manage, operate, maintain and develop the port so that it remains a major seaborne trade gateway to the benefit of the Victorian economy.

As part of this obligation, we are focused on maximising the significant economic and social value that the port delivers.

We invest in the port to ensure we continue to meet the trade needs and efficient movement of goods through the port-related supply chain for the benefit of businesses, consumers and the broader economy.

We aim to work in an environmentally and socially responsible way, and we support a range of activities in our neighbouring communities.

Engaging with our stakeholders

PoM is committed to meeting the obligations of our regulatory framework to effectively consult with Port Users, for example through our Pricing Order.

But we also recognise that we need to move beyond compliance in order to strengthen our stakeholder engagement to achieve our organisation goals and benefit the wider community.

The Port of Melbourne operates within a complex stakeholder environment. While we are responsible for maintaining and developing port lands and waters, and overseeing the development of port facilities and infrastructure, the day-to-day operation of the Port is largely undertaken by private businesses. These private businesses include the provision of cargo shipping, stevedoring, pilotage, towage and road and rail transport services.
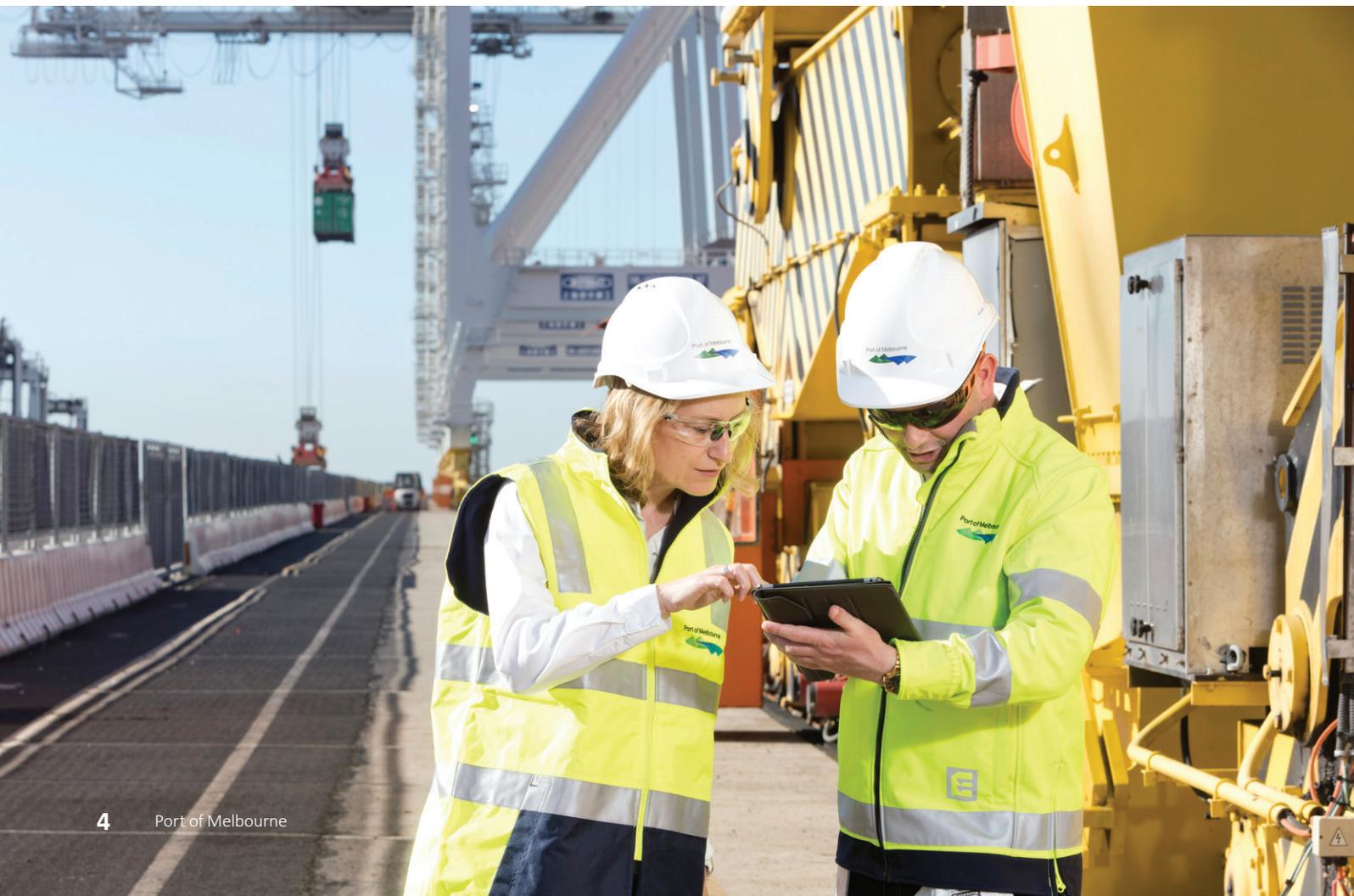
Our external stakeholder landscape

We engage with a broad range of external stakeholders across our business.

Our stakeholders are diverse and sometimes have conflicting needs and expectations of us. At different points in time the way we engage with each stakeholder will vary depending on the nature of the project and the needs of participants.

Key stakeholders

Key stakeholder wheel with Port of Melbourne at centre, surrounded by: OUR PEOPLE, INDUSTRY GROUPS, CUSTOMERS /PORT USERS, TENANTS, GOVERNMENT, STAKEHOLDERS, SUPPLIERS & CONTRACTORS, COMMUNITY, FINANCIERS.

Our customers

- Shipping lines
- Transport operators (road & rail)
- Cargo owners
- Freight forwarders
- Empty container parks
- Terminal operators

Our Stakeholder Engagement Principles

Genuine

- We are clear about what, when and how we engage
- We are flexible in our approach to engagement guided by our stakeholders' communication preferences
- We are clear on what is and is not negotiable and how feedback can inform decisions
- We use a range of methods and mediums to communicate and engage with stakeholders
- Our stakeholders have adequate time, information, and opportunities to provide us with feedback before we make decisions.

Inclusive

- We strive to identify stakeholders that may be interested in, or affected by, Port of Melbourne's activities
- We want to understand the interests and views of relevant stakeholders and seek their input to help us make well-informed decisions.
- We seek to ensure accessibility and equity through engagement strategies and processes that support the inclusion and participation of stakeholders
- We communicate clearly and widely with stakeholders to ensure they are well informed about our activities.

Timely

- We communicate with our stakeholders in a timely manner
- We promote opportunities to take part in engagement
- We provide adequate time and opportunity for meaningful, fit for purpose engagement with stakeholders who may be affected by our decisions
- We provide accessible, relevant, tailored and timely information
- We use a clear structure of staged engagement in the development and delivery of long-term plans or projects.

Transparent

- We are transparent where our decisions and engagement approach are affected by statutory and contractual obligations
- We acknowledge where there are different stakeholder views.

Accountable

- We seek to deliver engagement that has a clear purpose, scope and objectives
- We provide clear pathways for questions and feedback from stakeholders
- We advise stakeholders how their input affects or does not affect our decisions at the end of engagement, and how and why we make decisions
- We share relevant information with stakeholders.

Continuous Improvement

- We listen and learn to improve our engagement
- We evaluate and monitor our engagement, measuring our approach and outcomes against these principles.

Our Approach

Our stakeholder engagement framework will support all stakeholder planning and applies to users of our port, government and regulators, industry partners, our neighbours and the wider community.

All of our engagement is mindful of the commercial and competitive tensions within the port and the need to operate within the regulatory framework.

We are committed to genuine and effective stakeholder engagement, but we also recognise that not all issues or projects provide opportunities for broad consultation. PoM must balance our regulatory responsibilities, statutory duties and contractual obligations with our stakeholder engagement objectives. We accept that we may not always achieve consensus among our stakeholders, but we will make decisions for the benefit of the wider Victorian community.

The **Pricing Order Engagement Protocol (POEP)** covers Port of Melbourne's approach to consulting on regulatory matters and applies to Port Users as defined in the Pricing Order.

Further information on the POEP can be found at: **portofmelbourne.com**

What our engagement looks like

We aim for all our stakeholder engagement to be fit for purpose.

It can take the form of planned project specific engagement programs or be part of our everyday business approach.

There is no one single stakeholder engagement method and we may choose a number of methods at different stages of the engagement process.

The development of our framework and principles have been informed by the International Association for Public Participation (IAP2) Spectrum.

Source: https://iap2.org.au/

Inform	**Consult**	**Involve**	**Collaborate**	**Empower**
We will provide balanced, objective, accurate and consistent information to support stakeholders to understand issues, opportunities and solutions.	We will seek feedback from stakeholders, listen to concerns and aspirations and inform them of the outcome of their feedback.	We will work directly with stakeholders to ensure their needs are directly and consistently understood and considered, and provide feedback on the outcome of their contribution.	We will partner with stakeholders, including: development of alternative plans, decision-making, and identifying preferred solutions.	We will engage with stakeholders to build networks, create opportunities and empower groups to lead the development of initiatives. Stakeholders are enabled/equipped to actively contribute to the achievement of outcomes.

What this might look like for Port of Melbourne engagement

Fact sheets	**Contributions to enquiries**	**Workshops**	**Involvement in Taskforces and advisory panels**	**Working Groups**
Website	**Electronic Direct Mail (EDM)**	**Roadshows and briefings**	**Advisory committees**	**Joint ventures**
Social media	**Correspondence**	**Public or industry meetings**	**Technical advisory groups**	**Provision of data**
Digital and print publications	**Calls for comment or submissions**	**Webinars**	**Roundtables**	**Sponsorships**
Presentations and events	**Surveys**	**Education sessions**	**Reference groups or expert panels**	
Media releases	**Focus groups**	**Stakeholder workshops**		

Our engagement process

We adapt our engagement to suit the needs of each initiative, but we typically follow the following steps:

Identify Need

- Identify stakeholders and their particular engagement needs
- Clearly articulate engagement goals and desired outcomes
- Apply lessons learned from previous engagement activities

Plan Approach

- Identify and articulate priority stakeholder issues and interests.
- Enable appropriate engagement at a formative stage and consider engagement channels and materials appropriate to the level of engagement.
- Be clear on the purpose of the engagement and what we are trying to achieve from it (including negotiables and non-negotiables).

Implement Program

- Provide a reasonable time period for engagement.
- Develop communication and engagement material that is clear, accurate, and timely and establish mechanisms for feedback to stakeholder groups.
- Maintain records to include details of engagement activities.

Gain feedback along the way

- Use feedback in decision-making and provide this to stakeholders.

Examples of our planned engagement programs include:

Regulatory and statutory obligations

Annual Tariff Compliance Statement Engagement

Long term strategic development planning:

- The Port Development Strategy 5-year review
- Rail Access Strategy 5-year review

Appropriate engagement will be planned and implemented for projects depending on the scale, nature, and spectrum of stakeholder interests relevant to the individual project. Past examples of our engagement programs include:

- Port Rail Transformation Project
- Swanson Dock West Remediation works
- Port Capacity Enhancement Project.

Our business-as-usual engagement activities draw upon our existing stakeholder relationships and communications channels to engage on issues that stem from the day to day running of the port. Examples of this include:

- business development
- sustainability
- industry research
- property matters
- operational issues and impacts
- community partnerships
- complaint management.

Regardless of whether engagement is part of our forward statutory or regulatory engagement, project specific or a result of our everyday operational activities, our engagement principles will guide how we act.

Monitoring and evaluation

We will monitor and evaluate our performance with a view to continually improve what we do and how we do it, and we will maintain focus on our stakeholder needs.

We may evaluate our success via:

- stakeholder feedback via our consultations, online surveys, webinars and social media
- post engagement evaluation via survey
- one-on-one interactions with stakeholders (qualitative)
- annual stakeholder research (quantitative)
- project level stakeholder feedback surveys.

How you can get involved

Our website www.portofmelbourne.com is the main source of information on pricing and regulatory matters and projects associated with the Port Development Strategy. You can also access publications via the website and information on upcoming engagement events. We will also promote engagement events open to industry on LinkedIn and the wider community via Facebook and Twitter.

Port of Melbourne