



insync

Port of Melbourne

Industry Engagement Summary Report

19 May 2023

Port of Melbourne





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Background

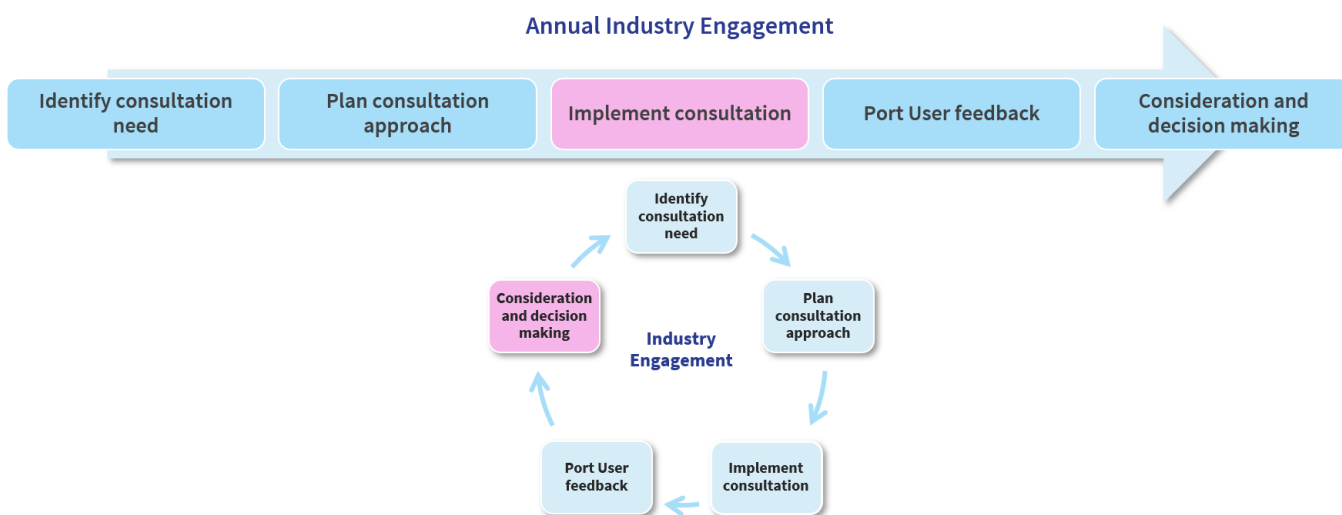
This report sets out the findings of Port of Melbourne’s (PoM’s) annual Industry Engagement. Insync has been engaged by PoM to assist in designing, running and reporting on the project, with a special request to actively provide advice to PoM which would facilitate its journey to a stakeholder centric culture. Insync is an engagement researcher which specialises in engagement for regulated industries.

PoM’s primary aim is to have a meaningful engagement with stakeholders on material topics. In addition to this intent, the engagement design is informed by, complies with, and is aligned to various other frameworks, documents, regulations and approaches. These include:

- The Early Engagement with stakeholders to develop the agenda,
- The IAP2 Quality Assurance Standard,
- The findings of the ESC's compliance inquiry,
- The international standard for stakeholder engagement, AA1000 SES 2015,
- The recommendations from GHD’s post-engagement review of PoM’s 2022 Industry Consultation, and
- The findings of PoM’s annual stakeholder survey (undertaken by SEC Newgate for the first time in 2022).

These various regulations, guidelines, past reports and frameworks are referenced throughout the report.

PoM’s original obligation arises from the Pricing Order, which requires that it submit an annual Tariff Compliance Statement (TCS). The TCS must “set out the process by which the port has effectively consulted and had regard to comments provided by Port Users” (Pricing Order, clause 7.1.2 (d)). The Pricing Order Engagement Protocol (POEP) also sets out a five-step process for how PoM will go about engagement; a process that this project, and report, adhere to.





Specifically, this report meets the requirements of the Pricing Order and POEP by:

1. Encompassing the key steps in the consultation process as set out in Section 5 of the POEP, and
2. Addressing each of the consultation related questions in the Essential Services Commission's Statement of Regulatory Approach (SoRA v3.0, 2022).

The five-step process outlined by PoM in the POEP has been used iteratively. The first, Early Engagement project comprised all five stages. However, it also sat within the "Plan Consultation Approach" stage of the overall annual Industry Engagement.

By welcoming stakeholder participation in the planning and agenda setting process, this project complies with (and exceeds) the provisions of the POEP and the expectations of the regulator as outlined in the SoRA¹.

¹ SoRA (v3.0, p21) states that the ESC will be guided by principles including that the PoM "should start engagement early in its planning of projects, programs, and other initiatives. The engagement should be ongoing, to keep testing proposals with port users and stakeholders" and that PoM "should ensure engagement processes prioritise matters that have a significant impact on the port's services and prices". These stop short of requiring that PoM should offer the degree of participating in agenda setting that it has done in this instance.

A description of the engagement approach used for the Industry Engagement

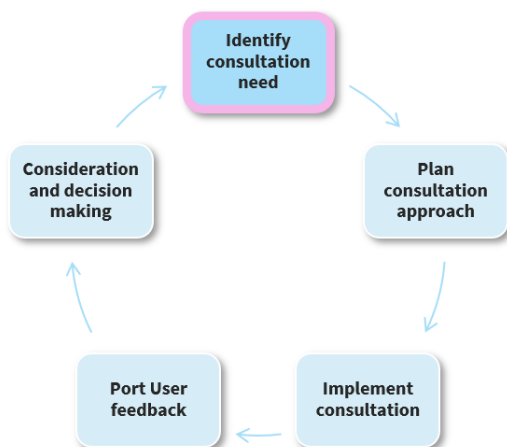
In addition to referencing the POEP and the SoRA, the engagement approach was informed by the Global Stakeholder Engagement Standard, AA1000 SES 2015, and the IAP2 spectrum for public participation.

Several tools from the IAP2 Quality Assurance Standard were used to agree on the engagement agenda and the level of participation offered to stakeholders. This included establishing the purpose of the engagement, the stakeholders we would engage with, and the scope of the annual Industry Engagement.

One requirement of the Standard is that the institution must clarify and communicate the level of participation being offered to stakeholders. In this case, PoM elected to offer a Consult level of participation. Consult includes a promise that PoM will "...keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision". The Early Engagement ended up providing stakeholders with a deeper level of participation, where they were afforded a genuine opportunity to co-design the Industry Engagement agenda.

This section of the report describes annual Industry Engagement using the five-step "Regulatory Consultation Process" defined in section five of the POEP, together with bullet points that articulate the detail.

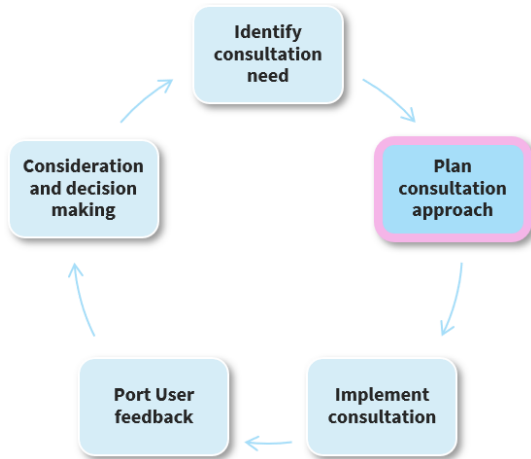
Step one – Identify consultation need:



- PoM identified all Port Users and other stakeholders with a potential interest in the content of the 2023 Industry Engagement.
- PoM expressed a desire for more Consultation on which matters should be covered in the annual Industry Engagement, noting that PoM undertakes separate engagement projects for major capital projects such as the Port Capacity Enhancement Program (PCEP).
- Risks of the project were assessed as low, the largest risk being lack of eagerness to engage on matters other than those related to the PCEP. Mitigation plans were established to the effect that by including Port Users in formulating the engagement agenda, the resulting engagement would be as relevant as possible to the stakeholder audience.

- Lessons learned in previous Pricing Order activities included that stakeholders are eager for industry updates, but that PoM needs to be mindful of commercial/competitive considerations in providing those updates.
- The GHD review of the 2022 Industry Consultation revealed that stakeholders want genuine engagement with PoM. The lessons and recommendations of this review were incorporated into the project design, including the assignment of a specialist project manager, the preparation of an Information Pack, and ensuring the PoM Chief Executive Officer was present and engaged in the public processes.

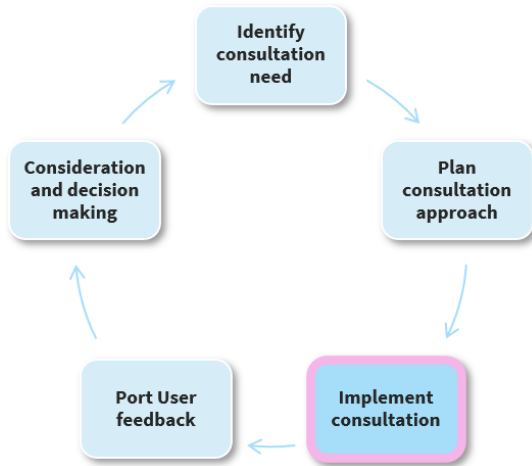
Step two – Plan consultation approach:



- PoM identified four priority areas that could be of interest to Port Users and other stakeholders, and which were not already subject to separate engagement programs: engagement; the length of the regulatory period; tariffs/tariff design; and sustainability.
- PoM elected to test interest in these four areas with sophisticated stakeholders, providing a Consult level of influence. The level of influence was judged by PoM to be the highest level possible in an environment where stakeholders are often commercial competitors of one another. Providing higher levels of influence risked PoM’s obligation to act in the long-term interests of Victorian consumers.

- Stakeholders were provided with the chance to suggest new topics.
- The differences in base knowledge of stakeholders were considered, and the consultant provided interviewees with the chance to make comment on as few or as many topics as they chose in these early exploratory interviews.
- Given the complexity of the topics and the fact that stakeholders may not have thought deeply about what they want in the 2023 Industry Engagement before the interview, one on one interviews were the best method of inquiry. A discursive approach enabled interviewees to think through their answers during the meeting and permitted time for the interviewees to turn their opinions into questions for the 2023 Industry Engagement.
- Acting as a third party researcher, Insync undertook the interviews to ensure interviewees were not unduly influenced, and that notes were faithfully recorded.
- Since the interviews were conversational and delved into the opinions of stakeholders, no materials or information packs were required.
- All Port Users and stakeholders were given the chance to be interviewed in the Early Engagement. Some Port Users with high levels of knowledge and a history of participation in past engagement were targeted with phone calls to specifically encourage participation. Stakeholders from across the full spectrum of the supply chain were targeted. Other stakeholders were invited to participate via an initial email from PoM, and a follow up phone call from Insync.
- Interviews were held online so that participation was not limited to those in or near the port precinct.
- The Industry Engagement agenda was finalised, heavily influenced by stakeholder feedback. In fact, around two-thirds of the Industry Engagement questions were suggested by the interviewees from the Early Engagement process. In addition, the way the engagement was conducted was informed by the preferences of stakeholders.
- Early Engagement feedback suggested that the length of the regulatory period was not of interest to many stakeholders. However, as a regulatory requirement it had to be included in the engagement.
- A rollout plan based on universal and inclusive principles was developed, tailoring the form of consultation to suite the engagement topics and stakeholders’ needs and preferences. This allowed for the varied knowledge base of different stakeholders, their level of interest, and their internal resources.

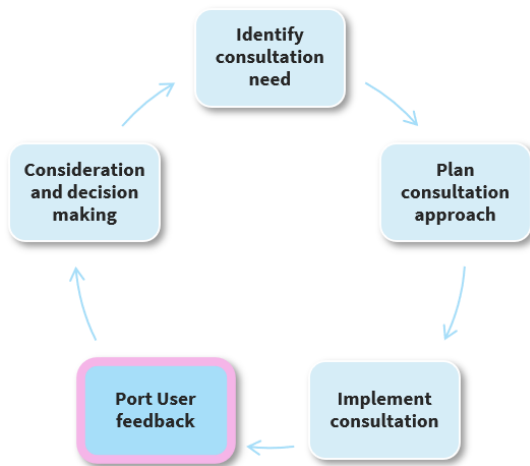
Step three – Implement consultation:



- A reasonable time period was provided to stakeholders. Two weeks’ notice was given prior to the commencement of the Industry Engagement; and four weeks was provided for stakeholders to give feedback.
 - Subject Matter Experts prepared background materials on each topic with the aim of maximising stakeholder opportunities for participation. Questions were included in the Feedback Form to test whether this had been successful.
 - Materials and the communications plan were largely designed according to recommendations made by stakeholders in the Early Engagement. As such, they were tailored to the needs of relevant Port User groups and individuals.
 - Materials were reviewed for accuracy, relevance, and readability.
- Three feedback mechanisms were developed. Stakeholders were able to request a follow up meeting with PoM on any topic they chose. This report summarises the feedback, and the TCS details PoM’s response.
 - One online and one in-person briefing were held. PoM’s Chief Executive Officer, Saul Cannon, opened both briefings. PoM subject matter experts outlined the engagement topics and pointed participants to the detailed Information Pack where they could find all the information that would be required for them to meaningfully participate in the engagement. A recording of the online briefing was put up on the PoM website for those that could not attend the briefings.
 - An online Feedback Form was developed and tested for psychometric reliability and validity. The Feedback Form had 35 questions including 25 free text questions, providing plenty of scope for participation.
 - Insync sent invites to the 65 stakeholders who attended the briefing sessions. There were a further 109 stakeholders on the contact list with a colleague who had attended a briefing session. Insync requested that they coordinate their Feedback Form response with the colleague who attended the briefing. In addition, Insync sent invites to the remaining 603 stakeholders on the contact list who had not attended a briefing.
 - The Feedback Form was open from Monday 6 May to Monday 3 April, 2023. Forty-one responses were received from 38 organisations.
 - Reminders were sent on Monday 13 March, Monday 20 March and Monday 27 March, 2023.
 - One stakeholder requested an interview where the researcher filled out the Feedback Form on their behalf. The stakeholder was sent the draft feedback to confirm their responses.
 - The degree of confidentiality being offered was made clear verbally and in writing during the briefings, in the Information Pack (p8), and the Feedback Form. If respondents requested confidentiality, they were advised, *“This means that your quantitative responses will be used to calculate averages, and PoM staff will see your responses (so that they can respond to any requests you have made for further information and/or a meeting). However, although your quotes may be used in reporting, they will not be attributed to you by name or to your organisation. Any quotes will simply be referenced by your industry type, such as “Our organisation has a net zero target for 2030’, Freight Forwarder”.*

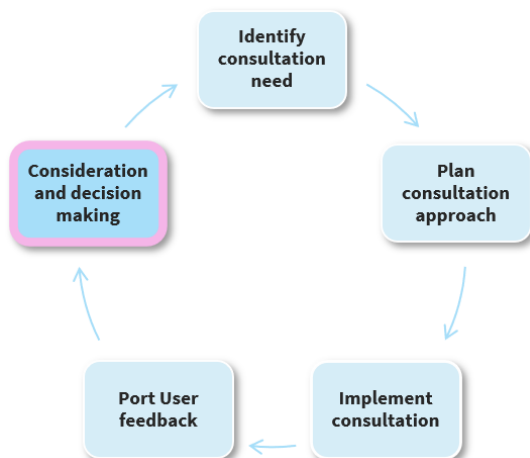
- Records were kept of all activities including who was engaged, who attended the online and in-person briefings, the channels and materials used, the dates/times, objectives of the consultation, what was discussed, the issues raised, and details of the feedback.

Step four – Port User feedback:



- Stakeholders were asked to provide feedback through the Feedback Form.
- An option was provided for a respondent to be interviewed and their comments be used to complete the Feedback Form.
- In the Feedback Form, respondents could request a follow-up meeting with PoM on any topic.

Step five – Consideration and decision making:



- The TCS details how PoM has had regard to stakeholder feedback in decision making.
- This report serves as a stakeholder consultation report for each material matter of consultation.
- The TCS details the consultation with Port Users, including a summary of the issues raised and feedback received from Port Users, and details of how PoM has considered the views of Port Users in making decisions.

Genesis of each topic

The Early Engagement afforded stakeholders the chance to influence the agenda of the Industry Engagement. This included the questions that were asked and the topics themselves. As a result of the Early Engagement, new topics were added to the 2023 Industry Engagement. The following sections describe stakeholder input into the topics which were ultimately included in the Industry Engagement.

Topic one: Port of Melbourne's role

PoM's role was noted as a potential topic during the Early Engagement interviews. For example, whether PoM sees itself as a service provider, an ambassador, a business developer and/or a strategic partner to the industries which use the port. It was determined that questions about how stakeholders see PoM now, and the role that they would like to see PoM take in future would both yield insights.

In addition, a few stakeholders requested that the Industry Engagement ask whether PoM should play a silent role, or whether it should be helping tenants and Port Users to grow by actively developing business for the port.

Topic two: Looking ahead

During the Early Engagement, one stakeholder suggested that a topic related to future trends and issues should be included as part of the Industry Engagement. They were particularly interested in the changes that stakeholders foresee as having an impact on the industry in the future.

Topic three: Tariffs

The topic of tariffs only garnered feedback from five of the fifteen interviewees. Every stakeholder type had at least one interviewee who had no suggestions. Forty percent of the feedback came from just two people.

Adding to the difficulty of divining themes in the feedback, there was very little overlap among the requests of the interviewees. The requests made by more than one person were for information about future levies and other tariff decisions that might be under consideration; and to ask whether sufficient time was provided to respond to PoM proposals. Both of these topics were also raised in discussions about the Engagement topic (below).

Questions to ask in the Industry Engagement were: to ask respondents about their future ship size forecasts; whether they get good value for money from PoM; and, how tariffs are distributed between tenants and shipping lines.

Topic four: Length of the regulatory period

Port Users and other stakeholders have had ample time to contemplate the effects of a move to a longer regulatory period.

In the 2021-22 Tariff Compliance Statement (TCS) (p22) PoM noted that it "consulted widely with Port Users and other stakeholders" about the length of regulatory period. In the 2022-23 TCS (p17-18) PoM "Consulted stakeholders on their preferences for PoM's regulatory period length and the timing of the transition, including how they would like to be consulted on implementation issues". Port Users expressed a desire to remain informed on this topic, and no stakeholders used the opportunity to oppose any move to a longer regulatory period.



PoM's intention to move to a five-year regulatory period was also made explicit in the 2022-23 TCS: "PoM is committed to moving to a longer regulatory period from 2023-24" (p18).

In the Early Engagement, stakeholders were asked questions including "What sort of background material or information does PoM need to provide on the topic of the regulatory period to help you participate"? Across fifteen interviews, only fourteen points were raised, compared to 38 on the topic of Sustainability, and 57 on Engagement.

Stakeholders who did not have a direct commercial relationship with PoM, such as freight forwarders, were understandably less likely to have input compared to port tenants and shipping lines. None of the stakeholders indicated an appreciation that the Industry Engagement would be their official chance to have input into the length of the regulatory period. It was determined that most stakeholders who are not direct customers of PoM need the topic to be clarified. For those who understand the topic, the task needs to be clarified.

Overall, the length of the regulatory period elicited little in the way of interest or appetite for participation. However, v2.0 of the ESC's SoRA² (section 4.7.2) required that PoM outline the factors influencing its choice of regulatory period. Therefore, it was included as one of the seven topics for the Industry Engagement.

Topic five: Rail

Issues about rail were raised by three interviewees during the Early Engagement. What stakeholders want from rail, how to fund it, participation in engagement with government on the future of port rail, and fairness of rail tariffs were all raised as potential questions for the Industry Engagement.

Some interviewees raised examples of good practice which they felt would work well in the PoM context. For example, the Cargo Facilitation Committee in Sydney; and the penalties which are applied at Port of Botany to parties which don't meet their timeliness Service Level Agreement (SLA). Questions about where to find best practice were included in the draft Information Pack and Feedback Form content.

Topic six: Sustainability

PoM had not previously asked stakeholders about sustainability related issues as part of the Industry Engagement. There is no regulatory imperative to include it, but the topic is aligned to PoM's strategy and was seen as a potential opportunity to work together with stakeholders. Bringing it up in the Early Engagement process was exploratory. The value of its inclusion was immediately apparent. Sustainability received the second largest amount of feedback of any topic, with great appetite for involvement and interest from all the stakeholder types.

Stakeholders talked about various aspects of Environmental, Social and Corporate Governance (ESG – generally considered the three components of organisational sustainability). Most focused on environmental concerns. There was little in the way of hubris – stakeholders tended to know sustainability was important, wanted to do something about it, but lacked clarity, and knew that cooperation was key. This matches a recent finding in other PoM research's finding that stakeholders generally assumed that PoM operates in environmentally and socially responsible ways, but that stakeholders have only a limited understanding of the details of its broader sustainability focus.

² The SoRA has been updated to version 3.0, but version 2.0 was current at the time.

The top theme in sustainability, raised by more than half of the interviewees, was a request for information from PoM about its sustainability plans, initiatives and goals. This even extended to reporting on PoM's activities in the community so that stakeholders could form their own view on PoM's social licence to operate. Following logically from the request for information was a desire to be engaged on opportunities for collaboration, and also so that stakeholders could provide feedback about the extent to which efforts were aligned. This view was strongly and widely held.

Four interviewees spontaneously brought up the issue of alternate fuels. They wanted to know PoM's plans in that regard, and welcomed the chance to have input. This ranged from plans surrounding the required infrastructure for alternate fuels, to the current thinking on green hydrogen versus methanol, to a suggestion that PoM begin by asking shipping lines what plans they had in train. This topic also included two mentions of bunkering fuel and shore power infrastructure and plans.

Sustainability reporting was the next most commonly mentioned theme in the discussions. By collecting information from stakeholders about their reporting requirements, some interviewees expressed hope that the total data collection and reporting burden might be reduced. Some interviewees from multi-national corporations thought that they could help by pointing PoM toward industry leading ports elsewhere in the world, and suggested that questions about where PoM could find best practice should be included in the Industry Engagement.

Topic seven: Engagement

Stakeholders of every type were pleased to be asked for input on PoM's approach to engagement during the in-depth interviews, and together raised more than thirty different issues. The task of grouping these issues was necessarily subjective, though some clear themes emerged.

The top issue, raised by almost half of the stakeholders, was to test the degree of participation that stakeholders want to have in decision making. This topic was tested in the 2021 and 2022 Industry Engagement. PoM has committed to "offering a variety of channels to participate" (2022-23 TCS, Appendix G, Table 2, and POEP section 5). Initial feedback was good. SEC Newgate reported in 2022 that "Port of Melbourne's engagement is felt to have improved in recent years and be heading (sic) in the right direction".

The second and third most common issues were both touched upon by a third of all interviewees. The degree to which stakeholders felt that previous feedback had been actioned; and whether stakeholders had noticed any changes to PoM's engagement approach were suggested lines of enquiry. Stakeholders agreed that the topic of whether stakeholders' information needs are now being met would also be a worthy inclusion.

Three interviewees wanted to be asked whether they have been given sufficient time to contemplate and respond to issues raised by PoM.

Lastly, a number of stakeholders suggested that the Industry Engagement was an opportunity for PoM to learn from its stakeholders. For example, they suggested questions about which other ports PoM could learn from, or where PoM is a leader and where it is a laggard compared to competitor ports. There was a degree of frustration among some interviewees to the effect that they had valuable knowledge to share for PoM's benefit, and had not hitherto been asked.



Engagement findings

This section of the report describes:

- the information provided on each topic,
- the questions asked, and
- the responses from Port Users and other stakeholders.

Topic one: PoM's role

Summary

To ensure the engagement was inclusive, basic information about PoM's role was added to the briefing, the Information Pack and the Feedback Form. This information is well known to PoM's sophisticated stakeholders, but the 2023 Industry Engagement was designed to enable participation by all stakeholder types including organisations that have no direct commercial relationship with PoM.

None of the stakeholders who responded to the Feedback Form disagreed with the statement "I have a sufficient understanding of PoM's role based on the information provided about its contractual, legislative and regulatory obligations". Only two out of 37 responding organisations requested further information.

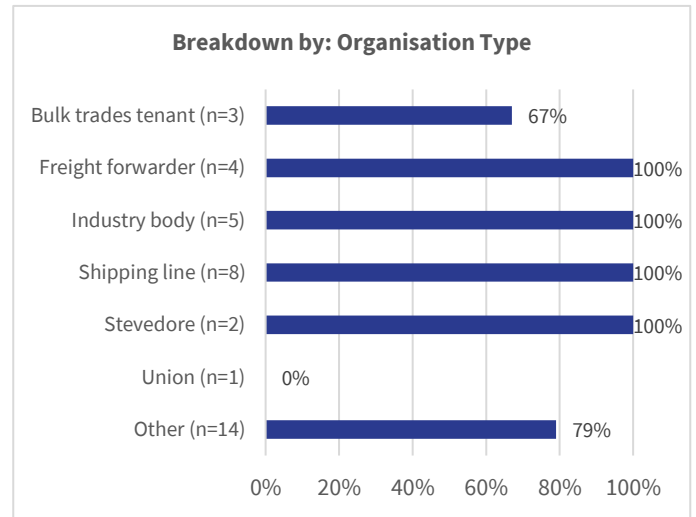
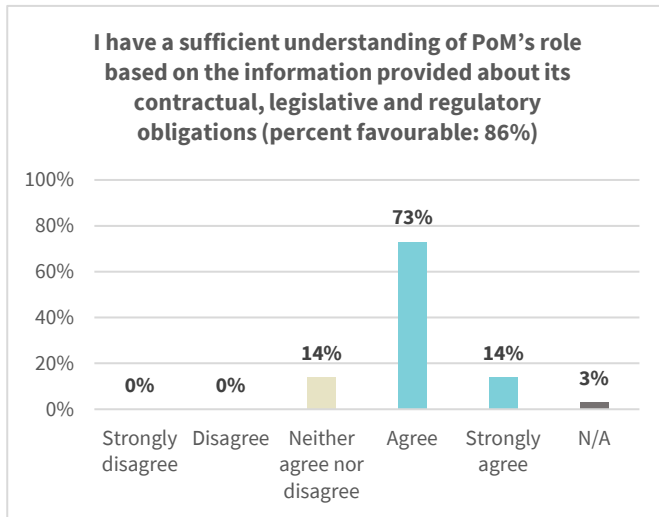
Information provided to Port Users and other stakeholders related to PoM's role

1. During the **briefing**, PoM's role was explained in everyday language, including the obligations under the Port Lease and the Port Concession Deed, as well as the Pricing Order. It was pointed out that the Port Lease and Port Concession Deed sets out what PoM must do and the services it is required to deliver, while the Pricing Order sets out how PoM must deliver on its obligations.
2. The **Information Pack** had four pages of content related to PoM's role. It outlined why the regulatory framework and investment obligations are important, and how they link to price settings. It also noted important documents including the Port Concession Deed and the Pricing Order. The stewardship and development obligations which are set out in the Port Lease and Port Concession Deed were listed. The requirements of the Pricing Order and the Enforceable Undertaking were also described. PoM also referenced the ESC's finding of significant and sustained non-compliance in the five-year compliance inquiry. Links to key documents were also provided so that stakeholders could inform themselves and participate fully.
3. The **Feedback Form** contained the following questions regarding PoM's role:
 - a. I have a sufficient understanding of PoM's role based on the information provided about its contractual, legislative and regulatory obligations.
 - b. What further information would you like about PoM's role?

Results

I have a sufficient understanding of PoM’s role based on the information provided about its contractual, legislative and regulatory obligations

Most stakeholders agreed they have a sufficient understanding of PoM’s role. The stakeholders who neither agreed nor disagreed included De Bortoli Wines, Maritime Union of Australia, a rail operator, a bulk trades tenant and a retailer.



What further information would you like about PoM’s role?

Only two requests for further information on PoM’s role were received, one from Maritime Union of Australia and the other from a rail operator. The Maritime Union of Australia requested further clarity on PoM’s regulatory obligations under the Port Lease and Port Concession Deed, as well as more transparent information about PoM’s engagement with Melbourne Port Lessor Pty Ltd.

In addition, the rail operator asked for further information regarding what PoM can influence in terms of land-side levies and reducing the costs to serve exporters.

PoM staff met with the Maritime Union of Australia in April 2023 to clarify their questions. The rail operator did not request a meeting with PoM staff, but PoM will provide further clarification in the TCS General Statement.

Topic two: Looking ahead

Summary

This topic, and the questions therein, were included largely as a result of the Early Engagement. The process was two-way, with equal opportunities for information sharing and learning for mutual benefit.

PoM shared information on trends and the economic contribution of the port. It then encouraged reciprocal sharing from stakeholders in the Feedback Form. The feedback was wide ranging and included topics related to sustainability, technology, risk, industry change, economics and more. Of particular value was the question about how changes in the operating environment might impact what stakeholders need from PoM.

Eleven organisations requested follow-up meetings with PoM, to share commercial in confidence information and/or to seek further clarity from PoM.

Information provided to Port Users and other stakeholders related to the topic of looking ahead

1. During the **briefing**, industry trends were explained in everyday language, including trends around global trade, the domestic economy, port operations, the supply chain, and policy settings. The port's economic contribution for 2021-22 was also highlighted.
2. The **Information Pack** had three pages of content related to industry trends. It described PoM's views on future industry trends, the megatrends that influence PoM's operating environment, as well as an explanation of ACIL Allen's 2021-22 economic contribution study of the port.
3. The **Feedback Form** contained the following questions regarding the topic of looking ahead:
 - a. Without sharing anything that is commercial in confidence, what do you see as the megatrends that will impact your organisation over the next five to 10 years?
 - b. How will those megatrends impact what you need from PoM?

Results

Without sharing anything that is commercial in confidence, what do you see as the megatrends that will impact your organisation over the next five to 10 years?

The following megatrends were listed as being important to stakeholders for the next five to 10 years:

- Environmental, Social and Governance (ESG),
- Corporate and operational sustainability drivers,
- Decarbonising the shipping and logistics industry, renewable energy, recycled materials,
- Digitisation, automation and artificial intelligence (AI),
- Increased cyber security threats,
- Global conflict, periods of uncertainty, changing trade relationships,
- Increases in global trade and supply chain costs,



- Increased demand for intermodal terminals, rail and bigger vessels,
- Construction costs and availability of finance, and
- Consolidation of global shipping lines into the logistics space.

How will those megatrends impact what you need from PoM?

In response to what stakeholders would need from PoM over the next five to 10 years, the following themes were mentioned:

- Opportunities to review ESG initiatives,
- Rail improvements and better connectivity,
- Flexible and transparent tariffs,
- Operational efficiencies,
- More regular assessments of port capacity, and
- More stakeholder engagement, increased transparency, and early consultation.

Requests for further discussions

Eleven organisations asked for an opportunity to share their views with PoM in a confidential setting: Australian Logistics Council, Evergreen Shipping Agency Australia Pty Ltd, Maritime Union of Australia, Spowers, two industry bodies, a seafood wholesaler, a local council, a national transport entity, a bulk trades tenant, and a freight forwarder.

Six of these organisations wished for their Feedback Form responses to also remain confidential.

PoM contacted the ten stakeholders who submitted a complete Feedback Form and five follow up meetings were held in April and May 2023. Three stakeholders advised they were satisfied with the information already provided and no longer needed to meet with PoM, while two other stakeholders requested to defer their meetings to May 2023. Lastly, PoM contacted the eleventh stakeholder (who submitted an incomplete Feedback Form) to enquire whether they would still be interested in a follow up meeting in May 2023.



Topic three: Tariffs

Summary

PoM described its tariffs in the briefing, the Information Pack and sought information in the Feedback Form. The information provided was adequate for all but four of the 37 responding organisations. PoM has followed up with all four to answer their more detailed questions, which focused on tariffs after the end of the TAL period.

Two areas for potential tariff reform were brought up by four stakeholders. They concerned pricing reform to assist the industry in reducing emissions, and the methodology employed to calculate tariffs on vessel size.

Overall, the feedback suggests that PoM has succeeded in sharing information on tariffs and that stakeholders have had an opportunity to make their views known.

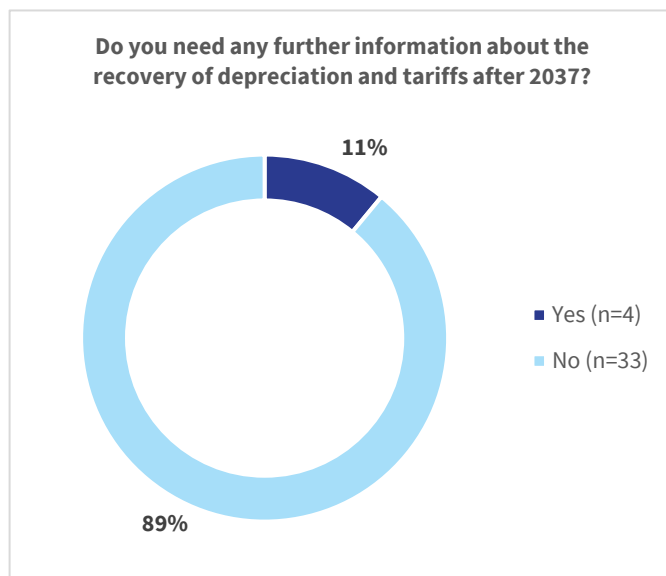
Information provided to Port Users and other stakeholders related to tariffs

1. During the **briefing**, tariffs were explained in everyday language, including how the Pricing Order regulates the setting of tariffs for prescribed services. Tariffs for the next regulatory period were outlined, as well as how tariffs may change after 2037.
2. The **Information Pack** had eight pages of content dedicated to tariffs. It described the charges that PoM levies, how tariffs are set for prescribed services, tariffs for the next regulatory period, tariffs after 2037, PoM's plans for rebalancing tariffs, and links to further, supporting documents.
3. The **Feedback Form** contained the following questions regarding tariffs:
 - a. Do you need any further information about the recovery of depreciation and tariffs after 2037?
 - b. If yes, what information do you need?
 - c. Are there any tariff reforms that you would like PoM to consider in future?
 - d. If yes, what reforms would you like PoM to consider and why?

Results

Do you need any further information about the recovery of depreciation and tariffs after 2037?

Most stakeholders said they did not need any further information about tariffs after 2037. Those that requested further information included two shipping lines, an industry body, and a stevedore.



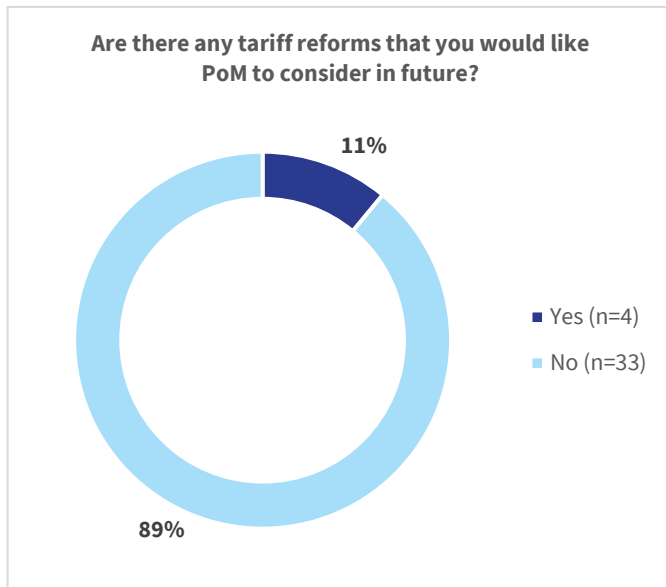
Breakdown by: Organisation Type		
	Yes	No
Bulk trades tenant (n=3)	0%	100%
Freight forwarder (n=4)	0%	100%
Industry body (n=5)	20%	80%
Shipping line (n=8)	25%	75%
Stevedore (n=2)	50%	50%
Union (n=1)	0%	100%
Other (n=14)	0%	100%

If yes, what further information do you need?

When asked what information they would need, the above-mentioned stakeholders asked for more detail about the process and methodology for tariff recovery after 2037, including how the tariffs will be calculated and the forecast price impacts.

Are there any tariff reforms that you would like PoM to consider in future?

Four stakeholders said they had different tariff reforms for PoM to consider in future, including Wallenius Wilhelmsen, an industry body, a shipping line, and a marine maintenance contract holder.



Breakdown by: Organisation Type		
	Yes	No
Bulk trades tenant (n=3)	0%	100%
Freight forwarder (n=4)	0%	100%
Industry body (n=5)	20%	80%
Shipping line (n=8)	25%	75%
Stevedore (n=2)	0%	100%
Union (n=1)	0%	100%
Other (n=14)	7%	93%

If yes, what reforms would you like PoM to consider and why?

When prompted to provide specific tariff reforms for PoM to consider, the shipping line suggested that PoM consider providing infrastructure to enable shipping lines to meet their emissions reduction obligations, while the industry body made a similar suggestion to encourage the use of rail in order to reduce carbon emissions in the sector.

In addition, Wallenius Wilhelmsen suggested that levies should be based on overall vessel dimensions, rather than tonnage or gross register tonnage (GRT).

Lastly, the marine maintenance contract holder’s comments related to PoM’s stakeholder engagement practices, rather than specific tariff reform suggestions.

Requests for further discussions

Five organisations asked for an opportunity to share their views with PoM in a confidential setting: a local council, two bulk trade tenants and two industry bodies.

All five of these organisations wished for their Feedback Form responses to also remain confidential.

PoM contacted all five stakeholders and held meetings with three of the organisations in April 2023. One of the other stakeholders advised they were already satisfied with the information provided and no longer needed to meet with PoM, while the fifth stakeholder did not respond to the request for a follow up meeting with PoM.

Topic four: Regulatory period

Summary

Port of Melbourne has met the Essential Services Commission's (ESC's) expectations around stakeholder participation in the decision about length of regulatory period. Version 3.0 of the Statement of Regulatory Obligations (SoRA), published in December 2022, states that:

- The ESC “will place considerable weight on port users’ views on the length of regulatory period and how the feedback has been taken into account” (p40); and
- PoM “should provide sufficient information and reasons for proposals to ensure party/ies consulted are adequately informed and able to make intelligent and useful submissions and responses to Port’s proposals” (p20).

In the 2023 Industry Engagement, no stakeholders reported that lack of information had precluded them from having a say. Therefore, we can proceed with a measure of confidence that the feedback is fair and representative. The rigorous process has found no opposition to the move to a five-year regulatory period.

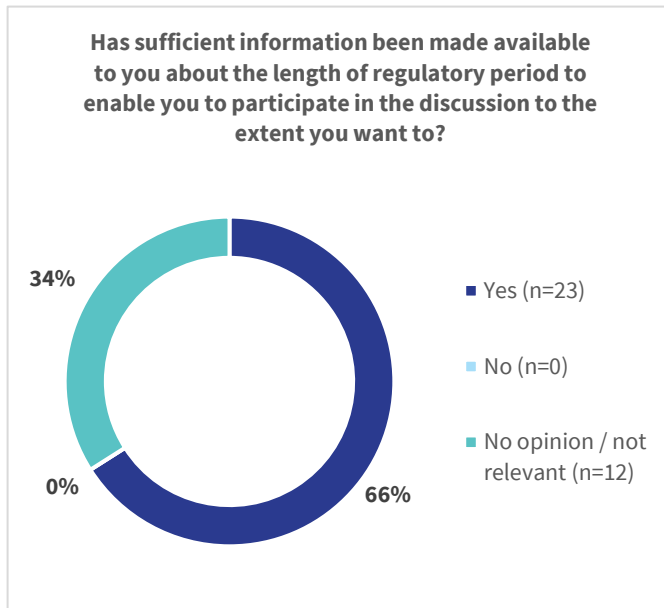
Information provided to Port Users and other stakeholders related to the length of regulatory period

1. During the stakeholder **briefings**, PoM staff made it clear that this topic was raised by PoM in the Early Engagement and commented on less often by stakeholders than other topics. As a complex yet important subject, PoM had gone to considerable lengths to enable participation by the widest possible range of stakeholders. During the presentation, the regulatory period was explained in everyday language, including why the length of period is important. It was pointed out that a longer regulatory period promotes smoother prices, greater certainty, and encourages efficient investment.
2. The **Information Pack** had sixteen pages of content related to the choice of length of regulatory period. It described the objectives of the regulatory regime, a definition of the regulatory period, feedback already received, an invitation for further feedback, a summary of reasoning, implementation issues, and links to further, supporting documents.
3. The **Feedback Form** contained the following questions regarding the regulatory period:
 - a. Has sufficient information been made available to you about the length of regulatory period to enable you to participate in the discussion to the extent you want to?
 - b. If no, what further information do you need?
 - c. Please share your views, if any, on whether PoM’s proposed five-year regulatory period will achieve the objectives of the regulatory regime.
 - d. Please share your views, if any, on PoM’s explanation of the comparative benefits of a longer regulatory period as set out in the Information Pack.
 - e. Please provide any other views you have on PoM’s proposed five-year regulatory period not already covered in the questions above.

Results

None of the respondents indicated that lack of information had prevented them from participating in the discussion about length of regulatory period

The Early Engagement had demonstrated that the length of regulatory period was of little interest to stakeholders who were not direct customers or tenants of PoM. The one third of respondents who had no opinion was mainly comprised of these stakeholders.



Breakdown by: Organisation Type			
	Yes	No	No opinion / not relevant
Bulk trades tenant (n=3)	67%	0%	33%
Freight forwarder (n=4)	75%	0%	25%
Industry body (n=5)	80%	0%	20%
Shipping line (n=7)	71%	0%	29%
Stevedore (n=1)	100%	0%	0%
Union (n=1)	100%	0%	0%
Other (n=14)	50%	0%	50%

Will a five-year regulatory period meet the objectives of the regulatory regime?

Although there were varying degrees of support expressed by stakeholders, none of the comments disagreed with this question.

Stakeholders including an industry body, the Australian Logistics Council, Logwin Air and Ocean, shipping line, a bulk trades tenant, and a national transport entity were all explicit in their support. A shipping line was the only stakeholder to raise any concerns, which mainly sought clarity and comfort rather than arguing for a different regulatory period length. The shipping line did not request a meeting, but PoM staff will follow up in May 2023 to address their questions. Further clarification will also be provided in the TCS General Statement.

Was Port of Melbourne sufficiently clear in its explanation of the comparative benefits of a longer regulatory period?

This question goes to the heart of whether the engagement was appropriately inclusive, an especially relevant factor considering the complexity of the topic.



Despite the fact that PoM has been flagging this change for some years; and that the Information Pack had been prepared in response to requests made in the Early Engagement, the feedback was still diverse. It included some questions for clarification which Port staff will respond to.

None of the respondents suggested that PoM had sought to use framing bias, loss aversion bias or other forms of manipulation to engineer an outcome.

None of the respondents disagreed with the question.

Other comments

Only two further comments were received, one from a stevedore and the other from a bulk trades tenant. Neither of these were against the move to a longer regulatory period, and PoM staff will respond and clarify during the requested follow up meetings.

Requests for further discussions

Five organisations asked for an opportunity to share their views with PoM in a confidential setting: two industry bodies, a bulk trades tenant, a local council, and a stevedore.

All five of these organisations wished for their Feedback Form responses to also remain confidential.

PoM contacted all five stakeholders and held meetings with two organisations in April 2023, while a third stakeholder requested to defer their meeting to May 2023. One of the other stakeholders advised they were already satisfied with the information provided by PoM and no longer needed to meet, while the other stakeholder did not respond to the request for a follow up meeting with PoM.



Topic five: Rail

Summary

The topic of rail was included in the Industry Engagement in response to stakeholder requests in the Early Engagement. Most of the specific questions in the Feedback Form were also a result of stakeholder suggestions.

Pre-existing knowledge about rail at PoM varied widely across stakeholders, so a broad background was provided in addition to information about specific plans and projects. Rail is not relevant for some PoM stakeholders, and the responses to the Feedback Form exhibited more ambivalence than for other topics. For example, although three stakeholders reported that the information provided was not useful, only one of them asked for more information, and another reported that the topic didn't apply to them.

Overall, the inclusion of rail as a topic has been useful. In addition to demonstrating that the vast majority of stakeholders have sufficient information, the questions also showed that only a small number of stakeholders want more information, don't think PoM understands their needs, or want PoM to consider alternatives to the current model.

Whether PoM has a sufficient understanding of its stakeholders' rail requirements is a potential focus area. While only one respondent actively disagreed, less than half of respondents actively agreed, with 48% neither agreeing nor disagreeing, and a further 17% reporting that the question did not apply.

In particular, an industry body and one other respondent disagreed with most of the statements in this section. PoM will provide further clarification on stakeholder concerns in the TCS General Statement, and has held meetings with the remaining stakeholders who requested a meeting about rail.

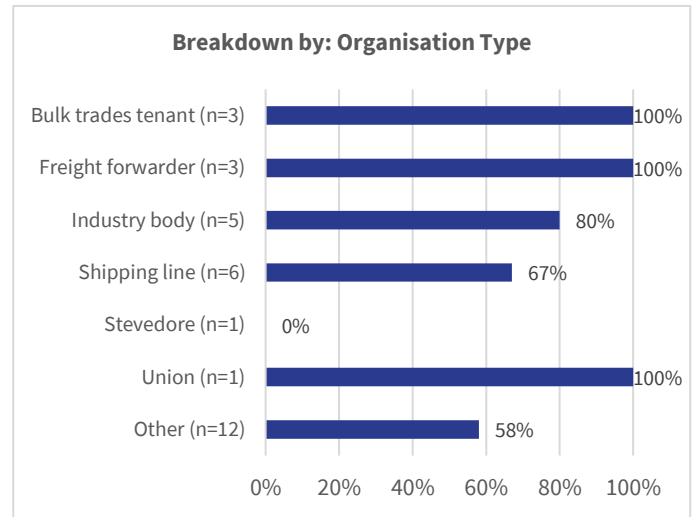
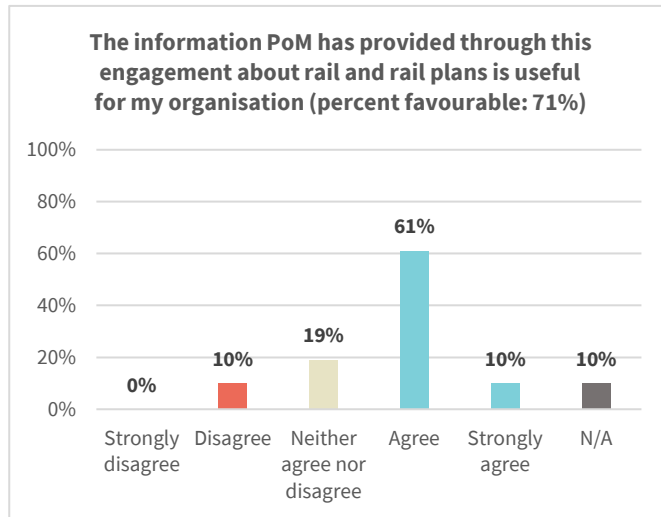
Information provided to Port Users and other stakeholders related to rail

1. During the **briefing**, the Port Rail Transformation Project was explained in everyday language. The presentation outlined the current situation, the costs, and future plans for rail at the port.
2. The **Information Pack** had five pages of content related to rail. It described the current situation, how rail is funded, plans for the future of rail at the port, and links to further, supporting documents.
3. The **Feedback Form** contained the following questions regarding rail:
 - a. The information PoM has provided through this engagement about rail and rail plans is useful for my organisation.
 - b. What further information would you like about PoM's rail and rail plans?
 - c. PoM has a sufficient understanding of my organisation's needs and operational requirements regarding rail.
 - d. What else should PoM know about your organisation's rail needs and operational requirements?
 - e. I have a sufficient understanding of how rail at PoM is funded.
 - f. Please share any other questions you have about how rail is funded that aren't answered in the Information Pack.

Results

The information PoM has provided through this engagement about rail and rail plans is useful for my organisation

Most stakeholders (71%) agreed that the information PoM provided about rail and rail plans was useful for its organisation. Three stakeholders disagreed with this statement, including Wallenius Wilhelmsen, a shipping line, and a retailer.



What further information would you like about PoM’s rail and rail plans?

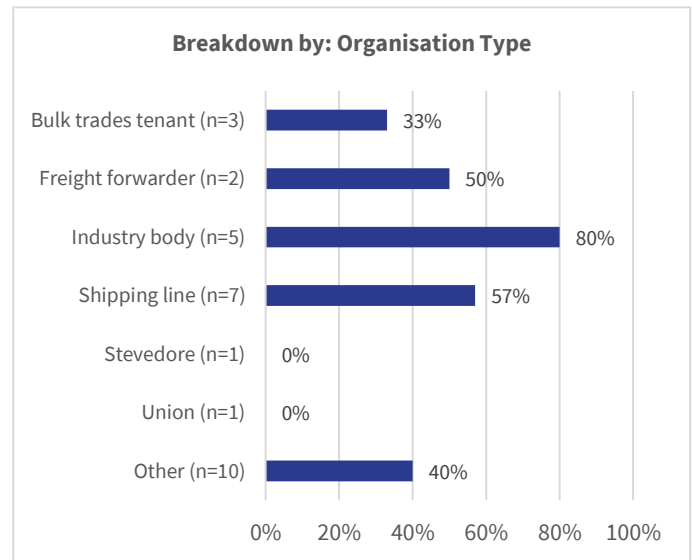
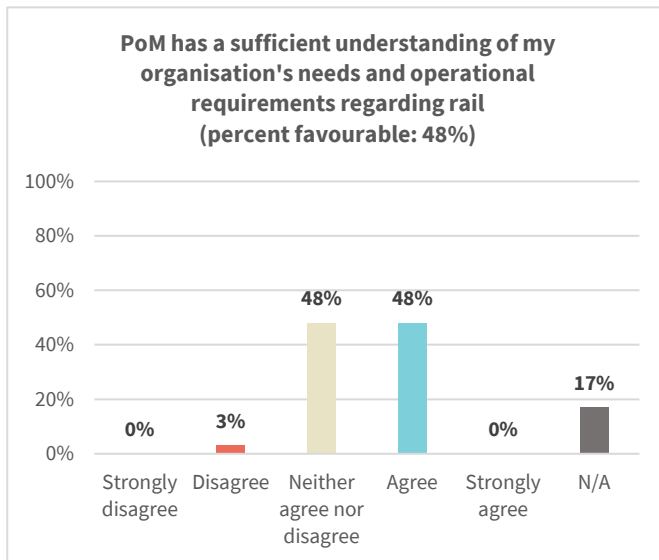
When asked what further information they would need, Wallenius Wilhelmsen asked for further clarity about how the rail plans would improve trading conditions for all Port Users. The retailer noted it was not sure how it would benefit from the rail plans. Neither organisation requested a follow up meeting with PoM about rail, but further clarification on these two questions will be provided in the TCS General Statement.

An industry body and a rail operator neither agreed nor disagreed with the statement. The industry body queried whether the rail improvements could be fast-tracked. The rail operator raised concerns about the pricing practices of operators of rail intermodal terminals³.

³ Page 37 of the Information Pack provided to stakeholders noted that the pricing practices of operators of rail intermodal terminals is not controlled by PoM.

PoM has a sufficient understanding of my organisation’s needs and operational requirements regarding rail

Less than half of stakeholders (48%) agreed that PoM has a sufficient understanding of its organisation’s needs and operational requirements regarding rail. A further 48% of stakeholders neither agreed nor disagreed with this statement, while a retailer was the only stakeholder to disagree.



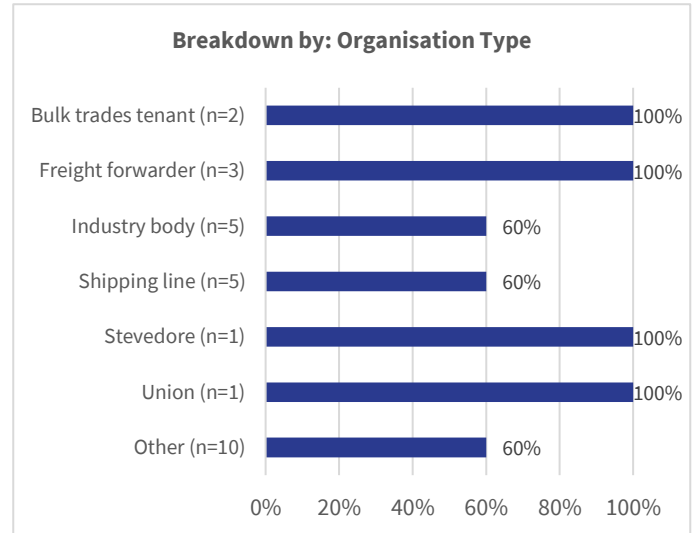
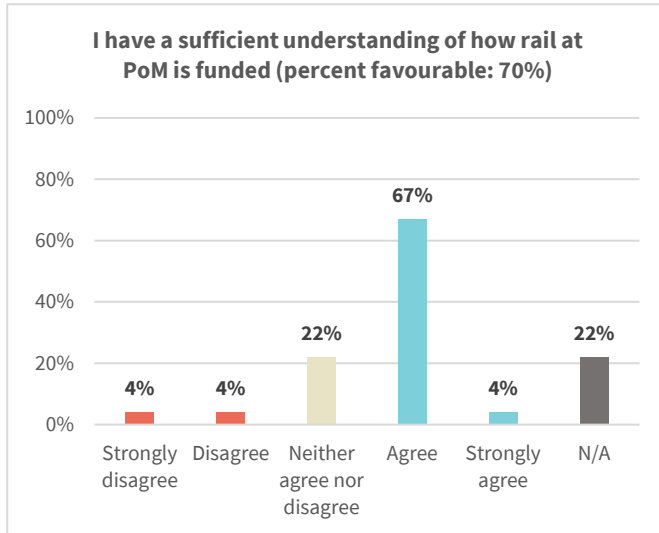
What else should PoM know about your organisation’s rail needs and operational requirements?

When prompted about what else PoM should know about stakeholder’s rail needs, Maritime Union of Australia, Wallenius Wilhelmsen, Prixcar Services, a bulk trades tenant, a rail operator, and a shipping line provided further comments for consideration.

Maritime Union of Australia and the shipping line provided detailed comments for PoM staff to respond to in follow up meetings and the TCS General Statement. While the remaining stakeholders asked questions about the planned rail improvements, such as how the rail construction will impact access to Coode Island, and the possibility for rail at Webb Dock.

I have a sufficient understanding of how rail at PoM is funded

Most stakeholders (71%) agreed they have a sufficient understanding of how rail at PoM is funded. However, an industry body strongly disagreed with this statement and a retailer disagreed.



Please share any other questions you have about how rail is funded that aren't answered in the Information Pack

The industry body noted above queried why an export-focused rail package is being funded by a charge on importers.

Another industry body neither agreed nor disagreed with the above statement. It noted that the benefits from rail and related funding should be apportioned across beneficiaries in the supply chain, rather than just one sector.

Requests for further discussions

Five organisations asked for an opportunity to share their views with PoM in a confidential setting: two shipping lines, a local council, and two industry bodies.

Four of these organisations wished for their Feedback Form responses to also remain confidential.

PoM contacted the four stakeholders who submitted a complete Feedback Form and held meetings with three organisations in April 2023. The fourth stakeholder advised they were satisfied with the information already provided and no longer needed to meet with PoM. Lastly, PoM contacted the fifth stakeholder (who submitted an incomplete Feedback Form) to enquire whether they would still be interested in a follow up meeting in May 2023.

Topic six: Sustainability

Summary

The Early Engagement was used to gauge interest in adding environmental, social and/or governance sustainability to the Industry Engagement. Feedback was unanimously in favour, and most of the questions used in the Feedback Form were also suggested by stakeholders.

The Early Engagement revealed that many stakeholders see sustainability as a key opportunity for collaboration with PoM. In the Industry Engagement, two thirds of respondents have sustainability goals, and fourteen organisations expressed a desire for collaboration on matters as diverse as reporting, energy efficiency, decarbonisation research and modern slavery risks.

Sustainability may provide an opportunity for PoM to take a leadership and coordination role with the industries it serves. Action will demonstrate commitment to stakeholders as well as to sustainability. In addition to building trust, collective action on sustainability related topics may also lead to further opportunities for collaboration.

Responses to the Feedback Form exhibit a desire for mutual success. Eight stakeholders provided best practice examples in sustainability that they thought PoM could learn from. There was overlap between this group and the eight organisations that requested follow up meetings.

On this topic, the 2023 Industry Engagement has begun a dialogue with significant potential benefits.

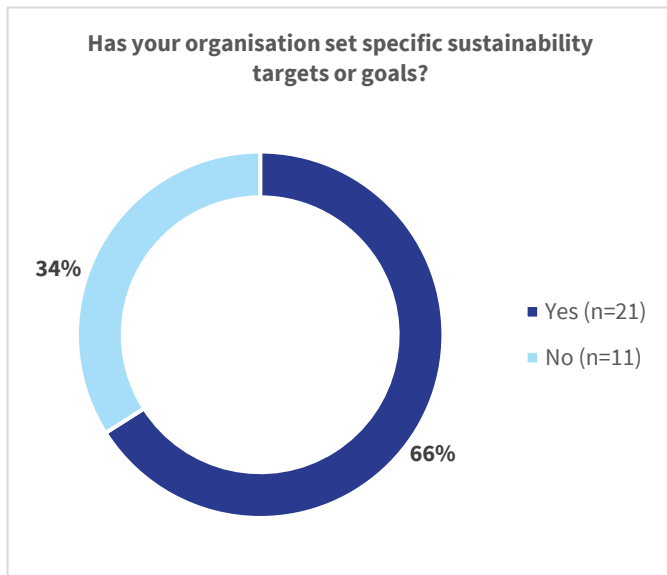
Information provided to Port Users and other stakeholders related to sustainability

1. During the **briefing**, PoM's sustainability strategy was explained in everyday language, including its objectives and focus areas. The presentation touched on PoM's pathway to net zero for its operational emissions, as well as its sustainability reporting.
2. The **Information Pack** had six pages of content related to sustainability. It provided an overview of PoM's sustainability strategy and priorities, its progress over the last financial year, its plans related to climate change and decarbonisation, its sustainability reporting, as well as links to further, supporting documents.
3. The **Feedback Form** contained the following questions regarding sustainability:
 - a. Has your organisation set specific sustainability targets or goals?
 - b. If relevant, please share them so PoM can understand your organisation's drivers.
 - c. What are your organisation's focus areas for sustainability over the coming three years?
 - d. Are there sustainability or climate related areas or projects on which you would like to collaborate with PoM or with other Port Users?
 - e. If yes, what are these areas for potential collaboration?
 - f. What role would you like to see PoM play in facilitating collaboration on sustainability and decarbonisation initiatives?
 - g. Are you aware of any best practice examples in sustainability or sustainability reporting that PoM could learn from?
 - h. If yes, please share them.

Results

Has your organisation set specific sustainability targets or goals?

Two-thirds of stakeholders (66%) indicated that their organisation had set sustainability targets. None of the stakeholders who classified their organisation as an “industry body” or a “union” had set sustainability targets.



Breakdown by: Organisation Type		
	Yes	No
Bulk trades tenant (n=3)	100%	0%
Freight forwarder (n=3)	67%	33%
Industry body (n=5)	0%	100%
Shipping line (n=5)	80%	20%
Stevedore (n=1)	100%	0%
Union (n=1)	0%	100%
Other (n=14)	79%	21%

If relevant, please share them so PoM can understand your organisation’s drivers

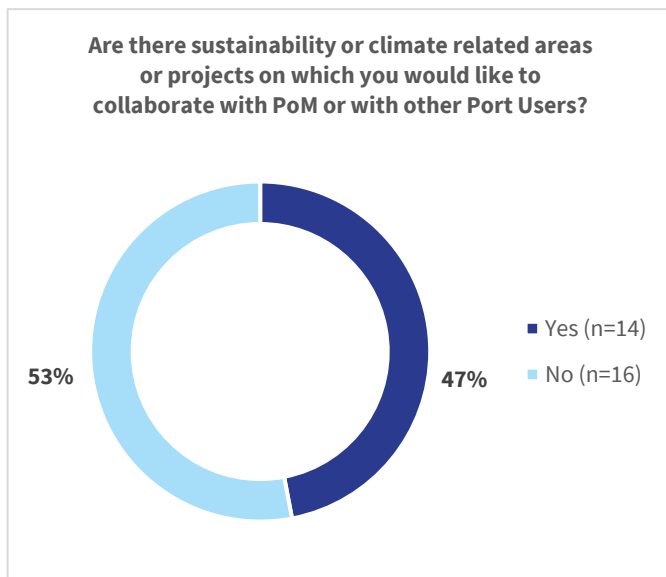
Twelve stakeholders provided further details about their organisation’s specific sustainability targets. Key drivers related to emissions reduction, decarbonisation, sustainable supply chains, and safe workplaces.

What are your organisation’s focus areas for sustainability over the coming three years?

Common focus areas for the next three years included net zero and decarbonisation targets (e.g. electric vehicles, solar panels, batteries, alternative fuels), using recycled packaging and reducing waste, sourcing sustainable products, and developing “green” corridors.

Are there sustainability or climate related areas or projects on which you would like to collaborate with PoM or with other Port Users?

Less than half of stakeholders (47%) agreed there were sustainability or climate related projects that their organisation would like to collaborate with PoM or with other Port Users. These stakeholders included Wallenius Wilhelmsen, Spowers, Maritime Union of Australia, Coastal Bridge, Prixcar Services, Australian Logistics Council, two shipping lines, a rail operator, a bulk trades tenant, a national transport entity, an industry body, a stevedore, and a marine maintenance contract holder.



Breakdown by: Organisation Type		
	Yes	No
Bulk trades tenant (n=3)	33%	67%
Freight forwarder (n=3)	33%	67%
Industry body (n=5)	20%	80%
Shipping line (n=5)	60%	40%
Stevedore (n=1)	100%	0%
Union (n=1)	100%	0%
Other (n=12)	50%	50%

If yes, what are these areas for potential collaboration?

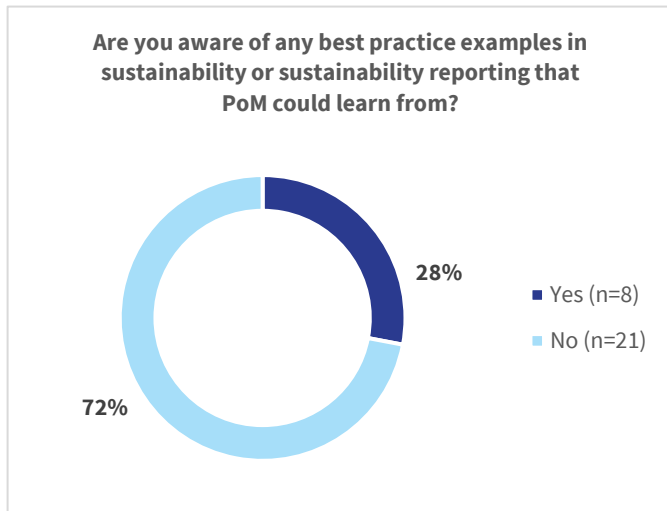
Common areas for potential collaboration included energy efficiencies (e.g. shore power), green technologies and fuels, decarbonisation research (e.g. developing common infrastructure and using recycled materials to enable decarbonisation), as well as addressing modern slavery risks in shipping.

What role would you like to see PoM play in facilitating collaboration on sustainability and decarbonisation initiatives?

Feedback from stakeholders noted that PoM should play a leadership, coordinating and collaborative role on sustainability and decarbonisation initiatives. Specific suggestions related to PoM initiating sustainability proposals and bringing together stakeholders to collaborate on such projects.

Are you aware of any best practice examples in sustainability or sustainability reporting that PoM could learn from?

Most stakeholders (72%) said they weren't aware of best practice sustainability reporting for PoM to learn from. The eight stakeholders who referred PoM to other examples included Spowers, Maritime Union of Australia, Coastal Bridge, Goliath, Australian Logistics Council, a shipping line, a national transport entity, and a marine maintenance contract holder.



Breakdown by: Organisation Type		
	Yes	No
Bulk trades tenant (n=3)	0%	100%
Freight forwarder (n=3)	33%	67%
Industry body (n=5)	0%	100%
Shipping line (n=5)	40%	60%
Union (n=1)	100%	0%
Other (n=12)	33%	67%

If yes, please share them.

In their responses, some stakeholders noted that sustainability initiatives and reporting requirements should be worked on collaboratively with PoM. However, a few examples related to emissions reduction for large vessels, digital monitoring of water quality for dredging, and alternative fuels.

Requests for further discussions

Eight organisations asked for an opportunity to share their views with PoM in a confidential setting: Australian Logistics Council, Maritime Union of Australia, Spowers, two industry bodies, a local council, a national transport entity, and a bulk trades tenant.

Five of these organisations wished for their Feedback Form responses to also remain confidential.

PoM contacted all eight stakeholders and held meetings with four organisations in April and May 2023. Two other stakeholders advised they were satisfied with the information already provided and no longer needed to meet with PoM, while the remaining two stakeholders requested to defer their meetings to May 2023.

Topic seven: Engagement

Summary

PoM has made significant efforts to improve its engagement practices in the last year. The Information Pack provided numerous examples of the new investments, improved capabilities and the opportunities which stakeholders had been given to participate in decisions. Eighty-seven percent of stakeholders agreed that the information provided was of value.

In the Information Pack, PoM explained its approach to engagement, noting:

“Our commitment to engagement means that want to meet your needs, not just our needs or those of our regulator.... In the following pages we also talk about an important document, the Pricing Order Engagement Protocol (POEP). It was developed in response to ESC feedback that we weren’t engaging well enough, and is effectively our public promise for how we will improve. For example, the way that the agenda and content of this Industry Engagement was developed was guided by the commitments we made in the POEP.”

Despite PoM’s efforts, and as was the case in prior years, stakeholders tend to want more participation in decisions than they perceive they are afforded by PoM. For example, in the 2021 Industry Engagement⁴, the perceived level of participation being offered by PoM was very similar to 2023⁵. If a direct comparison is fair, then the change over the last two years is that stakeholder expectations have moderated. Fewer respondents expect to be Collaborated with or Empowered, and commensurately more expect to be Involved or Consulted.

In a competitive environment where the interests of different stakeholder groups can be in direct opposition to each other, high degrees of participation are impossible on some issues. When stakeholders were asked what topics they wanted the highest level of participation on, there was a variety of answers. Some of them were in these difficult areas such as port capacity, tariffs, leases for port land or rent reviews. Others were in areas where there may be opportunities for higher levels of participation, including decarbonisation and other sustainability topics.

There is still some way to go before all stakeholders are willing to agree that PoM is consistent and coordinated in its approach to engagement. Only fifty-seven percent of respondents agreed, with stevedores and shipping lines the least favourable groups. This accords with PoM’s expectations at this nascent stage and provides a good baseline against which to measure progress. Responses provided valuable suggestions for improvement, which are detailed below.

Information provided to Port Users and other stakeholders related to engagement

1. During the **briefing**, PoM’s stakeholder engagement practices were explained, including the feedback received from stakeholders at the 2022 TCS Industry Consultation. A summary of PoM’s 2022-23 response was also provided, as well as its plans for future improvement.
2. The **Information Pack** had eight pages of content related to PoM’s engagement practices. It described PoM’s approach to engaging with stakeholders, examples of stakeholder engagement conducted in

⁴ RPS Group Stakeholder Engagement Summary report v4.0 Appendix I page 14.

⁵ This was calculated as the average value of the IAP2 level of participation.



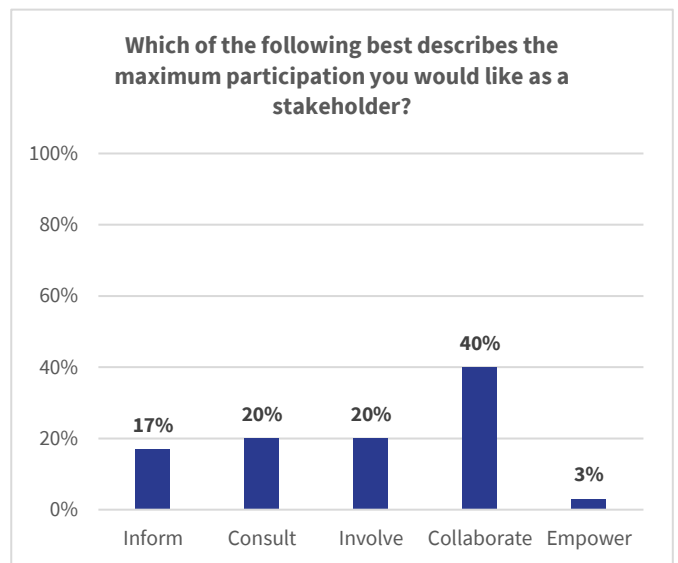
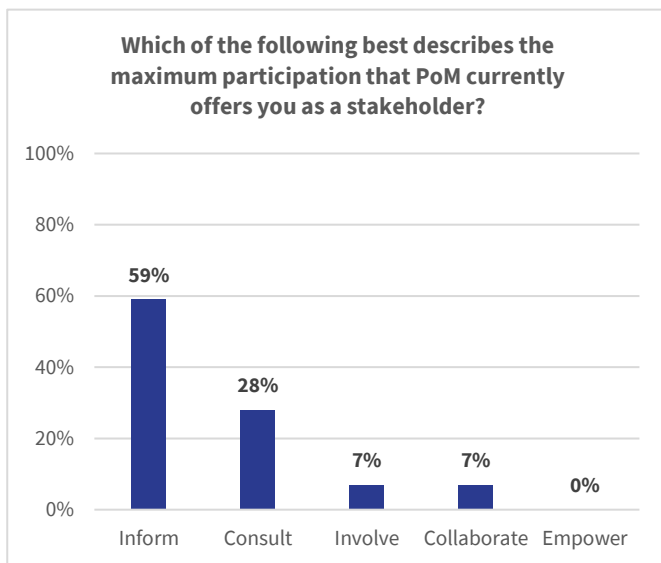
2022, descriptions of upcoming engagement activities, the requirements of the POEP, and links to further, supporting documents.

3. The **Feedback Form** contained the following questions regarding engagement:
 - a. Which of the following best describes the maximum participation that PoM currently offers you as a stakeholder?
 - b. Which of the following best describes the maximum participation you would like as a stakeholder?
 - c. And on what topic are you looking for this level of participation?
 - d. Was the information provided as part of this Industry Engagement of value to you?
 - e. If yes, why? If no, why not?
 - f. Has enough time been given for you to contemplate and respond to PoM requests for engagement and information over the past twelve months?
 - g. If no, what was the topic of the engagement, and what timeframe would you have preferred?
 - h. Do you think PoM is consistent and coordinated in its engagement with your organisation?
 - i. How could PoM improve?
 - j. Are you aware of any best practice examples in stakeholder engagement that PoM could learn from?
 - k. If yes, please share them.
 - l. To what extent do you agree with the following statements? PoM's engagement is...Genuine; Transparent; Inclusive; Accountable; Timely; Continuously Improving.
 - m. Thinking about information you receive from PoM, what topics, if any, would you like more information on?
 - n. Would you/someone from your organisation be likely to attend an industry briefing on any of the following topics? Trade updates; Major project updates; Health and safety; Cybersecurity; Alternative fuels; Biodiversity ; Rail and logistics; Guest speakers (e.g. industry participants, peak bodies, economists, etc); The supply chain's role in the broader economy; Other – please specify.

Results

Which of the following best describes the maximum participation that PoM currently offers you as a stakeholder? Which of the following best describes the maximum participation you would like as a stakeholder?

Most stakeholders feel they are offered an Inform (59%) or Consult (28%) level of participation from PoM. When we asked about the maximum participation that stakeholders would like, most responses were split across an Inform (17%), Consult (20%) or Involve (20%) level. However, 40% of stakeholders also said they would like a Collaborate level of participation. One stakeholder indicated a preference for the highest level of participation with PoM, at the Empower level.

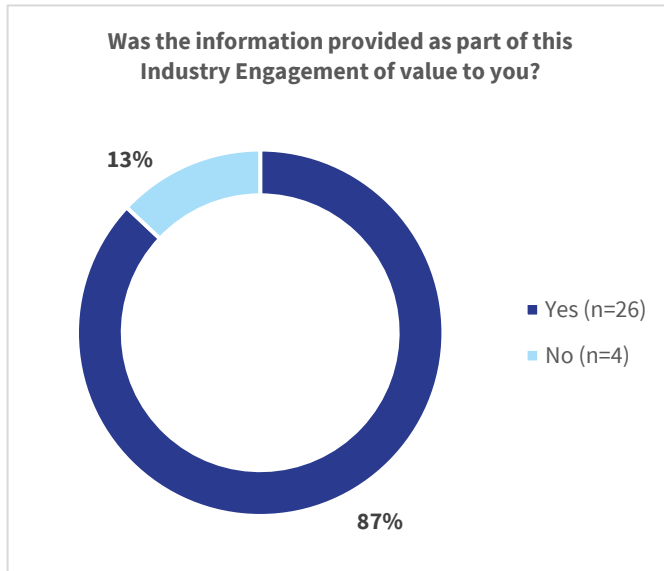


...and on what topic are you looking for this level of participation?

Common topics that stakeholders would like more participation in related to ESG initiatives including decarbonisation, rail, tariffs, port capacity, leases for port land and rent reviews, and supply chain discussions.

Was the information provided as part of this Industry Engagement of value to you?

Most stakeholders (87%) agreed the information provided as part of the Industry Engagement was of value to them. The stakeholders who disagreed with this statement included De Bortoli Wines, Logwin Air & Ocean Australia Pty Ltd, a stevedore, and a marine maintenance contract holder.



Breakdown by: Organisation Type		
	Yes	No
Bulk trades tenant (n=3)	100%	0%
Freight forwarder (n=3)	67%	33%
Industry body (n=5)	100%	0%
Shipping line (n=4)	100%	0%
Stevedore (n=1)	0%	100%
Union (n=1)	100%	0%
Other (n=13)	85%	15%

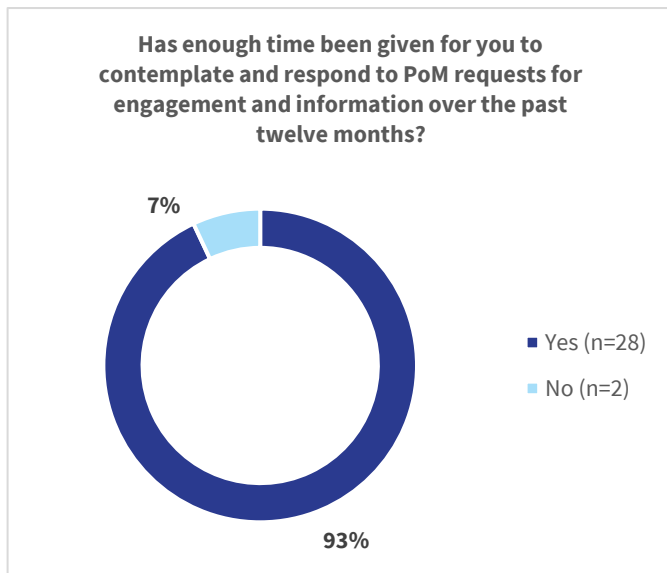
If yes, why? If no, why not?

Stakeholders who found the information useful said it was clear, concise, provided sufficient detail on each topic, provided an overview of future plans, and indicated that PoM wants to engage and listen to its stakeholders.

On the other hand, a stevedore noted there was minimal information regarding PCEP, and the marine maintenance contract holder said some topics lacked sufficient detail.

Has enough time been given for you to contemplate and respond to PoM requests for engagement and information over the past twelve months?

Most stakeholders (93%) agreed that enough time had been given for their organisation to contemplate and respond to PoM’s requests during the preceding twelve months. Only two stakeholders disagreed with the statement, being De Bortoli Wines and a stevedore.



Breakdown by: Organisation Type		
	Yes	No
Bulk trades tenant (n=3)	100%	0%
Freight forwarder (n=3)	100%	0%
Industry body (n=5)	100%	0%
Shipping line (n=4)	100%	0%
Stevedore (n=1)	0%	100%
Union (n=1)	100%	0%
Other (n=13)	92%	8%

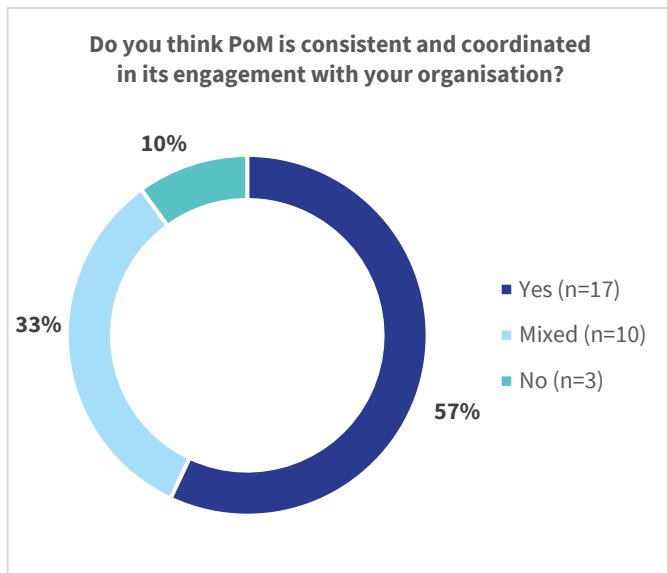
If no, what was the topic of the engagement, and what timeframe would you have preferred?

Only one further comment was received from the stevedore, which noted that its concerns about the PCEP timetable and engagement have already been communicated formally through other channels.

Overall, no comments were received from stakeholders to say that the timing of the 2023 Industry Engagement was inadequate.

Do you think PoM is consistent and coordinated in its engagement with your organisation?

More than half of stakeholders (57%) agreed that PoM is consistent and coordinated in its engagement with stakeholders. Whereas one-third of stakeholders (33%) said it was mixed and 10% of stakeholders disagreed with the question. The stakeholders who disagreed included a bulk trades tenant, a stevedore, and a marine maintenance contract holder.



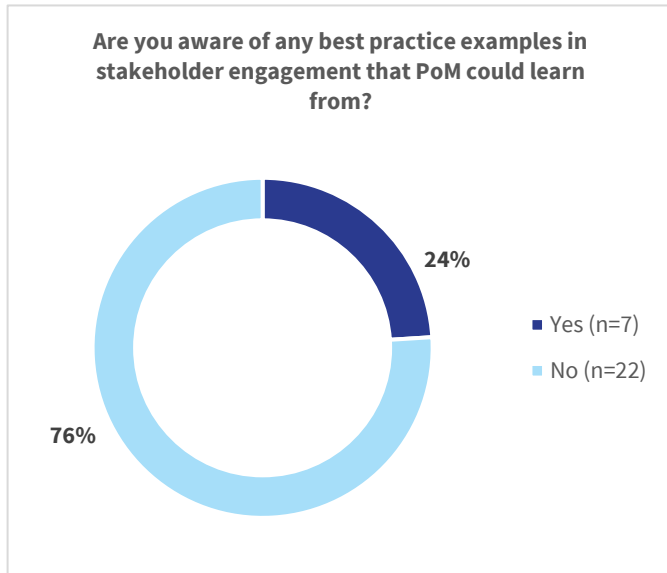
Breakdown by: Organisation Type			
	Yes	Mixed	No
Bulk trades tenant (n=3)	67%	0%	33%
Freight forwarder (n=3)	67%	33%	0%
Industry body (n=5)	100%	0%	0%
Shipping line (n=4)	25%	75%	0%
Stevedore (n=1)	0%	0%	100%
Union (n=1)	100%	0%	0%
Other (n=13)	46%	46%	8%

How could PoM improve?

When asked how PoM could improve, respondents suggested more opportunities for two-way feedback to be shared between PoM and its stakeholders, more communication and information about PoM’s key commercial responsibilities, more coordinated planning around Webb Dock, and having a dedicated person to handle sustainability projects and initiatives.

Are you aware of any best practice examples in stakeholder engagement that PoM could learn from?

Less than one-quarter of stakeholders (24%) said they were aware of best practice examples in stakeholder engagement. These stakeholders included Wallenius Wilhelmsen, Coastal Bridge, Australian Logistics Council, a national transport entity, two shipping lines, and a stevedore.



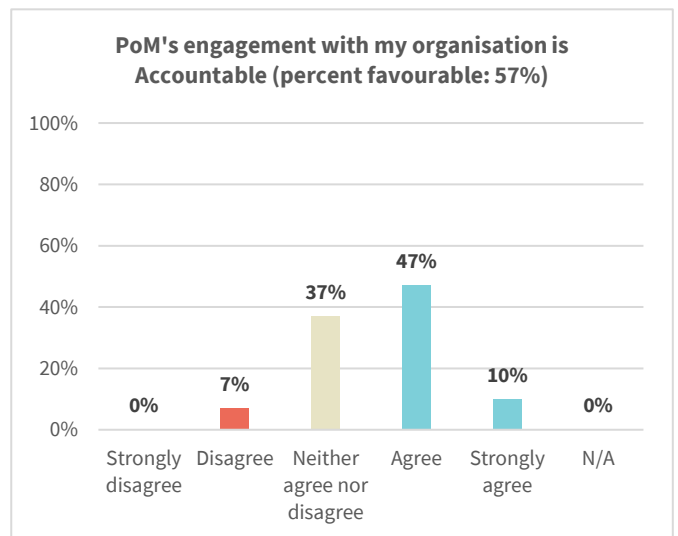
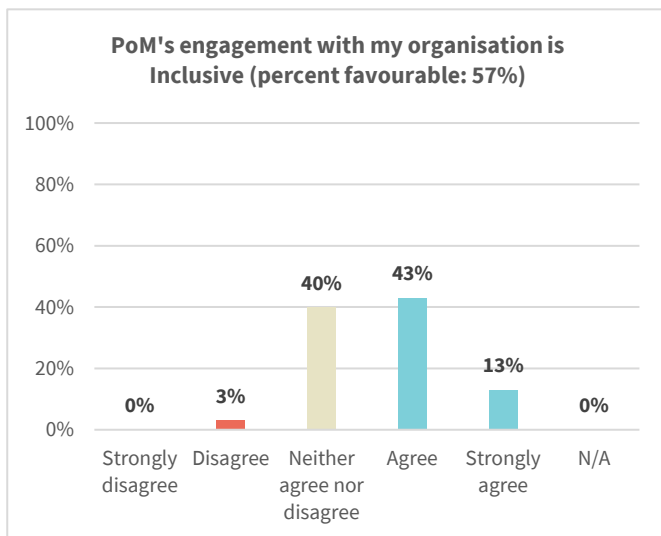
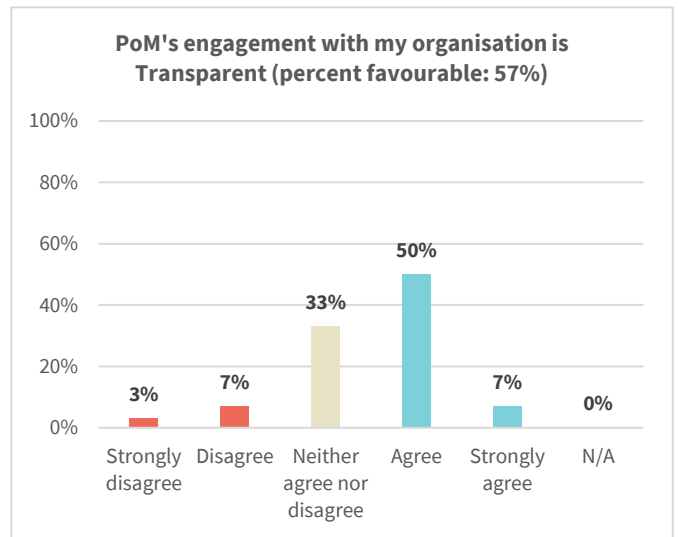
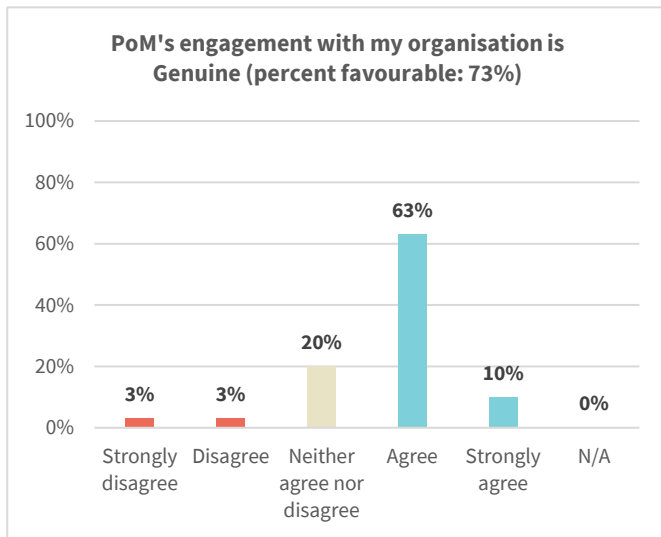
Breakdown by: Organisation Type		
	Yes	No
Bulk trades tenant (n=3)	0%	100%
Freight forwarder (n=3)	33%	67%
Industry body (n=5)	0%	100%
Shipping line (n=4)	75%	25%
Stevedore (n=1)	100%	0%
Union (n=1)	0%	100%
Other (n=12)	17%	83%

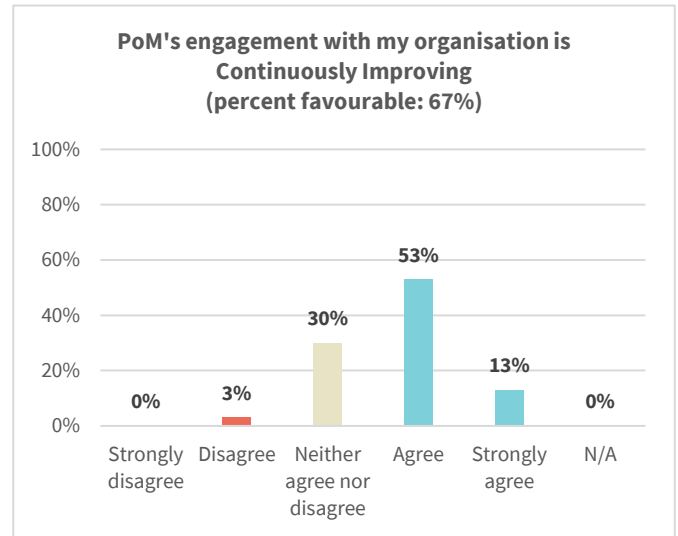
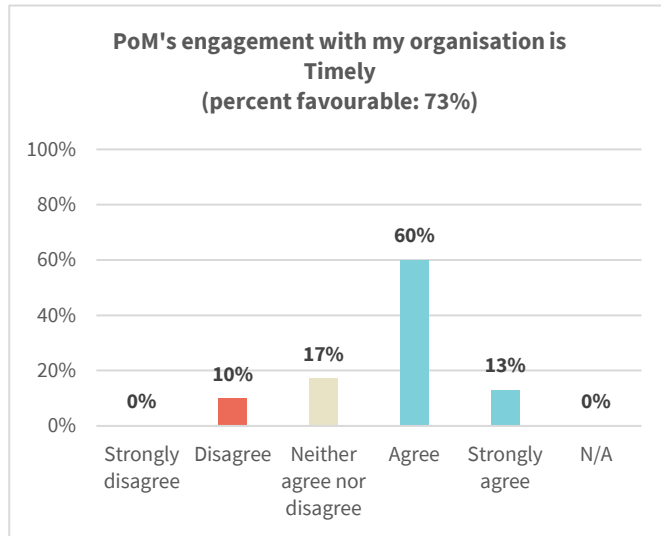
If yes, please share them

Specific examples of best practice engagement related to adhering to the IAP2 framework, demonstrating a genuine desire to engage with stakeholders, as well as using stakeholder feedback to inform decision making. Other comments noted that shorter surveys, less reminders to respond to surveys, and more direct involvement of the Chief Executive Officer in the engagement process would be appreciated.

PoM’s engagement with my organisation is: Genuine; Transparent; Inclusive; Accountable; Timely; Continuously Improving.

Most stakeholders agreed that PoM’s engagement with them is genuine (73%), timely (73%) and continuously improving (67%). On the other hand, stakeholders were slightly less likely to agree that PoM’s engagement is transparent (57%), inclusive (57%) and accountable (57%).





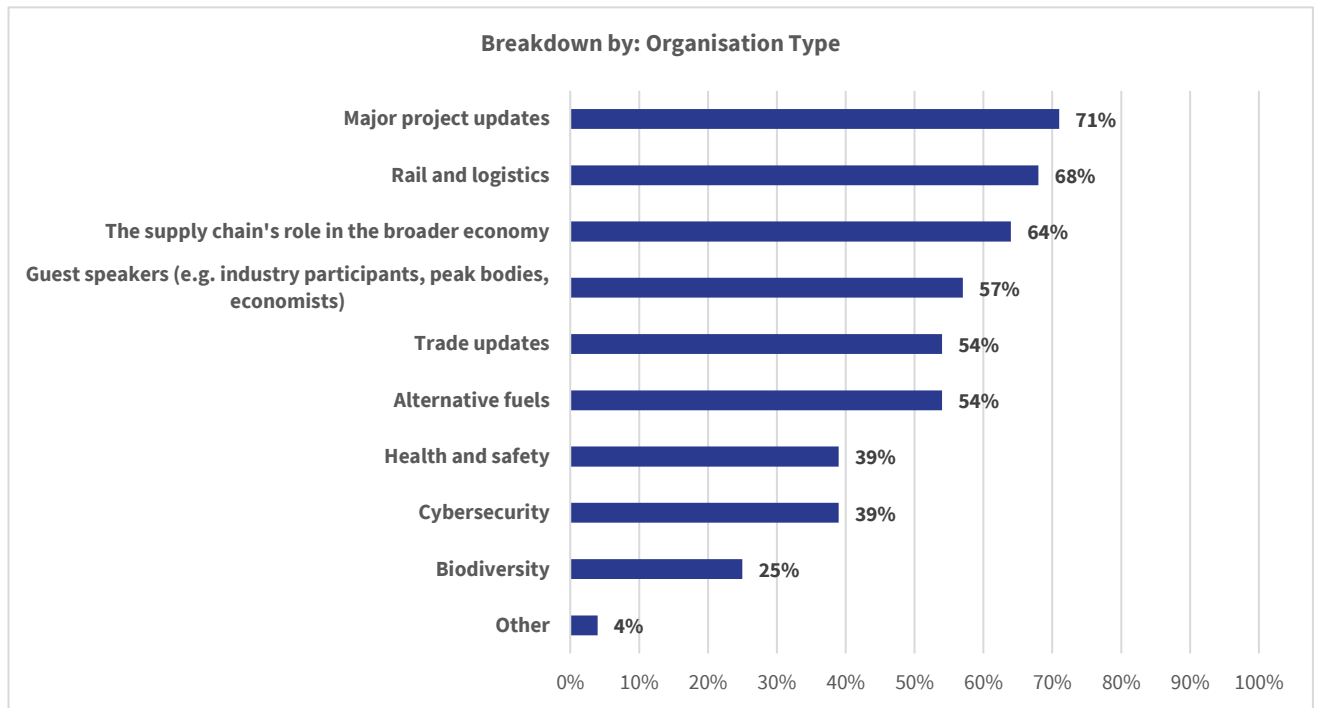
Thinking about information you receive from PoM, what topics, if any, would you like more information on?

Other topics that stakeholders would like more information on include:

- Projects outside the port that PoM can influence,
- Projects that PoM is working on with local councils,
- The PCEP,
- Future tariffs that might be under consideration,
- PoM's engagement with government on future rail initiatives,
- Any other industry megatrends (for the present and future),
- PoM's port stewardship obligations under the Port Lease,
- Mid- and long-term plans for Webb Dock as a motor vehicle precinct, and
- Trade flows in and out of the port.

Would you/someone from your organisation be likely to attend an industry briefing on any of the following topics?

Stakeholders are most interested in attending industry briefings related to major project updates, rail and logistics, the supply chain, hearing from guest speakers, trade updates, and alternative fuels. Stakeholders are less interested in attending industry briefings related to health and safety, cybersecurity, and biodiversity.



Requests for further discussions

Five organisations asked for an opportunity to share their views with PoM in a confidential setting: Australian Logistics Council, two industry bodies, a local council, and a national transport entity.

Four of these organisations wished for their Feedback Form responses to also remain confidential.

PoM contacted all five stakeholders and held meetings with two organisations in April 2023. Two other stakeholders advised they were satisfied with the information already provided and no longer needed to meet with PoM, while the fifth stakeholder requested to defer their meeting to May 2023.