

Port of Melbourne

2022 Industry Consultation – Post Engagement Review

Context

In 2021 the Port of Melbourne undertook lengthy industry engagement to both fulfil the regulatory requirements, but also to fully understand the frequency and topics that industry stakeholders want to hear about from the Port of Melbourne.

One of the pieces of feedback was the desire to engage in in-person for meetings and briefings. Unfortunately, the 2022 industry consultation sessions had to remain mostly virtual due to the trickle-down effects of COVID-19.

Introduction

The Port of Melbourne regularly engages with port users and wider stakeholders. The 2022 Industry Consultation provided the opportunity for all industry stakeholders to hear directly from the Port of Melbourne about multiple topics relevant to industry stakeholders including:

- Regulatory context
- Engagement on port development
- Performance data and metrics
- Tariffs
- Treatment of deferred depreciation
- Regulatory period.

The 2022 Industry Consultation period included multiple mechanisms for engagement including:

- Virtual forums for all industry stakeholders
- Regional forums in Tasmania and Southern NSW (in person)
- One-on-one meetings with the Port of Melbourne team (face-to-face and virtual)
- 2022 Industry Consultation Paper
- Written submission to the Port of Melbourne team.

This recommendations paper will focus on the process and outcomes of the virtual forums undertaken in engagement undertaken in March 2022.

Consultation summary

After releasing the Consultation Paper on 10 March 2022, Port of Melbourne hosted two virtual industry sessions on Tuesday, 22 March 2022 and Friday, 25 March 2022, ahead of the final date for submissions on Friday, 8 April 2022.

A total of 51 stakeholders attended the virtual sessions in March 2022 and 9 one-on-one meetings were held. The two virtual sessions were identical in nature and included briefings from several Port of Melbourne team members including:

Topic	Detail	Presenter
Opening address	– Update on ESC review and Port of Melbourne	Saul Cannon, Chief Executive Officer

Topic	Detail	Presenter
Context: Trade update and prices	<ul style="list-style-type: none"> – Trade overview – Trade update – Tariff schedule 	Leatrice Treharne, Head of Business Development
Port Development update	<ul style="list-style-type: none"> – Stewardship obligations – Stakeholder engagement – Investment pipeline 	Andrew Varga, Head of Planning
Performance data and metrics	<ul style="list-style-type: none"> – Overview of proposed performance data and metrics. 	Michael Black, Head of Regulation
Deferred depreciation and other regulatory issues	<ul style="list-style-type: none"> – Deferred depreciation – Future regulatory period – Tariff rebalancing 	Josh Craig, Regulatory Economist
Future engagement	<ul style="list-style-type: none"> – Structured stakeholder engagement program – Forthcoming engagement opportunities 	Megan Fletcher, Head of Corporate Relations.

Evaluation

Review and evaluation of the engagement approach and activities is essential to ensure that engagement activities were meaningful to both industry stakeholders and the Port of Melbourne team.

To do this, the following activities were undertaken:

- The Consultation Paper contained several questions on the approach to engagement and effectiveness of the consultation materials
- A post-engagement survey was sent to participants to gather feedback relating to the 2022 Industry Consultation
- An internal de-brief session with the Port of Melbourne team.

This report focusses on the latter two activities, details from which are set out below and inform the recommendations provided in this paper.

Industry survey

A follow up survey was sent to 64 participants (that participated in an engagement forum, a one-one-one meeting, made a submission) on 3 May 2022 to understand the relevance of topics outlined in the Industry Consultation sessions and Consultation Paper. A copy of the survey questions is provided in Attachment A.

Who responded

A total of 20 surveys were returned from a number of stakeholder groups (refer Figure 1) including Shipping lines (30%), Tenants (25%) and Industry Groups (15%). The respondents overwhelmingly found out about the sessions through a direct invitation (refer Figure 2).

Relevance of presentation material

Overall, the information presented at the forums was seen as relevant to respondents (refer Figure 4), with each segment of the forum essentially seen as important as each other (Figure 5).

Just over half of the respondents did not download the Consultation Paper ahead of the forum (refer Figure 6), however when downloaded the majority of respondents, 75% found the Paper useful to their business (refer Figure 7).

Topics of interest

Similar to the 2021 Industry engagement, the topics of interest that were identified as very important included Webb Dock East, the Big Ships Program and the Port Development Strategy (refer Figure 8).

Meaningful future engagement

The majority of respondents wanted to maintain engagement through in-person meetings (26%), followed by Industry events (19%) and email (15%). More information is provided in Figure 9. When engaging, industry identified meaningful engagement and transparency as the most important elements of the engagement, refer Figure 10.

A full synopsis of responses is provided in Attachment B.

Internal debrief

An internal debrief session was held with the Port of Melbourne team including presenters and organisers. The approach to the session was to further understand the following aspects of the 2022 Industry Consultation:

- common goals
- what worked well
- what barriers were encountered
- how barriers were resolved
- evaluation of team
- lessons learnt.

Outcomes

The four recommendations below have been brought together based on the feedback received from the industry survey and Port of Melbourne internal debrief.

Theme 1: Capturing the stakeholder voice

The results of the survey and internal debrief identified that having a range of collateral for different topics was key to fully understanding the content and being able to interact. It was identified that the content for the consultation was focused on what stakeholders wanted to learn more about, rather than just what the Port of Melbourne felt they needed to report on. Also, having the information available via a range of sources and communicating via a range of platforms was essential to the success of the 2022 Industry Consultation.

However, it was noted in the internal debrief that the lack of a CRM hindered the ability to roll out the notifications of consultation and invitations to one-on-one briefings and forums efficiently.

Theme 2: Port of Melbourne - industry experts

The presentation from senior experts at the forums was well received. The survey identified that having the right subject matter experts was the most valued element from the industry forums. The 'welcome and update' from the CEO was also an appreciated addition to the forums.

The ability for stakeholders to interact with the subject matter experts directly following their presentations was well received and contributed to good feedback from forum attendees on the level of detail they were able to discuss.

Theme 3: Genuine engagement

The survey and internal debrief both identified that genuine and meaningful engagement was of key importance to stakeholders and the Port of Melbourne team. The addition of the Consultation Paper was welcomed by the internal team as a mechanism to declutter the presentation slide deck and have more targeted and meaningful conversations in the forums. Having detail in the Consultation Paper and allowing for written submissions meant that the presentation could be simpler and less reliant on seeking responses to key issues during the forum.

The one-on-one stakeholder sessions were well received by industry and the use of the Consultation Paper to help discussions flow was also noted. Even though just over half of respondents (58%) did not download the Consultation Paper ahead of the forum, 76% of respondents identified that, once downloaded, the

Paper useful to their business. The use of early consultations to inform the Consultation Paper was also noted as a positive contribution to genuine engagement.

Theme 4: Engagement process

Internally it was noted that the use of a project manager to guide the process was critical, which helped to bring the collateral together more quickly. Having a plan and committing to the plan was noted as a positive part of the process.

The forums were noted as having run smoothly and the agenda allowed for sufficient presentation and engagement from stakeholders.

The use of a dedicated note-taker during the one-on-one sessions was also highlighted internally as having worked well to be able to capture the granular detail of the conversations and succinctly document these for future use.

Recommendations

The recommendations provided below are focused on ensuring a positive annual industry consultation experience based on stakeholder feedback and internal lessons learnt:

- Invest in a CRM to maintain a database of stakeholders to minimize the work required to connect with stakeholders
- Ensure a project manager is identified and empowered to run this process, which we suggest start in December the previous year
- Continue to publish a Consultation Paper
- Ensure there is a CEO welcome and update at all major Industry events.

Attachment A – Survey Questions

Thank you for participating in our 2022 Industry Consultation Program

The Port of Melbourne is committed to continuously improving our engagement with industry. To assist we would appreciate you completing a short, three-minute survey. Your responses will be anonymous. Some of the findings may be published.

1. Describe your relationship with the Port of Melbourne (PoM)?

- Government department or agency (federal)
- Government department or agency (state)
- Industry group
- Shipping line
- Stevedore
- Cargo owner (importer/exporter)
- Supply chain and cargo
- Tenant
- Road transport
- Other (please specify) _____

2. How did you find out about our 2022 Industry Consultation Program (select all that apply)

- Direct invitation
- LinkedIn Post
- Twitter post
- Industry newsletter
- PoM Website
- Referred by a colleague

- Other (please specify) _____

3. Describe how your company participated in the 2022 Industry Consultation Program (select all that apply)

- Forum 1 – Tuesday 22nd March 2022 [LOGIC QUESTION – LINK Q4, Q5, Q6, Q7]
- Forum 2 – Friday 25th March 2022 [LOGIC QUESTION – LINK Q4, Q5, Q6, Q7]
- One on One meeting [LOGIC QUESTION – JUMP TO Q8]
- Prepared a Submission [LOGIC QUESTION – JUMP TO Q8]

4. If you attended a forum, how relevant was the information to your business

- Very relevant
- Somewhat relevant
- Neutral
- Not relevant
- I did not attend forum

5. What did you value from the forum? (select all that apply)

- Subject matter experts presenting on their respective topics
- Q&A opportunity
- CEO introduction
- Presentation deck
- I did not attend forum
- Other (please specify)

6. The detail of information provided was (select one):

- Too detailed
- Not detailed enough
- About right

7. Were there any topics that weren't addressed at the forums you would like covered in future sessions (please specify)

[open ended]

8. Did you download the Consultation Paper from our website (select one)

- Yes [LOGIC QUESTION – LINK TO Q9]
- No [LOGIC QUESTION – SKIP TO Q10]
- Not sure [LOGIC QUESTION – SKIP TO Q10]

9. How informative was the consultation paper to your business (select one)

- Very informative
- Somewhat informative

- Neutral
- Not informative
- Not applicable

10. Current topics of interest

On the scale below, provide an indication of the importance of these topics to your business:

Response	Very important	Important	Neutral	Not important	Not relevant
Trade updates					
Capital investment program					
Prices for prescribed services					
Length of regulatory period					
Service performance outcomes					
Deferred depreciation					
Partnerships with community					
Rail project updates (including Port Rail Transformation Project)					
Webb Dock East Berth 4 & 5 extension					
Big Ships Program					
Port Development Strategy					
Webb Dock Freight Link					

11. How do you want to engage with PoM representatives? (Please select all that apply):

- In person meetings
- Email
- Phone
- Briefings
- Newsletters
- Social media
- Industry wide forums or events

12. Future engagement options: What is most important to you when being engaged by PoM? (select your top 3 choices)

- Fair consultation
- Transparency
- Accountability
- Timely notification
- Publishing performance data
- Meaningful engagement
- Inclusive and accessible
- Clear information
- Evaluation

- Monitoring of engagement practices
- Other (please specify)

13. Would you be interested in contributing further to the development of PoM's stakeholder engagement framework?

- Yes [LOGIC – LINK to Q13]
- No [LOGIC – LINK to Q14]

14. Please provide your contact details below (name, organisation and email)

[open ended]

15. Do you have any other feedback or suggestions for the Port of Melbourne?

[open ended]

SURVEY CLOSE – Add thank you message to participants.

Attachment B – Survey results

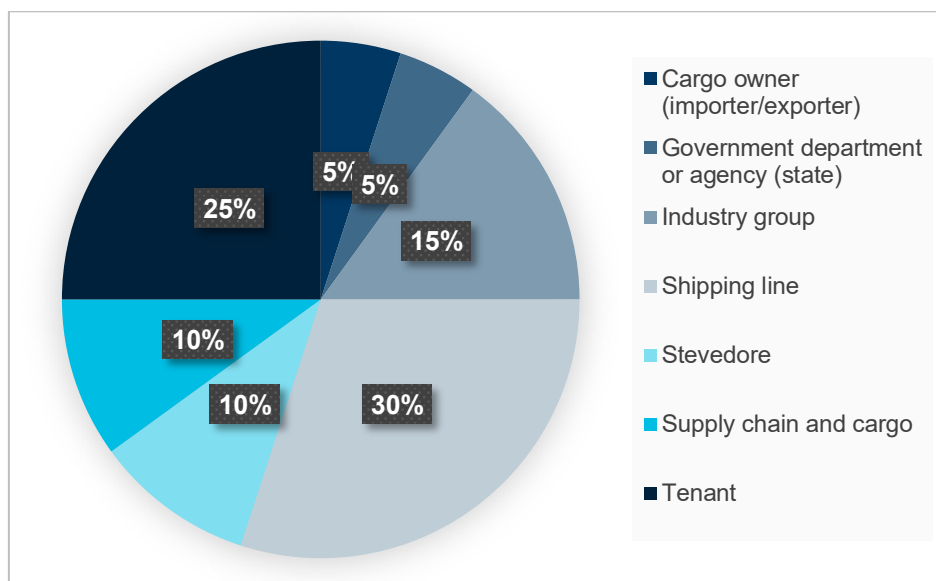


Figure 1 Stakeholder category

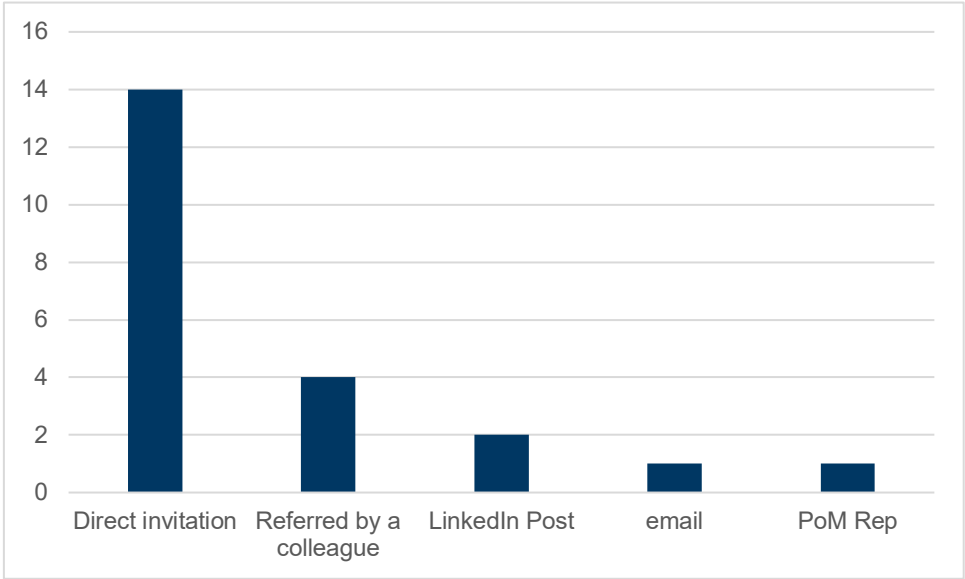


Figure 2 Knowledge of the 2022 Industry Consultation Program

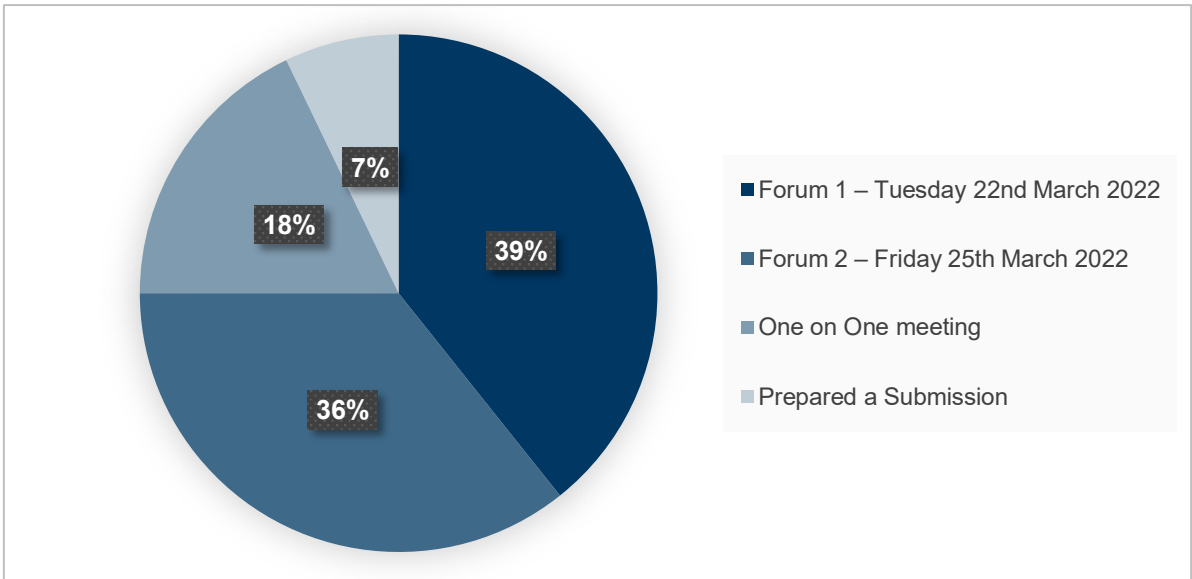


Figure 3 Participation in 2022 Industry Consultation

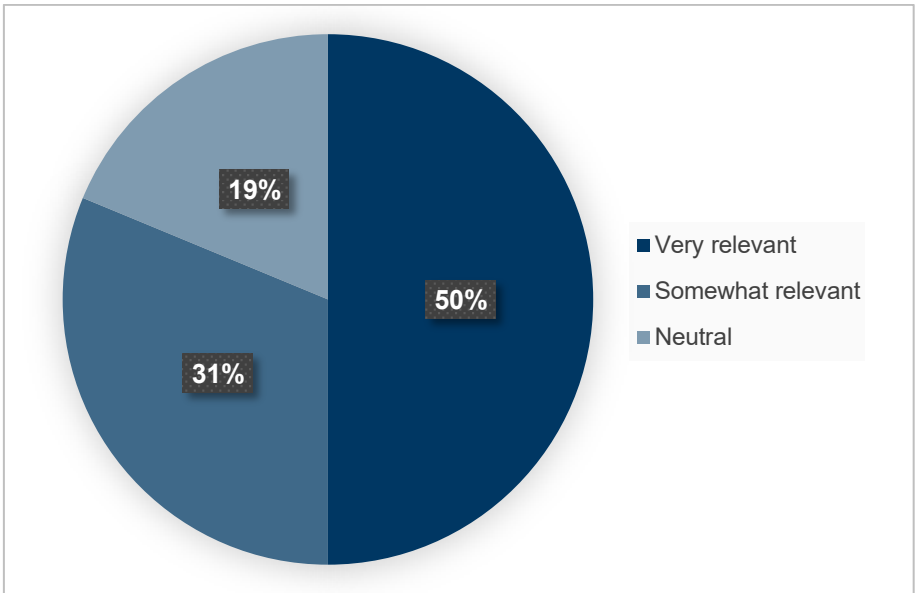


Figure 4 *Relevance of the forum*

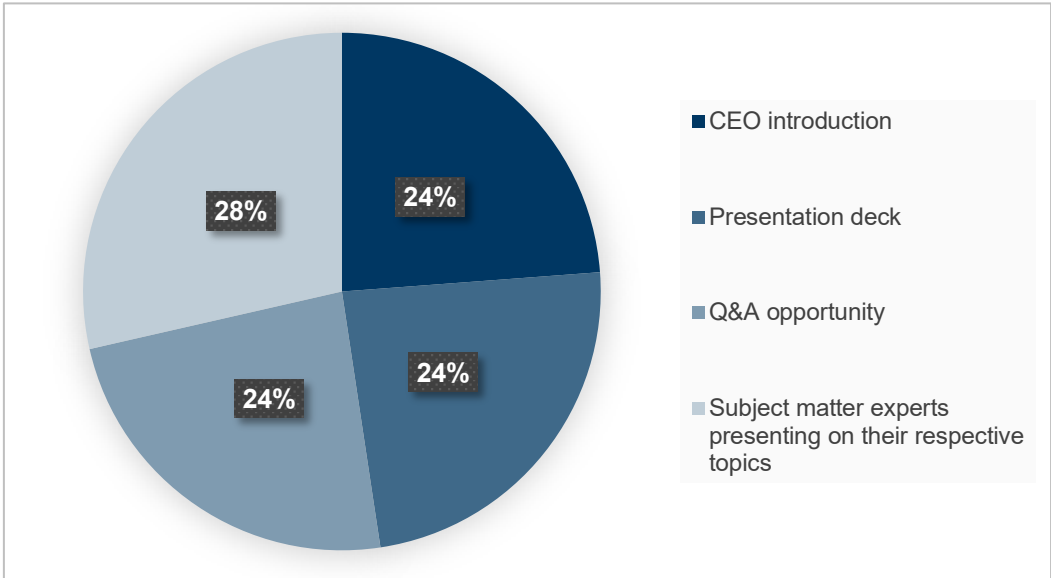


Figure 5 *Most valued from the forum*

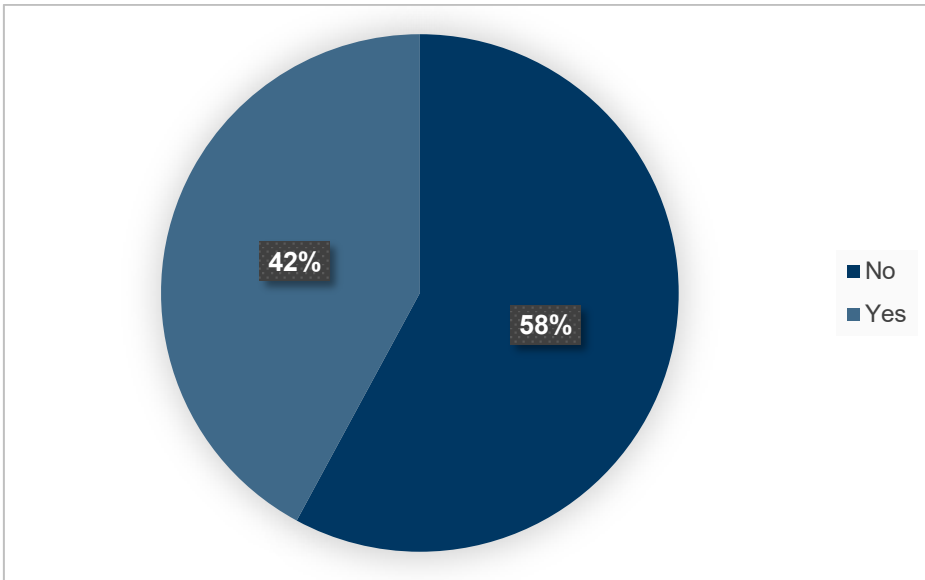


Figure 6 Downloaded the Consultation Paper

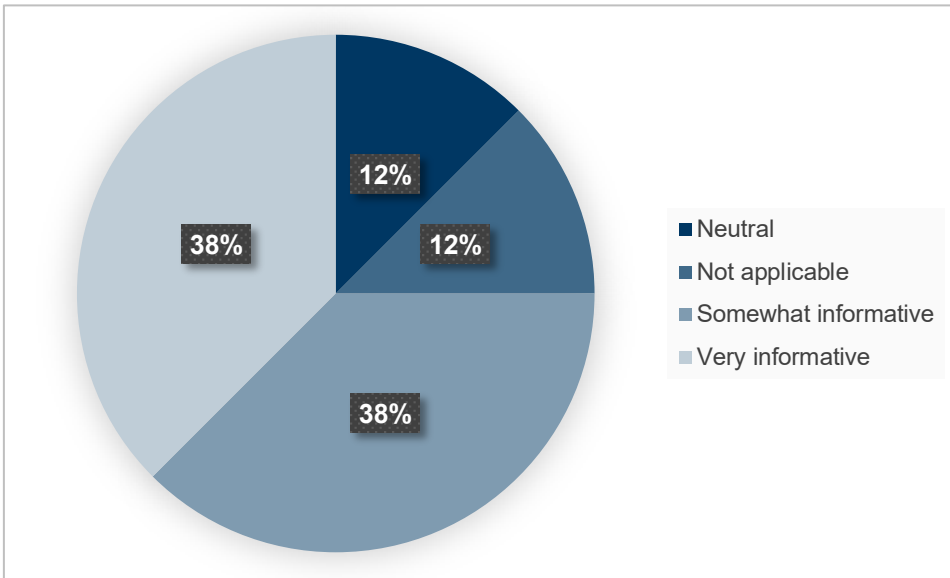


Figure 7 Consultation Paper as an informative mechanism

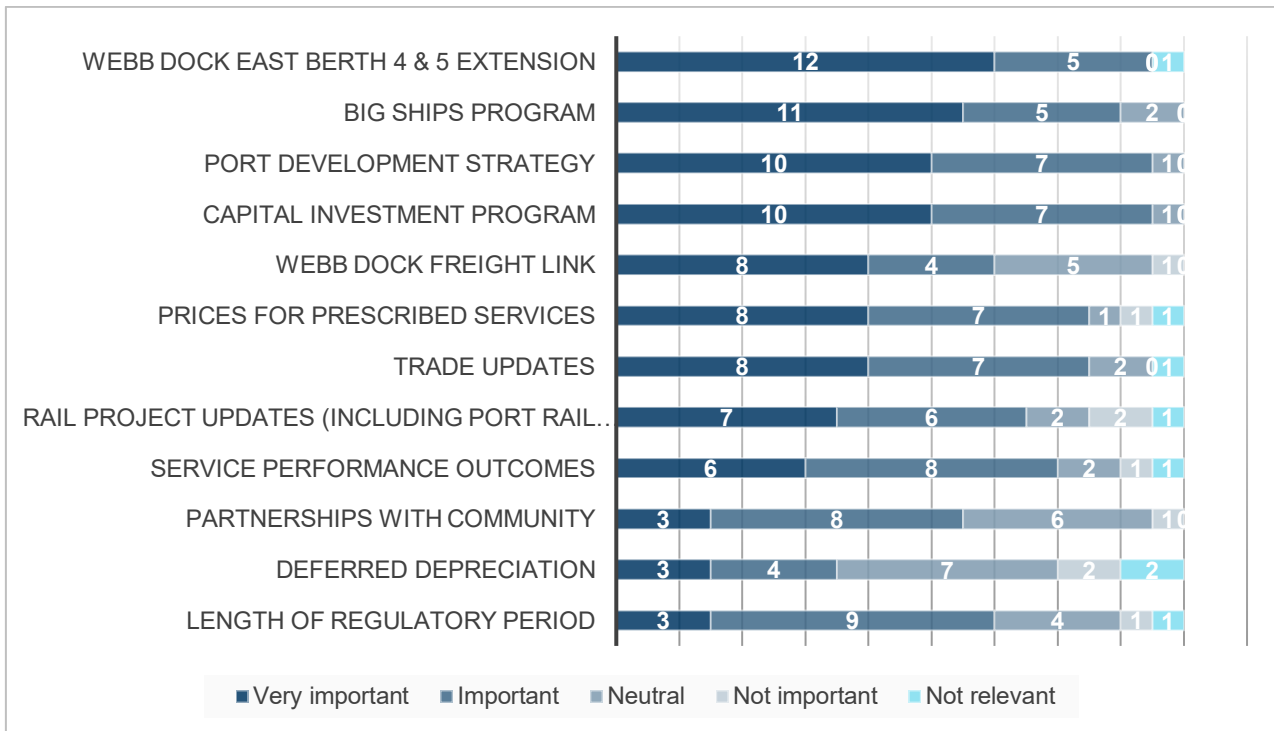


Figure 8 Level of importance of current trends

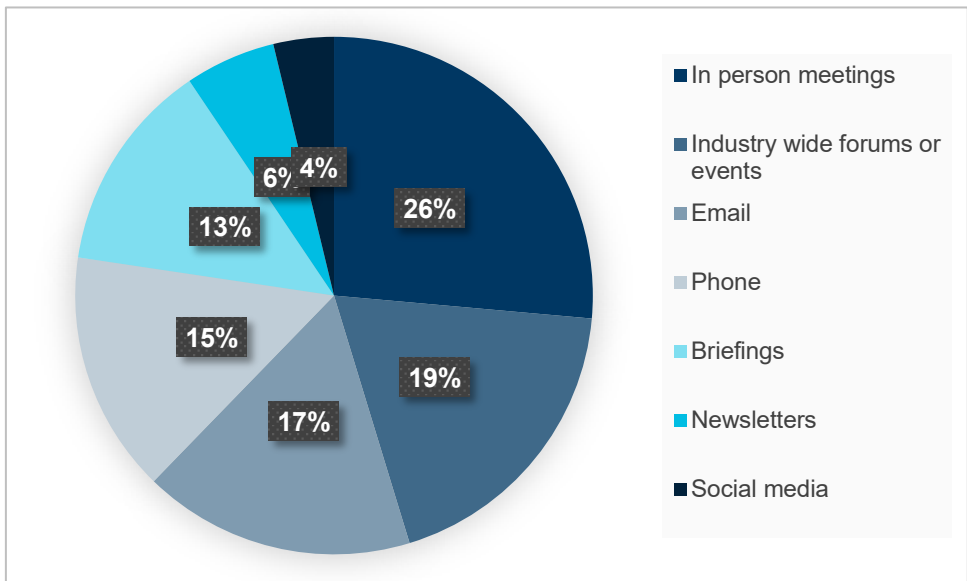


Figure 9 Preferred methods of future engagement

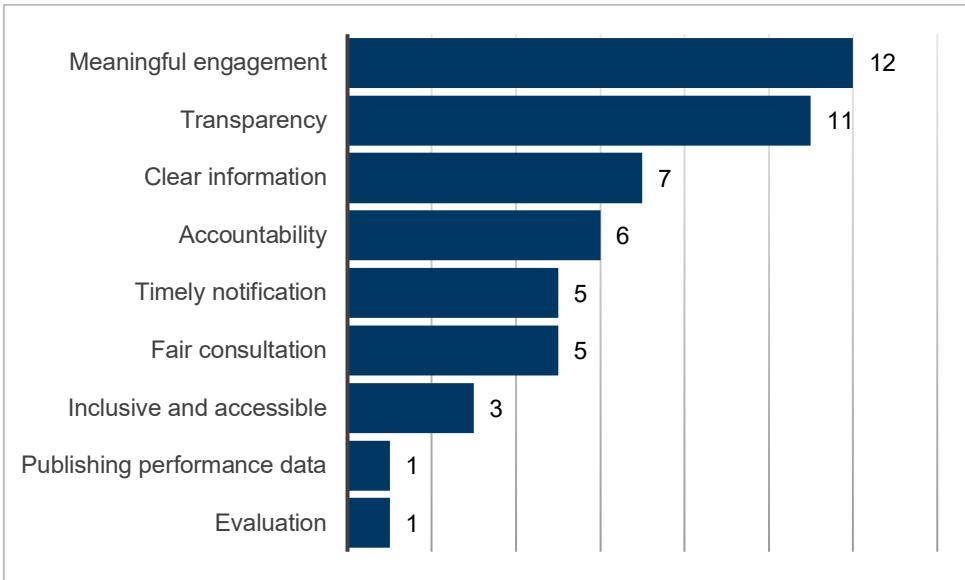


Figure 10 What is most important when engaged by PoM?