

Disruption Response Summary

2023/24 Disruptions at the Port of Melbourne

Report: August 2024



Department
of Transport
and Planning

Executive Summary

In December 2023, the Port of Melbourne container logistics industry approached the Department of Transport and Planning (DTP) to declare a Disruption Event in response to the shipping and landside congestion and operational impacts arising from Protected Industrial Action (PIA) at DP World (DPW) West Swanston Dock.

DTP declared a disruption event on 21 December 2023 and initiated a time-limited Disruption Response Group (DRG) under the Voluntary Code of Practice (VCoP) to develop and implement a Disruption Response Plan (the Plan).

In discussions with industry, it was indicated that the disruption was further impacted by road changes related to the West Gate Tunnel Project (WGTP) so in developing the plan, the DRG also considered adjacent road changes related to the WGTP. This ensured a holistic view of the operational impacts the industry was experiencing at the time.

Key achievements of the process included improved communication and information sharing between industry stakeholders, connection between industry and the DTP projects team, extended access to Bolte Bridge for heavy vehicles during road closures, expansion of CCTV coverage in the Port precinct, and a range of plans considered in preparation for future disruption events.

Monitoring the performance of the supply chain is a significant enabler of disruption identification.

DTP will continue to work with the industry to expand and refine the Voluntary Performance Monitoring Framework to provide greater levels of transparency in the future. Industry is encouraged to continue raising operational and strategic issues in the supply chain through the Port of Melbourne Landside Logistics Working Group.



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1. Overview of the Voluntary Code of Practice

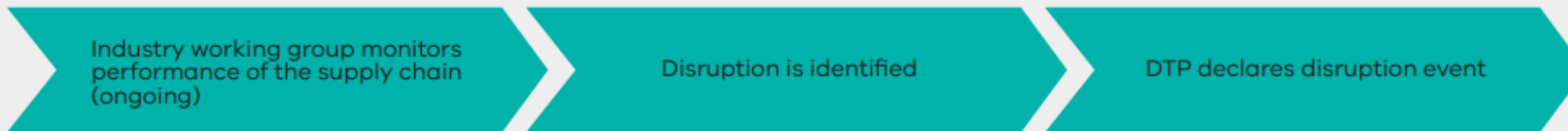
The **Voluntary Code of Practice (VCoP)** was prepared by the DTP in consultation with industry to provide guiding principles and possible actions which can support the port supply chain during times of extreme disruption in shipping container flows.

VCoP Principles

1. Increase awareness and transparency of disruption information
2. Ensure Industry representation and participation in disruption identification and response
3. Prepare clear plans for potential action to respond to disruption events



How the VCoP will be activated



Phases of activity under the VCoP



2. Disruption Event 2023/24

Declaration of 'Disruption Event'

On 15 December 2023, the Container Transport Alliance Australia (CTAA), Freight Trade Alliance (FTA) / Australian Peak Shippers Association (APSA), and Shipping Australia Limited (SAL) wrote to DTP requesting a disruption event be declared under the VCoP.

Concerns were raised that the PIA at DPW terminal in Melbourne (and at other Australian ports around the country) was causing significant disruption to trade operations through the Port of Melbourne.

The letter suggested that *“From an export and import perspective, delays and costs are jeopardising business viability and are fuelling inflationary pressures, causing reputational harm to Victoria and Australia more broadly as a reliable trading nation.”*

Following receipt of this request, DTP met with industry representatives to further clarify the causes and impacts of the disruptions being experienced and determined that a Disruption Event would be declared.

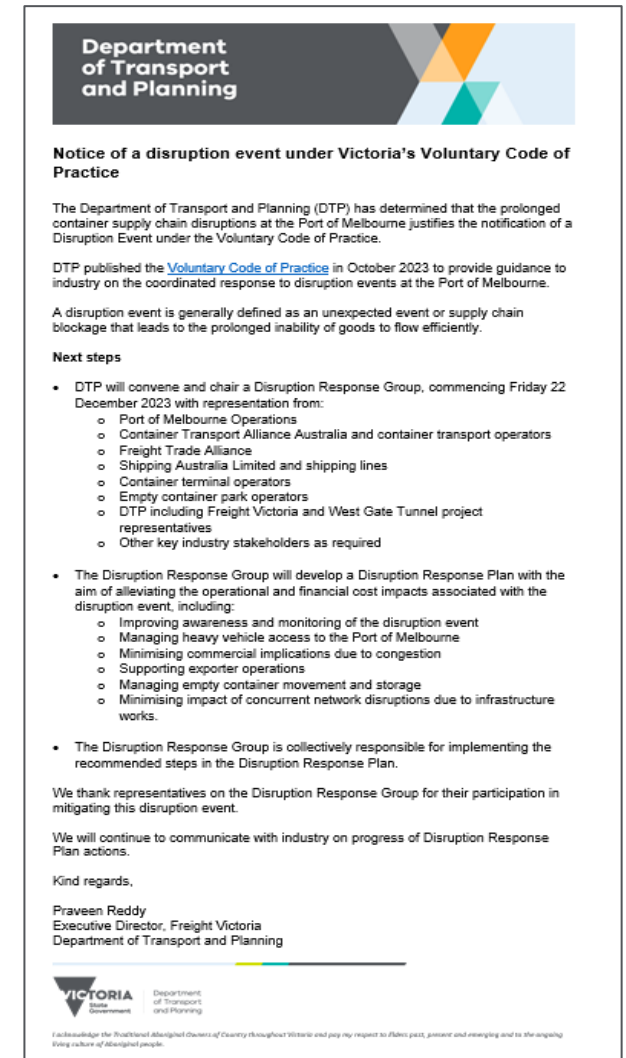
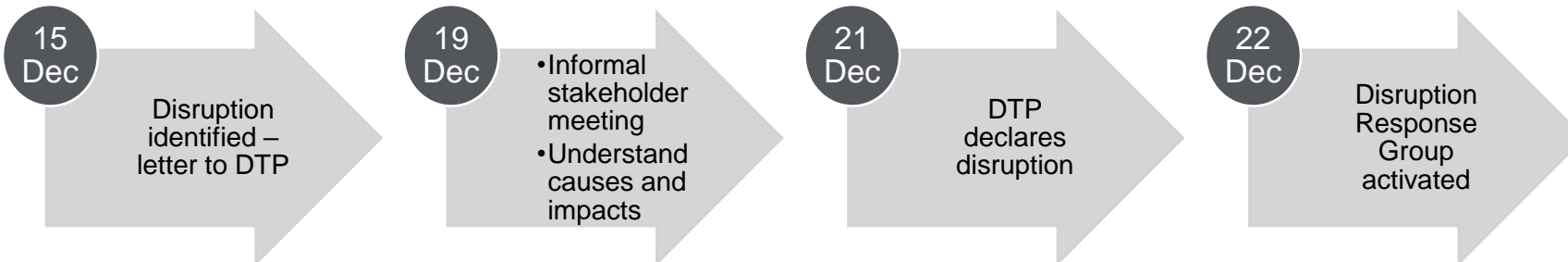


Image: DTP declaration of disruption event, 21 Dec 2023

2. Disruption Event 2023/24

Causes and impacts of the Disruption Event

Operational delays arising from PIA at DPW, periodic protest action at the Port, and road closures associated with the WGTP created a period of challenges for the container supply chain over several months to February 2024.

All parties in the supply chain felt the operational and financial impacts of delays, including shipping lines, container terminals, transport operators, empty container parks (ECPs), rail operators, importers and exporters.



Operational delays at DPW

- **DPW industrial relations negotiations** – resulted in PIA, reduced servicing capability at the terminal, truck congestion in and around the terminal, futile trips, etc
- **Berthing and terminal congestion at DPW** due to PIA and vessel delays
- **Increase in ship turnaround times resulting from berth and terminal congestion** - vessel delays, longer servicing times and vessel bunching
- **Sub-contracting of DPW vessels** – increase in volumes at VICT and Patrick terminals
- **Road congestion and queuing in and around the port precinct**
- **Reduction in the number of truck trips per day to move containers through the supply chain** due to increased congestion and queuing times at the port. Some examples of futile trips such as six trucks being turned away in December when in the yard at the commencement of PIA
- **Reduction in the number of empty container evacuations** – vessel load/discharge ratio below one for the last quarter of 2024 indicating a possible empty containers build-up. Sustained demand for imports and a reduction in empty container evacuations
- **Changing vessel rotations and vessel bunching is reducing the ability of shipping lines to evacuate surplus empty containers.** Off-loading full containers receives priority over backloading empty containers onto vessel



Protest action at VICT (unforeseen disruption)

- Occurring between Friday 19 January and Monday 22 January at VICT terminal, Webb Dock
- Terminal entry gates were closed to truck arrivals during the period with slots cancelled for receipt and delivery activity
- Vessel scheduling adjusted, and export cut-off times reassessed
 - Four vessels impacted including APL Detroit and ZIM Ganges
- Follows increased trade volumes through VICT with addition of MSC services to North-East Asia and South-East Asia, and vessels being sub-contracted from DPW due to the PIA
- Landside logistics delays followed the re-opening of VICT gates whilst volumes were cleared and export receipts rescheduled

WGTP disruptions

- Operational impacts of the DPW PIA occurred at the same time as WGTP activity in proximity to the port, including lane closures on Footscray Road, Wurundjeri Way closures and heavy vehicle detours via the Bolte Bridge
- Project works created road access changes to the port precinct, delays, and longer transit times for transport operators, particularly in combination with operational delays and PIA at DPW

2. Disruption Event 2023/24

Causes and impacts of the Disruption Event cont.

Workstream leads provided a synopsis of the impacts of the disruption event to better frame development of response actions.

Manage road congestion [Port of Melbourne]

Road congestion, external or internal to the port, was resulting in transport companies taking longer to access port facilities within the Swanson Dock Precinct.

Internal road congestion has been a recent issue within the port, with PIA at DPW resulting in congestion within Dock Link Road, Intermodal Way and Footscray Road.

This is due to DPW operations stopping for periods of time during operating hours with trucks not able to access the terminal on Dock Link Rd.

In addition, external road disruptions had been created by the construction activities of the WGTP.

Operational impacts:

- Impacts to transport operators (delays, staffing levels, fatigue management, fleet capacity, penalties for missed bookings, etc.).
- Increased cost to transport operators (potentially passed onto cargo owners).
- Safety risks from queuing impacting cyclists when Footscray Rd cycle paths are open.
- Driver frustration, leading to potential safety incidents.

Mitigate impacts to exporters [FTA]

Industrial disputes and late, off-window arrival of vessels and shipping line detention is impacting Cargo Owners / Exporters (who along with importers) bear significant costs passed on to the Exporter / Cargo Owner. A conservative estimate of approximately \$20 million a day nationally in additional costs has been calculated by industry.

Schedule changes and port omissions are creating extra staff workload and stress, additional costs due to re-routing containers in transit, DAFF re-inspection of already inspected containers, added yard storage, additional transport and waiting time

Operational impacts:

- Shipping Line schedule changes/ omissions affecting exporters.
- Data integrity issues whereby IT system updates are unable to keep up with schedule changes.
- Added requirement for container yard storage due to vessel/schedule changes.
- Commercial/contractual issues due to late deliveries.
- Equipment availability issues.
- Additional costs (financially and on labour).

Empty container flows and storage [DTP, Freight Victoria]

Late and off-window arrival of vessels is resulting in less available time to organise and affect the evacuation of empty containers to vessels whilst they are in port.

As a result of this, empty container volumes are beginning to build up at empty parks – this can create difficulties and drop off as congestion in parks grow and, ultimately, yards becoming over-capacity and unable to take additional empty de hires.

This can lead to transport companies having to hold empty containers before dehire for longer periods of time than expected.

Operational impacts:

- ECPs over-capacity.
- Congestion at ECPs.
- Deferrals or changes in dehire locations causing dehire delays.
- Inability to dehire containers due to parks being over capacity.
- Shipping lines not repositioning adequate empty containers to retain trade balance.

2. Disruption Event 2023/24

Causes and impacts of the Disruption Event final.

Workstream leads provided a synopsis of the impacts of the disruption event to better frame development of response actions.

Engage closely with the WGTP [DTP, Project Integration]

The DRG took a holistic view of challenges impacting transport at the time of the disruption and included changes on the external road network related to the WGTP as a workstream to provide a broader range of support and improvements to the industry.

Traffic diversions and lane closures on Footscray Road changed access to the Port. Wurundjeri Way works and associated worksite traffic management changed transportation routes between Webb Dock and Swanson / Appleton Dock facilities.

Briefings are undertaken with the industry in advance of traffic events, which the industry has expressed interest in refining to ensure traffic management advice is clearly understood, particularly the cumulative impacts of multiple traffic management events.

Operational impacts:

- Wurundjeri Way works:
 - In direct response to feedback from industry, the Bolte Bridge has been made available as an alternative route for vehicles greater than 85.5 t but availability is limited to specific off-peak hours.
 - Increased demand for more trips between the terminals is putting pressure on industry to arrange movements within the available window.
 - Shifting from three to two container truck configurations enables daytime trips under 85.5 t, however, this impacts other transport operators' commitments.
- If there are late notices of a disruption, this can impact the industry where logistics arrangements have already been made and must be changed at late notice.
- The industry does not adequately understand WGTP cumulative work impacts resulting in unexpected delays.

Transparency of disruption costs and performance [CTAA]

Vessels are being delayed from berthing and being worked, leading to lengthy vessel schedule delays, port omissions, port rotation changes, and stevedore sub-contract arrangements.

Transport operators are adapting to try to meet freight demand (import & export) at DPW during the available truck slotting hours and capacity (working around the hours of stoppages and work bans on loading/unloading trucks & trains notified in the PIA).

This has required added labour and equipment resources on night shifts and weekends.

Importers are experiencing delays in the receipt of imported cargoes, through vessel delays, port omissions, terminal delays, and transport delays.

This is driving higher logistics costs, including the cost of congestion surcharges, truck waiting time, and, in some cases, the cost of futile truck trips.

Exporters are experiencing uncertainty regarding vessel schedules and export receipt windows. In some instances, export cargoes have been "rolled", creating the need for extra storage and landside rehandling costs.

In the case of refrigerated cargo, it means finding suitable plug-in storage capacity at additional cost.

Operational impacts:

- Vessel schedule delays and berthing consequences.
- Transport operators' additional equipment and labour allocations and cost implications.
- Sub-contracted volumes to other stevedore terminals.
- Import and export cargo delays and additional logistics handling costs.

2. Disruption Event 2023/24

Estimated financial impacts of disruption

CTAA conducted anecdotal research with select transport operators to estimate the financial impacts being experienced because of the Disruption Event.

Transport operators located in the Swanson Precinct reported to CTAA that a round trip between Swanson & Webb Dock was taking an additional 20 to 40 minutes. This adds between \$46 to \$93 in truck operating costs per round trip. Assuming a truck utilisation ratio of 2 x twenty-foot equivalent units (TEU) per truck trip (each way), this adds between \$11.50 to \$23.25 per TEU in truck operating costs alone. Similar delays were reported by transport operators with depots in western suburbs and the Port of Melbourne.

The consensus of transport operators is that the combined impact of road network delays and working around PIA at DPW have added between 10% to 15% more in landside transport operating costs. This has included additional truck turnaround times, a reduction in optimum truck utilisation, more yard storage and container handling, and delivery delays. This equates to approx. \$45 per TEU in added costs (i.e. \$45 per 20' container and \$90 per 40' container).

The Disruption Event is estimated to have cost transport operators

**an additional
\$45 per TEU**

in productivity loss and operational impacts.

2. Disruption Event 2023/24

Indicators of disruption

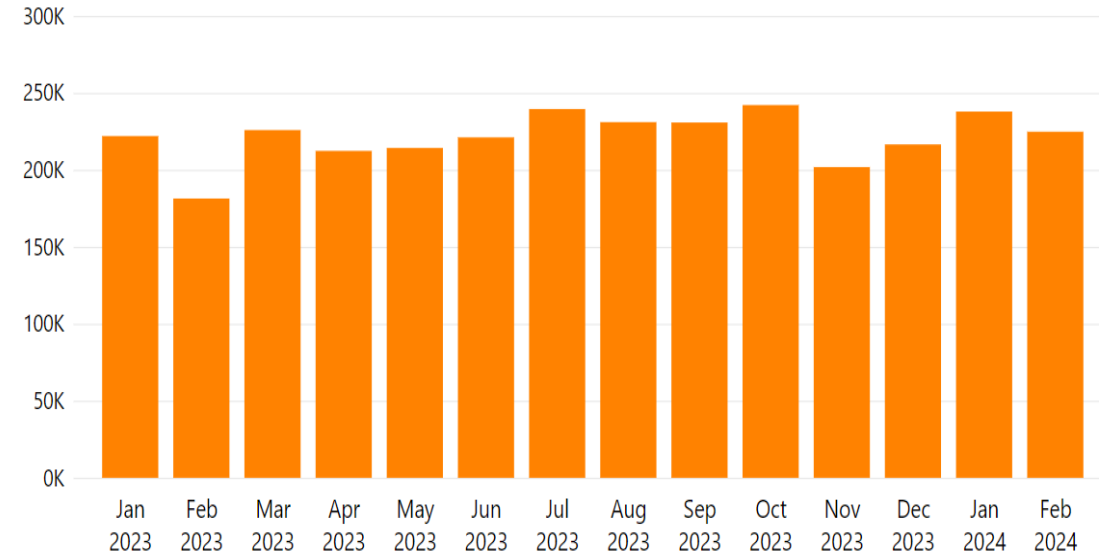
More frequent monitoring of three key disruption indicators was undertaken by the DRG during its tenure, including container throughput, load-discharge ratio and ECP storage capacity.

Port of Melbourne container throughput by month (incl. loaded and empty containers)

Container trade in Q4 2023 witnessed a decline compared to the corresponding period in the preceding year.

- Persistent increases in interest rates, inflation, challenging economic conditions and reduced consumer spending throughout 2023 contributed to year-on-year decreases in full container imports up to November 2023. Additionally, adverse weather conditions posed challenges for key export commodities throughout much of Q4 2023, including hay, cotton, and wheat, as compared to the previous year.
- With the surplus between full imports and exports diminishing, this consequently led to a significant reduction in empty container exports in Q4 2024.
- Despite these challenges, December 2023 saw a positive shift, marked by a notable recovery in full container trade, with an increase in both full imports and exports compared to the same month in the previous year.

PoM Total Container Throughput



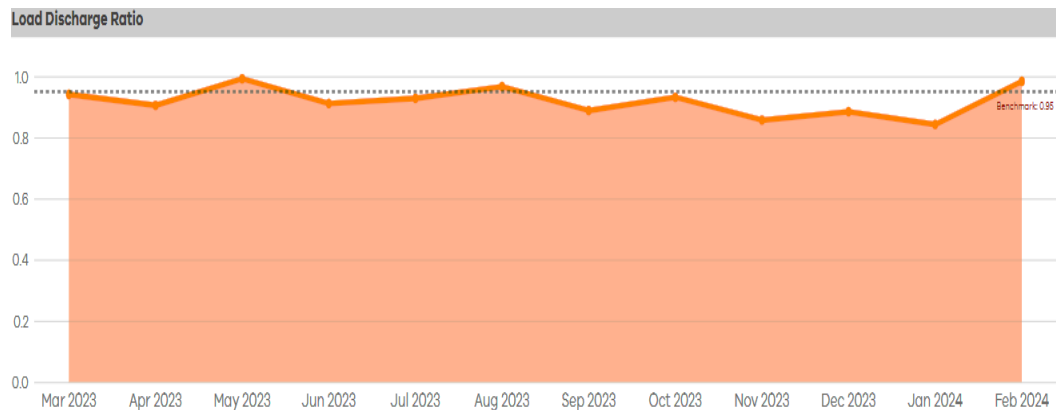
2. Disruption Event 2023/24

Indicators of disruption cont.

Load discharge ratio

This measure demonstrates the ratio of total exports to imports (full and empty), aggregated across the three stevedores at the Port of Melbourne. This indicator shows whether trade is generating or removing surplus empty containers at the port.

The ratio has sat below 1 for the six months to the end of 2023, which demonstrates that trade is generating surplus empty containers.



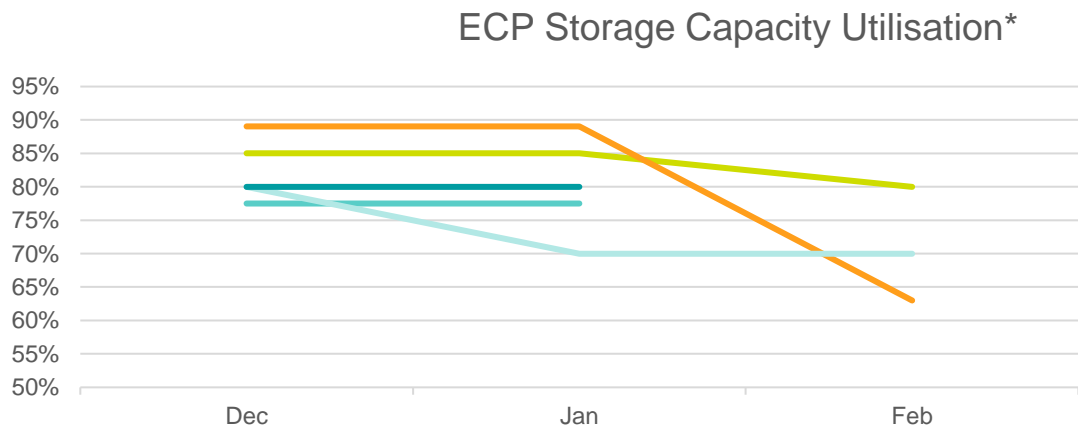
A sustained period where the ratio is less than 1 indicates that empties may be accumulating on the landside at ECPs or stevedore terminals and will require shipping lines to increase evacuations.

ECP container storage capacity utilisation

This indicator demonstrates the capacity utilisation (container stock holding against total holding capacity) of ECPs at a point in time. Whilst not currently included in regular reporting, periodic checks with ECPs during the disruption indicated that storage capacity utilisation and truck operations were at a generally manageable level.

A small number of parks indicated storage approaching 90% of capacity prior to Christmas, whilst the majority who provided feedback indicated levels were between 70-80% and at a manageable level in January 2024. In February, parks provided similar feedback.

Container stock in ECPs can fluctuate significantly in a short period of time for reasons such as vessel delays, stevedore terminal congestion, or issues with empty bulk runs to terminals.



* Lines represent a sample of ECPs – results are indicative/estimates only.

3. Disruption Response Group

Role and scope

The VCoP guides industry to have suitable response plans in place for disruption events which support maintaining the movement of goods whilst mitigating the negative impacts of disruption.

Responses to disruptions should focus on maintaining adequate operational flows of containers through the supply chain whilst minimising or controlling escalating or additional costs to individual stakeholders.

The primary purpose of the Group is to **establish and implement the Plan** in line with the principles outlined in the VCoP. Other objectives and functions of the group include:

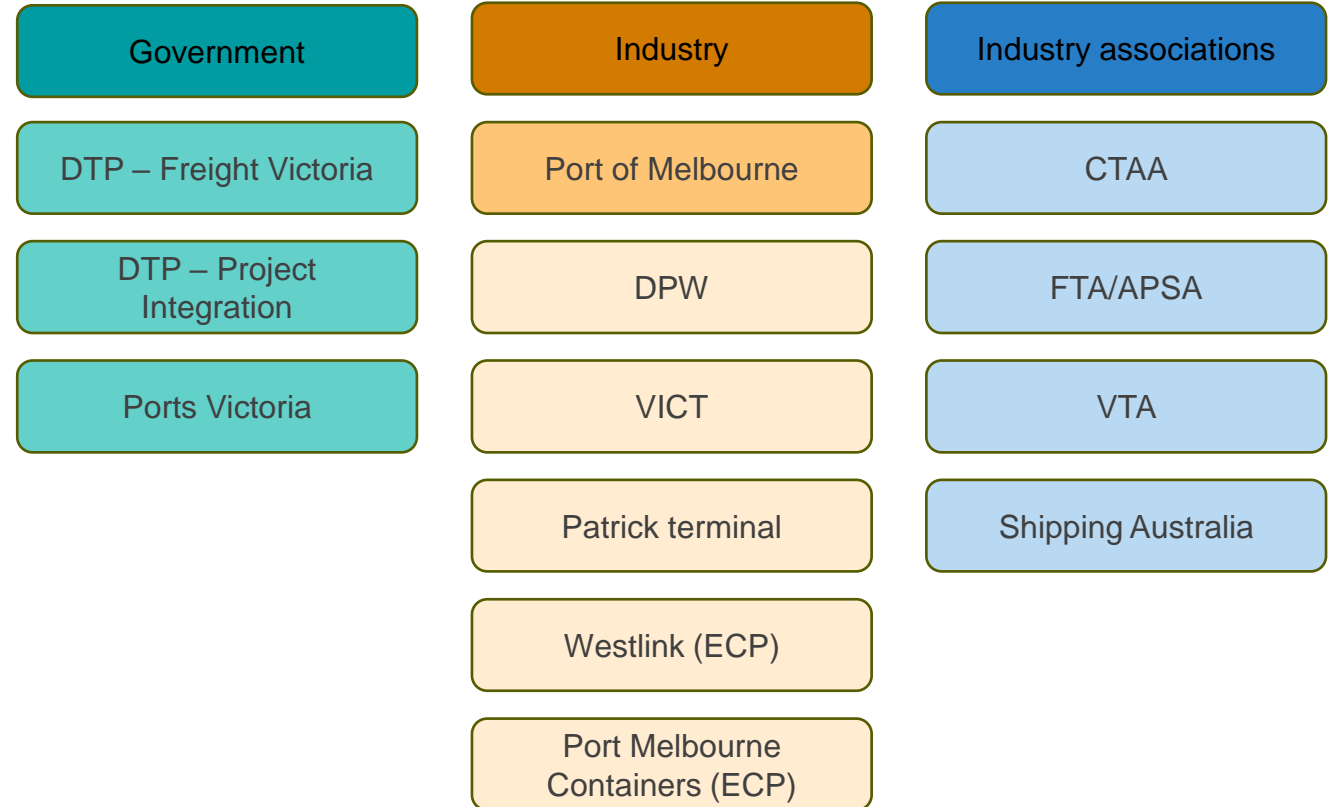
- a. Identifying and defining the issues and impacts to supply chain stakeholders of the disruption event.
- b. Assigning responsible parties to lead and/or implement actions.
- c. Produce information and reports to demonstrate the impact of the disruption, i.e., performance indicators, communications/updates to the industry.
- d. Undertake a review of the Disruption Event, the Plan, Group Terms of Reference, and VCoP and the conclusion of the Group and provide feedback to the Department on recommended adjustments for the future.

The Group agreed that the scope of the Group and Plan would not include involvement in the resolution of the PIA at DPW.

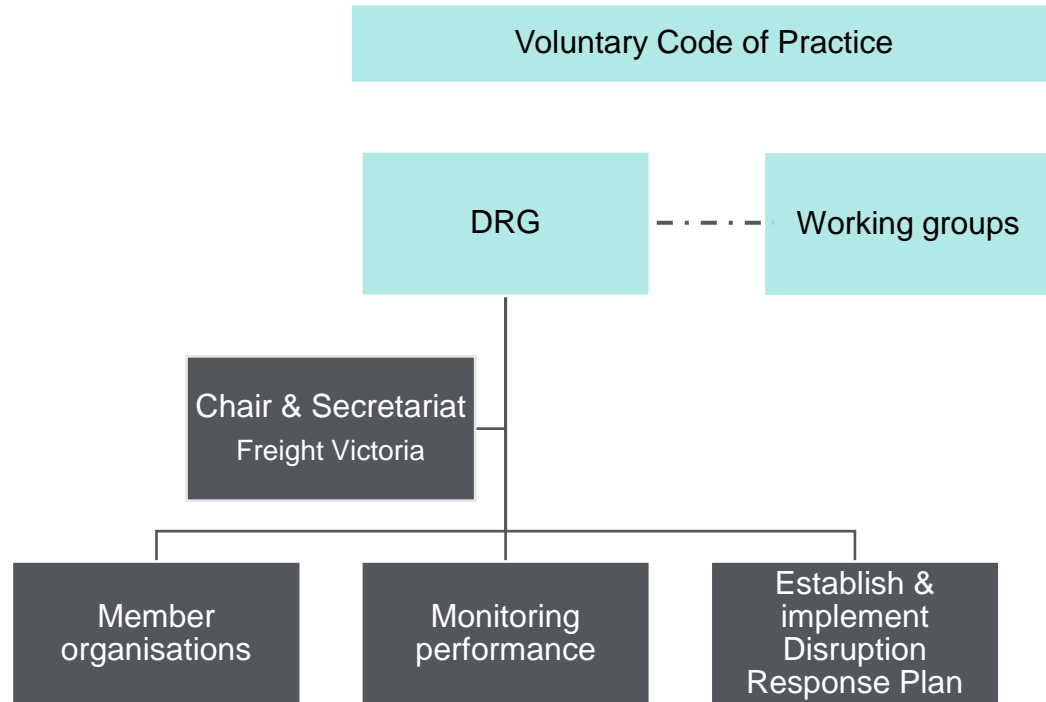
3. Disruption Response Group Membership

The DRG comprised representatives from across the container supply chain.

Stakeholders and stakeholder groups most impacted by the disruption were reflected in the group membership. This allowed actions to be developed which would have the most impact on the operational impediments being experienced throughout the disruption.



3. Disruption Response Group Governance



DTP maintains and publishes the VCoP in consultation with industry.

Following the declaration of the Disruption Event in late 2023, DTP convened the time-limited DRG which was responsible for considering the application of the VCoP in preparation and implementation of the Plan.

Following the conclusion of the DRG, members reviewed the effectiveness of the VCoP, the DRG, and the Plan.

Changes to the VCoP may be made in response to this process or at any time following feedback by industry.

3. Disruption Response Group Meetings and timeline of events

The DRG met fortnightly to identify the causes of disruption, appropriate response actions, and develop and implement the Plan.

Meetings were primarily used to agree holistic direction for the Plan, plan next steps, and update the group on status of actions.

Smaller meetings were conducted with select stakeholders to discuss or progress specific actions.

A meeting summary was prepared and distributed to members following each meeting and tabled at the next meeting for acceptance.

| Week | Date | Activity | Focus |
|------|-----------|---------------------|---|
| N/A | 15 Dec 23 | Industry request | Letter from CTAA/FTA/APSA/SAL received by DTP requesting declaration of disruption event |
| N/A | 19 Dec 23 | Stakeholder meeting | Stakeholder meeting to discuss disruption issues and causes, and next steps for disruption response |
| N/A | 21 Dec 23 | Industry notice | DTP declaration of Disruption Event published |
| 1 | 22 Dec 23 | DRG meeting | Disruption response planning kick-off meeting |
| 3 | 4 Jan 24 | DRG meeting | Confirm the problem and identify potential actions, including workstream leads |
| 5 | 16 Jan 24 | DRG meeting | Reaffirm the problem and reporting on identified potential actions |
| N/A | 19 Jan 24 | Disruption activity | Multi-day protest action at VICT blocking terminal gates |
| 7 | 31 Jan 24 | DRG meeting | Confirm Plan, update status of actions |
| N/A | 2 Feb 24 | Industry notice | DPW and the Maritime Union of Australia announce National in-principle agreement reached |
| 9 | 13 Feb 24 | DRG meeting | Plan finalised, lessons learnt session, update on status of actions |
| 13 | 13 Mar 24 | DRG meeting | Final DRG update on status of actions |

4. Disruption Response Plan Overview

Disruptions at the Port of Melbourne and through the container supply chain related to the WGTP activity in proximity to the port and industrial action at DPW.

Workstreams, actions and leads

Maintain the movement of containers through the supply chain

Freely share information and data

Minimise administrative and cost burden

Manage road congestion [Port of Melbourne]

- 1.1 Review and refine options to communicate DPW terminal closures
- 1.2 Develop options for truck parking
- 1.3 Monitor road congestion at Dock Link Road
- 1.4 Monitor external road congestion
- 1.5 Develop traffic management plans for alternative traffic flows in the port

Empty container flows and storage [DTP, Freight Victoria]

- 4.1 Investigate temporary empty storage areas
- 4.2 Communicate with shipping lines regarding emerging dehire challenges
- 4.3 Further monitoring of load discharge ratio and yard capacity

Engage closely with the WGTP [DTP, Project Integration]

- 2.1 Workshop with WGTP to refine works notices and information
- 2.2 Consider more detail regarding traffic management impacts
- 2.3 Workshop with Transurban re use of Bolte Bridge
- 2.4 Details of delays due to freight movements provided by industry to DTP and WGTP
- 2.5 Seek WGTP long term Footscray Rd disruption plan

Transparency of disruption costs and performance [CTAA]

- 5.1 Transparency of berthing delays and costs
- 5.2 Early notice of vessel sub-contracting arrangements
- 5.3 Collection of data on added cost of import and export delays

Mitigate impacts to exporters [FTA]

- 3.1 Communicate with shipping lines regarding emerging challenges for exporters
- 3.2 Communicate with DPW and terminals re improving notices around sub-contracting of vessels
- 3.3 Identify suitable options to assist exporters mitigate commercial/contractual risks
- 3.4 Communicate with DAFF to extend timeframes for pre-inspected goods



5. Key Achievements

Key achievements and benefits of the disruption response process

Industry working together

- Improved connection and communication between container freight industry representatives and WGTP/Major Projects teams
- Increased communication with container industry stakeholders and DPW to discuss and anticipate operational impacts and upcoming PIA

Practical operational changes

- Transurban agreement to extend Bolte Bridge access period by 1 hr for 85.5 tonne vehicles during WGTP road closures
- Expansion of CCTV on port roads to actively monitor congestion in real-time

Better disruption planning

- Access to WGTP Footscray Road Four-month Disruption Plan
- Development by PoM of a Traffic Guidance Scheme in preparation for future disruption events

Increased transparency for industry

- Increased monitoring of impacts of disruption to ECP operators and risk of impending storage issues (via Load Discharge Ratio monitoring)
- Increased visibility of time and cost impacts to supply chain stakeholders

What could be improved?

- Wider scope of industry participants, e.g. direct shipping line and ECP involvement
- Better visibility of activity on port roads
- Greater participation for action
- Project disruption 'mapping'

1. Manage road congestion (PoM)

| ID | Agreed Response Action | Lead | Status | Final status |
|-----|--|------|------------------------|--|
| 1.1 | Review and refine options for communications plan / method for DPW to notify drivers of terminal closure | PoM | Complete | PoM reviewed current methods of notifying transport operators in advance of stoppages and closures with DPW. OneStop messaging and email distribution lists were considered suitable and ongoing monitoring of congestion within the port as a measure of effectiveness of communications is ongoing. |
| 1.2 | Develop options for truck parking within and near port – Coode Road primary area for DPW arrivals and communicate to industry | PoM | Complete | <p>Possible temporary areas for truck parking and/or marshalling were identified and considered, including the old Toll area north of the existing diner, and the V-Line coach stabling area.</p> <p>The PIA activity ceased, and activation of a temporary truck marshalling area was subsequently not required for management of this disruption event.</p> <p>VicTrack investigating leasing and availability options for future possible activation if the need arises.</p> <p>A small stakeholder group including terminals, CTAA, DTP, and PoM) discussed possible operational arrangements and options should a truck marshalling operation be required at short notice for future disruptions.</p> |
| 1.3 | Monitor road congestion at Dock Link Road and report to industry and encourage transport operators to not queue in Dock Link Road or Intermodal Way. | PoM | Complete (and ongoing) | PoM expanded CCTV in late January to monitor Dock Link Rd congestion. |
| 1.4 | Monitor road congestion external to the port (including Footscray Road, Whitehall Street and Wurundjeri Way) and report to industry | DTP | Complete (and ongoing) | <p>A range of ongoing congestion monitoring is undertaken by the WGTP/Project Parties, including:</p> <ul style="list-style-type: none"> • Daily and weekly disruption reporting for the Summer Campaigns, incl. Wurundjeri Way Closures • Physical drive-through of Footscray Rd corridor and monitoring trucks blocking Dock Link Rd • WGTP-MTIA daily Google maps monitoring • Fortnightly meetings with Port parties • Ad-hoc discussions with transport operators and associations • Real-time traffic reporting of impacts and interventions in the event of major incidents. |
| | Develop traffic management plans for alternative traffic flows within the port | PoM | Complete | An alternative traffic guidance scheme has been developed and is available to implement in the event of any similar PIA. |

2. Engage closely with the WGTP projects (DTP)

| ID | Agreed Response Action | Lead | Status | Final status |
|-----|--|------|----------|---|
| 2.1 | Workshop with WGTP re. refining notifications and information online | DTP | Complete | <p>An initial workshop was held on 23 January 2024 with the WGTP to consider refining notifications and information available to the transport industry in relation to project road closures and planning.</p> <p>Ongoing improvements were to be considered further as BAU activity in fortnightly WGTP Port Access Meetings.</p> <p>DTP were invited to attend fortnightly WGTP Port Access Meetings to maintain line of sight with the project and operations at the Port.</p> |
| 2.2 | Consider providing more detail regarding traffic management impacts specific to the industry to assist with understanding and planning for freight movements. | DTP | Complete | Considered as part of action 2.1. |
| 2.3 | Seek greater Bolte Bridge availability as an alternative to Wurundjeri Way for vehicle combinations greater than 85.5 tonne during WGTP Wurundjeri Way closures. | DTP | Complete | Agreement was reached to extend Bolte Bridge availability by 60 minutes during Wurundjeri Way closures. |
| 2.4 | Details of delays to freight movements due to WGTP traffic management event to be provided by industry and communicated to DTP and WGTP. | CTAA | Complete | Information was collated by CTAA and provided to the DRG and WGTP including additional time taken for trips in and around the Port precinct and estimated additional costs to transport operators. |
| 2.5 | Seek WGTP Long Term Footscray Road Disruption Plan (4 month look ahead) | DTP | Complete | WGTP have provided the long term look ahead. |

3. Mitigate the impact to exporters (FTA)

| ID | Agreed Response Action | Lead | Status | Final status |
|-----|---|------|----------|---|
| 3.1 | Communication with shipping lines regarding any emerging challenges for exporters regarding scheduling / detention / equipment availability | FTA | Closed | In the event another disruption were to occur, would propose Shipping Line representatives from the major carriers are invited to the table given SAL suggested they were not in a position to be a conduit on such matters. |
| 3.2 | Communication with DPW and other terminals to ensure messaging around sub-contracting of vessels is communicated through OneStop/Containerchain promptly and frequently | FTA | Complete | <p>FTA gathered information directly from OneStop to understand the process for communication of sub-contracted vessels and timing of updates. OneStop 1-Stop adv Terminals receive vessel schedules from the shipping lines between 14 days and 48 hours before the vessel's arrival, and as soon as the Terminal receives the vessel schedule information into their system the data is then fed through to 1-Stop. For Gateway, the data will appear in almost real-time.</p> <p>For the Comtrac csv subscribers the Vessel Schedules are updated every 2 hours or daily depending on how the customer sets up their account.</p> <p>In the event that a vessel has to be subcontracted to another terminal then that information then needs to be sent to the new terminal to enter their system before it becomes available in 1-Stop.</p> |
| 3.3 | Identify suitable options to assist exporters regarding mitigating commercial / contractual risks due to delays | FTA | Closed | Any issues raised by exporters may need to be considered on a case by case/ad-hoc basis to determine whether any support can be provided by FTA. No specific scenarios were raised and assessed during the process. |
| 3.4 | Communication with DAFF to assist with extending timeframes for export of pre-inspected goods encountering delays | FTA | Closed | FTA advised that direct communication between exporters and DAFF generally occurred, and any requests for FTA to assist would need to be considered on a case-by-case basis. No specific scenarios were raised and assessed during the process. |

4. Empty container flow and park storage capacity (DTP)

| ID | Agreed Response Action | Lead | Status | Final status |
|-----|--|------|----------|--|
| 4.1 | Investigate temporary empty storage areas in case its needed | DTP | Complete | <p>Storage capacity at ECPs was captured at two points in time during the disruption period by DTP via direct conversations with a sample of ECP operators. These results are presented at item 2 of this document.</p> <p>Based on these discussions there was no urgent requirement for additional temporary empty storage capacity to be activated.</p> |
| 4.2 | Communication with shipping lines regarding any emerging dehire challenges | SAL | Closed | SAL advised that they would not act as a conduit to Shipping Lines. SAL advised that matters relating to dehire challenges were matters to be addressed to individual shipping lines. |
| 4.3 | Further monitoring of load discharge ratio and ECP yard capacity | DTP | Complete | <p>The load discharge ratio was monitored through the disruption period and presented at item 2 of this document.</p> <p>ECP operators reported that parks were managing well despite higher-than-normal storage levels. See action 4.1 above.</p> |

5. Provide transparency of the disruption event, costs and performance (CTAA)

| ID | Agreed Response Action | Lead | Status | Final status |
|-----|--|------|----------|--|
| 5.1 | Transparency on level of berthing delays & cost of delays | SAL | Complete | <p>The group periodically discussed berth delays.</p> <p>Prior to Christmas delays were up to 20 days, with final average in February 2024 around 10-11 days.</p> |
| 5.2 | Early notice of vessel sub-contracting arrangements, ideally prior to export cut-off times | DPW | Complete | Terminals receive vessel schedules from the shipping lines between 14 days and 48 hours prior to the vessel's arrival, and as soon as the Terminal receives the vessel schedule information into their system the data is then fed through to 1-Stop. |
| 5.3 | Collection of data on added cost of import & export delays and summary figures provided to DRG | CTAA | Complete | <p>Transport operators advised CTAA that the combined impact of road network delays and working around DPW's PIA added between 10% to 15% more in landside transport operating costs.</p> <p>This has included additional truck turnaround times, a reduction in optimum truck utilisation, more yard storage and container handling, and delivery delays.</p> <p>This equates to approx. \$45 per TEU in added costs (i.e. \$45 per 20' container and \$90 per 40' container). See item 2 – Estimated financial impacts of disruption – in this document.</p> |

Attachment 2: Acronyms

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|-------------|--|-------------|--|
| APSA | Australian Peak Shippers Association | PoM | Port of Melbourne (organisation) |
| CTAA | Container Transport Alliance Australia | SAL | Shipping Australia Limited |
| DRG | Disruption Response Group | TEU | Twenty-foot equivalent unit |
| DTP | Department of Transport and Planning | VCoP | Voluntary Code of Practice |
| ECP | Empty container park | VICT | Victorian International Container Terminal |
| FTA | Freight Trade Alliance | VTA | Victorian Transport Association |
| PIA | Protected Industrial Action | WGTP | West Gate Tunnel Project |
| Plan | Disruption Response Plan | | |

