



CRC for
Water Sensitive Cities

Ideas for the Subiaco Strategic Resource Precinct

Stakeholder Survey Results
Jamie Ewert



Australian Government
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Innovation and Science

Business
Cooperative Research
Centres Programme

Ideas for the Subiaco Strategic Resource Precinct
Stakeholder Survey Results

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Introduction

This report summarises the survey feedback provided by participants in the Ideas for the Subiaco Strategic Resource Precinct workshop.

The workshop was held in May 2017 to engage Water Corporation’s stakeholders in a strategic discussion about the future of the buffer zone surrounding the Subiaco waste water treatment plant. This discussion was framed in the context of Perth’s transition to a water sensitive city, in which the city becomes more resilient, sustainable and liveable through its management of water resources.

Stakeholders who owned or managed land within the buffer zone were invited to participate in the workshop, along with stakeholders within Water Corporation and representatives of local and state government. These stakeholders were invited to participate in a series of surveys to initially build an understanding of stakeholders’ needs as a basis for the workshop, and later to understand stakeholder support for workshop process and outcomes.

The workshop itself was an initiative of Water Corporation which is seeking to improve the planning and management of the buffer zones surrounding other wastewater plants across Western Australia. Water Corporation is therefore interested in trialling the CRC for Water Sensitive Cities’ (CRCWSC) “Ideas for” workshop process to answer several key questions which form the basis of this report:

Does the “Ideas for” process:

1. provide an effective way to engage stakeholders (in the context of managing buffer zones)?
2. yield good outcomes (including on-ground, policy and/or stakeholder outcomes)?
3. influence land use in the buffer zone?

About the workshop

Water Corporation has developed the concept of a Strategic Resource Precinct to change the way it manages its wastewater treatment plants and water resource recovery facilities and the buffer zones that surround them. Wastewater treatment plants are typically surrounded by odour buffer zones to ensure odour sensitive land uses such as residential areas are not located too close to the plant itself. The Strategic Resource Precinct transforms the 'waste' narrative into an opportunity by presenting wastewater treatment plants as sources of secure, alternative water and other resources that help to make cities more resilient, sustainable and liveable.

In May 2017, a workshop was held to consider the Subiaco Wastewater Treatment Plant, to provide further detail on what a Strategic Resource Precinct could look like. To do this, Water Corporation, together with the CRC for Water Sensitive Cities, hosted the workshop with landholders and stakeholders to generate new ideas and to set a new direction for the Subiaco precinct. Participants included land owners from the buffer zone, members of Water Corporation and broader stakeholders from state and local government. A list of participating organisations can be found in Appendix 1.

The workshop participants were invited to share their perspectives of what success could look like and to work together to ask: what could the precinct be and how could we use the resources there, not what is it now? The workshop outcomes included a vision for the future of the precinct as well as five key ideas to implement this vision.

Further detail on the ideas for the Subiaco Strategic Resource precinct can be found in the report titled *Ideas for the Subiaco Strategic Resource Precinct* (CRCWSC, 2018). This can be found here: <https://watersensitivecities.org.au/content/ideas-subiaco-strategic-resource-precinct/>

A co-design approach

The workshop was based on co-design principles. Using these principles, the vision and ideas for the precinct were developed together with stakeholders and drew upon their varied skills. The workshop was structured over two days to allow participants to visit the site, share their organisations' perspectives on opportunities and challenges for the area, and then to work together to co-create a vision and ideas to implement that vision. The workshop was conducted to explore the potential of a co-design approach in strategic planning of the precinct; participants were not asked to provide an organisational commitment to these ideas.

The CRCWSC has employed this approach in other projects to engender stakeholder ownership in the outcomes and to build momentum to implement the ideas that are developed. Water Corporation requested an evaluation of these stakeholder outcomes with respect to the Subiaco project to understand the value of the co-design approach in the planning of other resource precincts across Western Australia.

About the survey series

The workshop was supported by a series of three stakeholder surveys: one pre- workshop and two post- workshop. This series included:

- A **pre-workshop survey** to collect data for the workshop itself (May 2017). This survey collected data on the nature of the stakeholders' businesses, their understanding of the Subiaco wastewater treatment plant and sought feedback on issues associated with the buffer zone. It also provided a baseline of business owners' and land holders' intentions to develop in the future.
- An **exit survey** to test support for the ideas developed at the workshop (June 2017). This survey asked for feedback on the workshop process (to guide planning for future workshops) as well as gauging support for the ideas generated. This included asking for priorities amongst the ideas and suggestions of next steps to implement them. Survey participants were also able to nominate to be involved in the further development of the workshop ideas.
- A **'check in' survey** to see what impact the ideas had, or could have (April 2018). This survey was structured to validate the exit survey results: was there evidence of continuing support for the workshop ideas and was this influencing perspectives on land use development within the buffer zone?

The surveys performed three functions in relation to the overall project of engaging stakeholders in a deliberative discussion about the future of the Subiaco Strategic Resource Precinct:

1. The pre-workshop survey was used as a means of engaging potential workshop attendees. It also provided a means to identify concerns and opportunities as an input to the 'discovery' phase of the workshop.
2. The post-workshop surveys provided data to test the impact of a collaborative, workshop-based approach to planning for strategic resource precincts.
3. The combination of pre- and post- workshop surveys provides a way to record changes in the strategic decisions related to land uses and business development related to the Strategic Resource Precinct.

Survey methodology

Each survey was conducted online using Survey Monkey (<https://www.surveymonkey.com/>). Survey participants were invited to take part in the survey by email and were identified based on:

- their location as a business within or immediately adjacent to the Subiaco buffer zone, or
- as a key stakeholder with an interest in the Subiaco buffer zone precinct (for example internal Water Corporation stakeholders, local government or state government).

The pre-workshop survey was conducted in May 2017, and coincided with the distribution of an agenda and background paper on the Subiaco wastewater treatment plant. The post-workshop surveys (June 2017 and April 2018) were sent to the individuals and organisations who participated in the workshop itself. The pre-workshop survey and exit survey were administered by Urbaqua, a CRCWSC participant organisation. The check-in survey was administered by the CRCWSC.

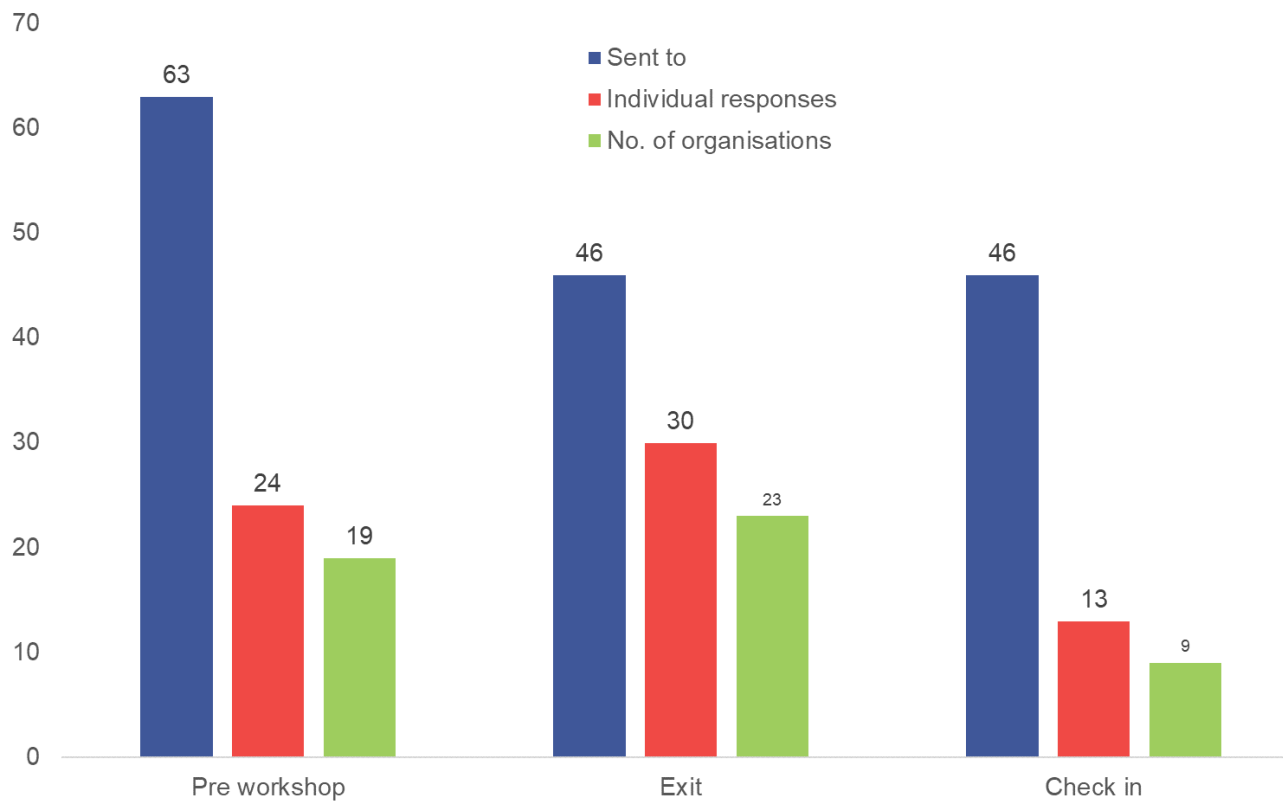
To encourage participation, each survey itself was short (estimated completion time was less than 5 mins). The check in survey invite also included a 'behavioural nudge' designed to increase participation rates: a sentence was included that referenced the high participation rate (65%) in the exit survey to create a 'norm' associated with survey completion. The questions for each survey are provided in Appendix 2.

Analysis

This report presents selected results from each survey using the numerical answers together with verbatim responses, where these were provided. Because the survey was quite targeted, the sample size is small. As such, statistical analysis of the results has not been used and care should be exercised when comparing data between the three surveys. Instead, raw results are presented and high level observations are offered to interpret the data. Similarly, it cannot be assumed the respondents are the same in the pre- and post-workshop surveys and thus, differences in responses may be due to different people responding in each survey.

Results

Survey Participation



Survey participation was good, with rates of at least 28% in all three surveys. Participation was highest in the exit survey, and this potentially reflects enthusiasm generated at the workshop. The decline in participation in the check in survey is also to be expected – there is less incentive to participate and some stakeholders may feel that they have already provided their feedback via earlier surveys.

Figure 1 – Participation rates in each of the surveys

Appetite for collaboration

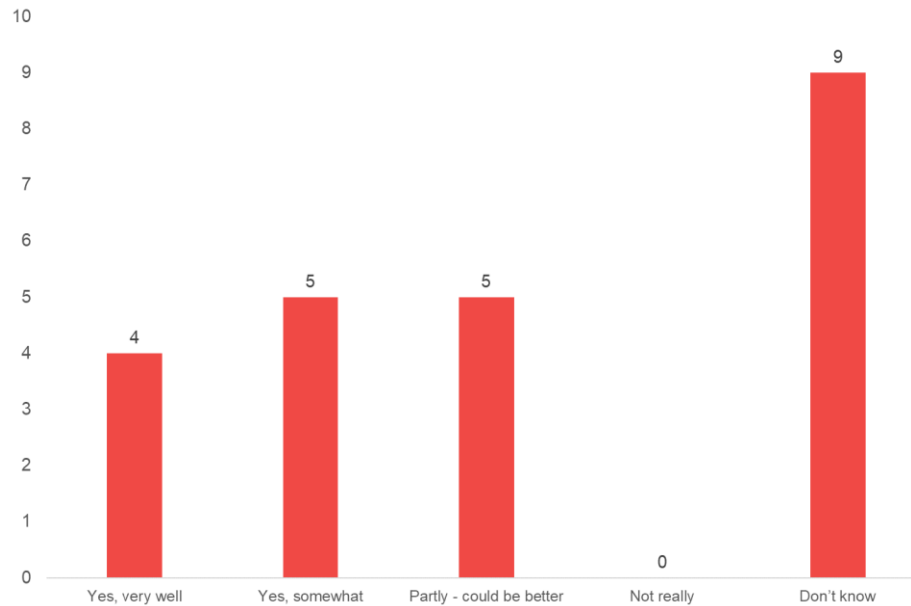


Figure 2a – Do you feel that your issues are currently being considered? (pre-workshop survey question)

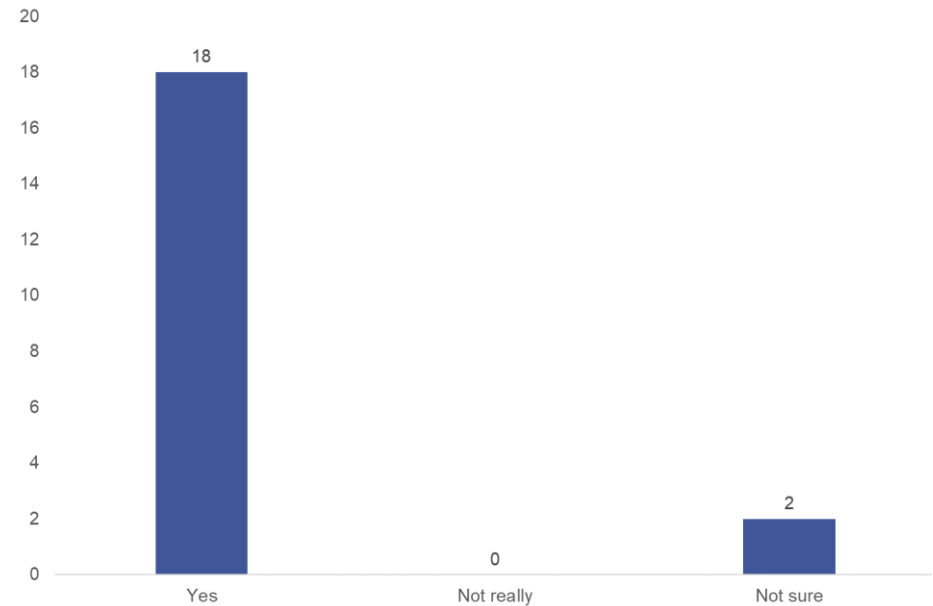


Figure 2b – Do you want to be further involved? (exit survey question)

The workshop was designed to enable stakeholder engagement. In addition to collecting information on awareness of the Subiaco wastewater treatment plant and issues that stakeholders may have had with this facility, the pre-workshop survey explicitly asked whether stakeholders felt that their issues were currently being heard (i.e. to what degree were there opportunities for collaboration before the workshop). The results show a spread in answers, including a large number who answered “don’t know” (Figure 2a). This suggests that a structured engagement and collaboration approach will help to advance the planning of Strategic Resource Precincts.

The exit survey allowed participants to nominate (and supply contact details) to be involved in further discussions about the Precinct, and to progress the ideas generated at the workshop. This option proved popular, with 18 respondents signing up to continue the collaboration post-workshop. This level of commitment is mirrored in a number of the verbatim comments that called for the collaboration to continue following the workshop.

Was the workshop effective?

A specific co-design workshop format was chosen to engage stakeholders in the Ideas for Subiaco Strategic Resource Precinct Project. The Exit survey asked participants about their experience in this workshop (Figures 3a and 3b).

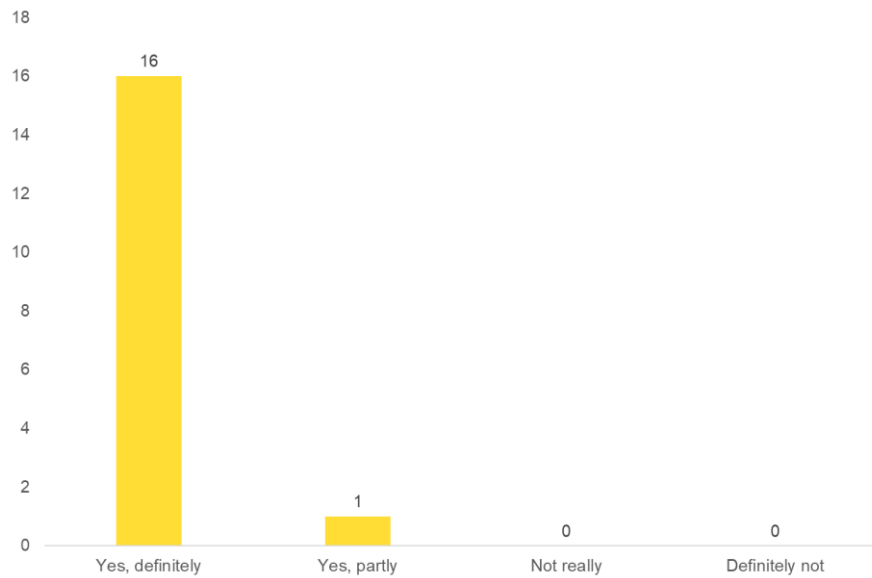


Figure 3a – Was the workshop collaborative?

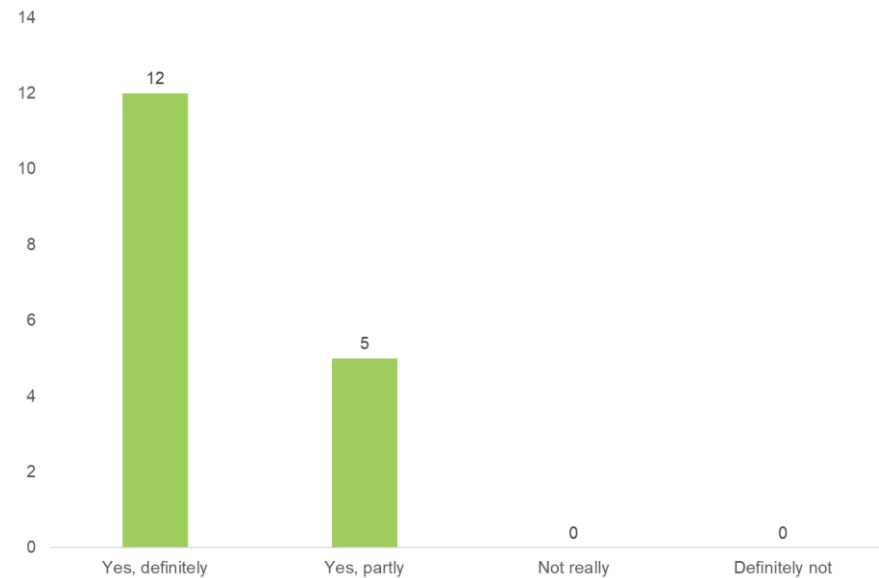


Figure 3b – Did participants actively shape the workshop outcome(s)?

Verbatim responses

Was the workshop collaborative?

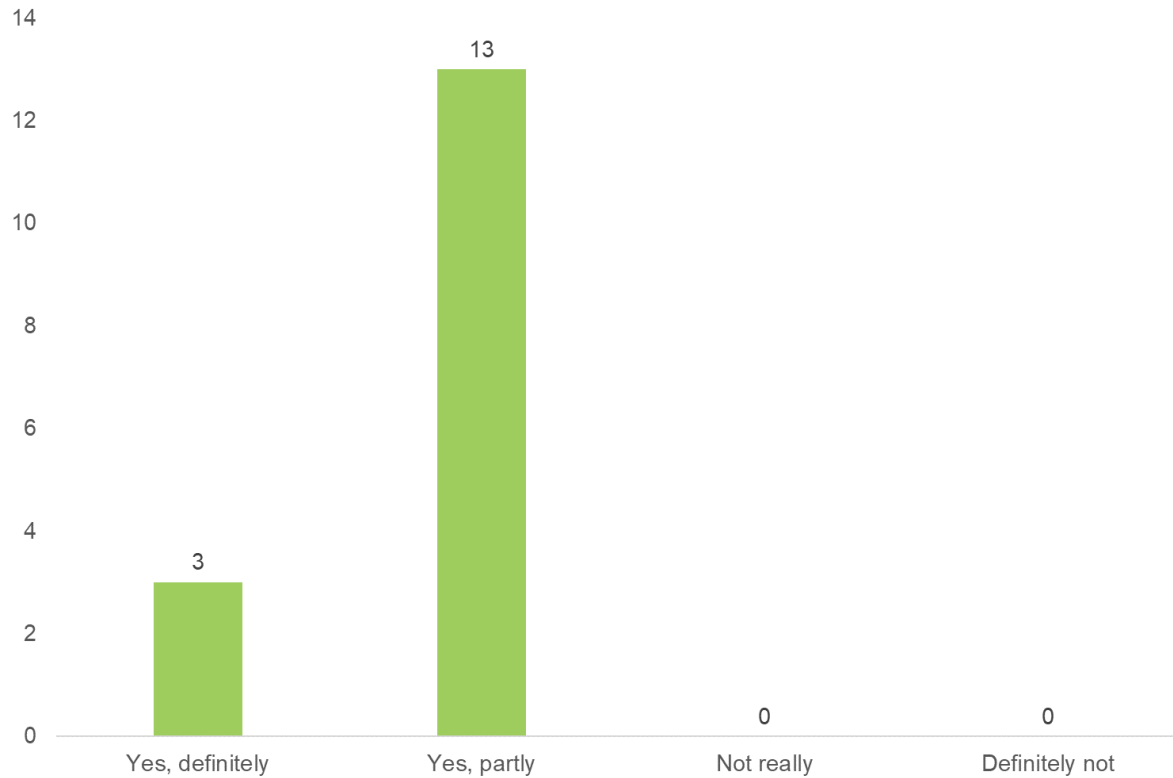
“There was a diverse range of participants which is key to a good outcome and the environment was relaxed enough to encourage participation and free discussion.”

Did participants actively shape the workshop outcomes?

“Still requires all parties that have an interest and an opportunity to benefit to participate proactively and in a timely manner (do not hold out to maximize their individual benefit).”

“I would have liked to have heard a brief outline from each of the stakeholders - landowners, councils, sport facilities, government agencies - talking to a map of the precinct, about what their issues are and what opportunities they see, particularly in relation to use of alternative water sources. I felt that this information came out during table discussions in bits and pieces, and I am sure I missed some key background from some of the participants.”

Support for the workshop outcomes (vision and ideas)



Verbatim responses

“This will require more than vision - implementation is always the issue.”

“Yes, within the representatives present. How that translates at boardroom level & into a future ideal only time will tell.”

“Some good ideas that require further resolution some urgently.”

“I understand that the exercise has been run in the past with little long term outcome - the responsibility to drive an outcome relies on a commitment from all stakeholders to make it happen. I believe we should follow up on the vision and hold the WC to account for delivery.”

Figure 4 – Did the workshop generate a collaborative vision for the Subiaco Strategic Resource Precinct?

The results to this question show that whilst the outcomes were supported – in full or in part – workshop participants are also looking for commitment to implement the ideas. It should be noted that the workshop methodology did not include a step of seeking organisational commitment. As a result, the ideas have no formal status.

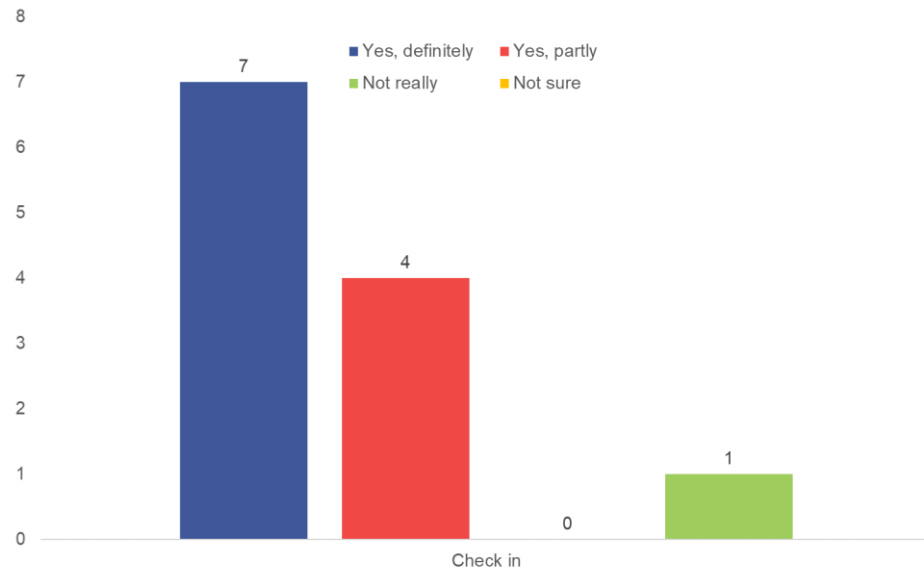


Figure 5 – Do you support the vision for the Subiaco Strategic Resource Precinct? (Check in survey question)

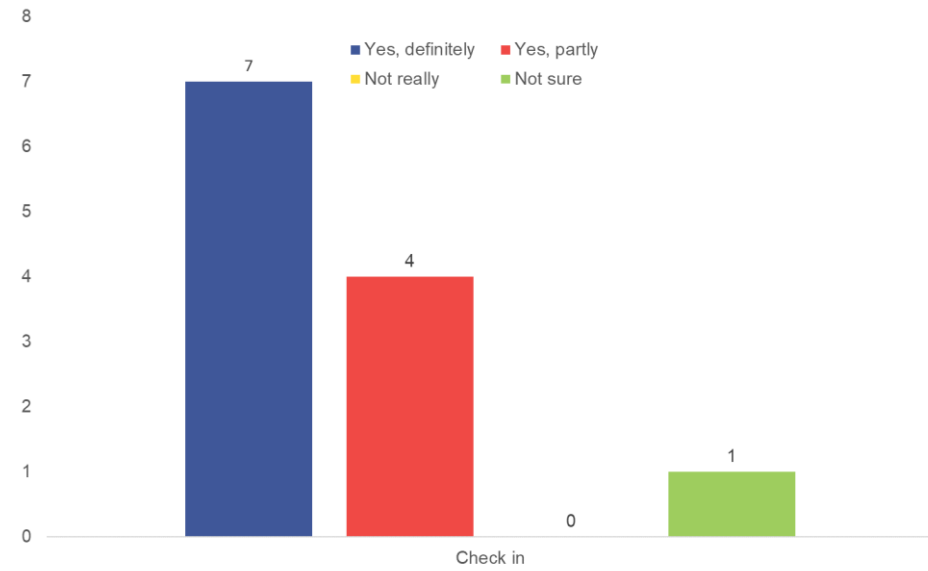


Figure 6 – Do you support the ideas to implement the vision? (Check in survey question)

In the check in survey (approximately 12 months after the workshop), participants were asked about their continuing level of support for the vision and ideas generated at the workshop. The results show that the majority of participants (who responded to the survey) do support the vision and the ideas. Together the data compiled under this section suggests that the process generated outcomes that are effective, although further effort is required to evaluate the ideas and ensure implementation.

The value of the ideas

The exit survey asked respondents if they believed the ideas will benefit their organisation. This question was repeated in the check in survey to gauge the longevity of this support. The results show that respondents did see value in ideas immediately after the workshop and continue to see value 12 months later (Figure 7). The check in survey also asked about the likely influence of the ideas (Figure 8). Again, respondents said in their numerical and verbatim responses that the ideas would be influential, suggesting they “*challenge the status quo*” and may “*force*” change.

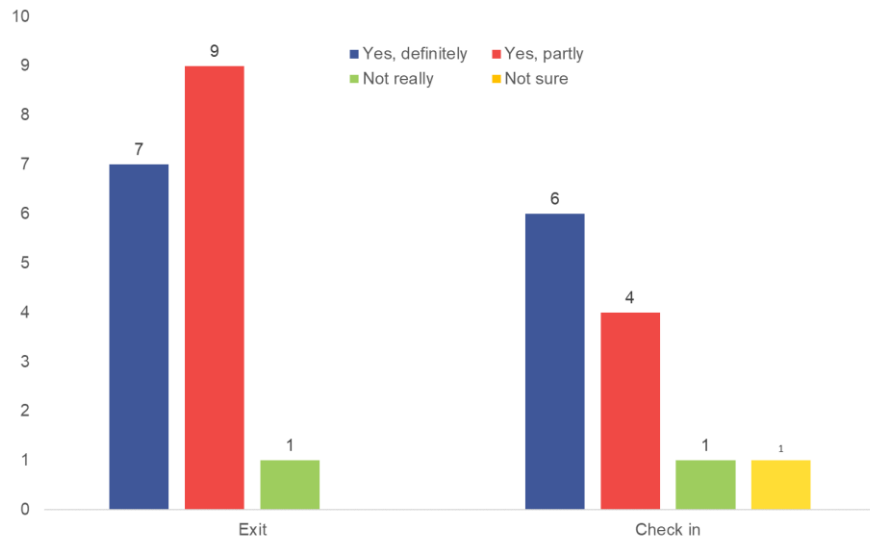


Figure 7 – Will the ideas benefit my organisation?

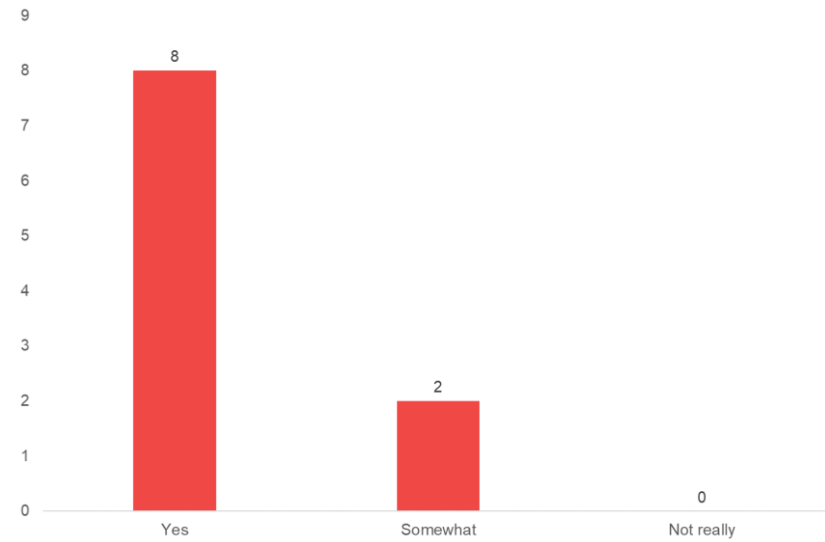


Figure 8 – Do you think the ideas – if implemented – will influence land use in the buffer zone?

Verbatim responses suggesting the ideas will influence land use (check in survey)

“May force state/national government resolution to the CLA allowing some lower impact development of remnant tip site land for use such as sporting facility change rooms/covered grandstands/bush-land pergolas etc.”

“The ideas presented were cross sectoral and challenged the status quo. They clearly showed a willingness to embrace alternate land uses and businesses.”

“The amount, location and type of wastewater that is made available from the WWTP will influence the types of activities and businesses that will utilise the resource (e.g. sport & rec organisations for playing fields; councils for POS via direct non-potable re-use schemes or via managed aquifer recharge. If a living stream / nature park is implemented that would make the precinct more of a destination for recreation users.”

The effect of the ideas on land use and development: longitudinal responses

The exit and check in surveys repeated several questions with respect to future business development and land use within the buffer zone. The results compare respondents’ attitudes to land use and business development within the buffer zone immediately following the workshop and after 12 months. Whilst there are differences in the results to both questions, the small sample size makes it difficult to draw any specific conclusions (i.e. to determine if a change in attitude has occurred).

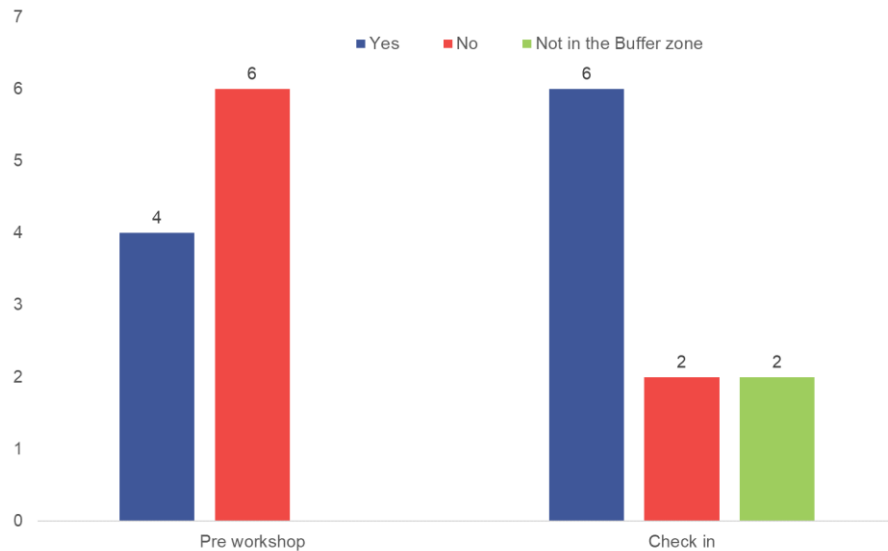


Figure 9 – Are there barriers to development?

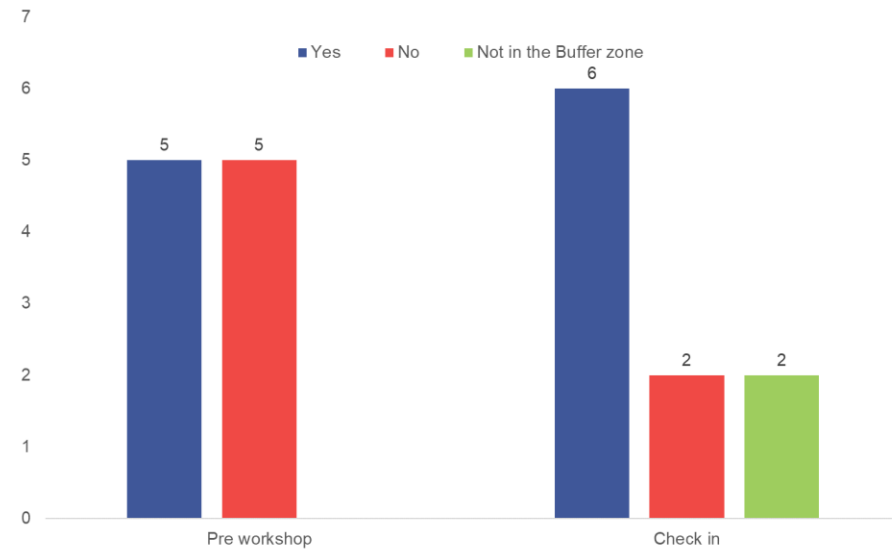


Figure 10 – Do you anticipate change in your business or land use in the future?

Verbatim responses

Are there barriers to development? (from check in survey)

"Internal concern about the risk (negative public perception, regulatory hurdles) associated with some of the initiatives"

"Remnant tip site land & the Contaminated Lands Act"

"We cannot change the land use or the business use of Subiacao WWTP but we can offer a supporting role to changes in the areas."

"Water Corporation improving facilities to reduce the Odour Buffer Zone"

"Nedlands Draft Town Planning Scheme restricts use of the adjacent land."

Will you change land use in the future?

"Expansions & upgrades in response to future educational demands."

"Aroona is charged with managing the operations and maintenance of the Subiaco WWTP and is currently involved in the delivery of an innovation Centre on the site."

Perspectives of different stakeholder segments

This section compares the way that three stakeholder segments responded to the check in survey. These segments include Water Corporation, government agencies and landholders.

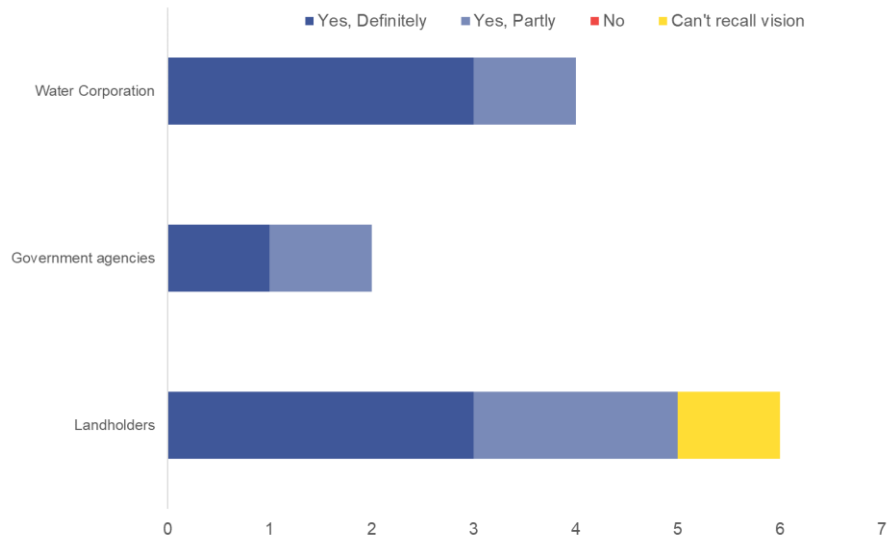


Figure 11 - Support for the vision

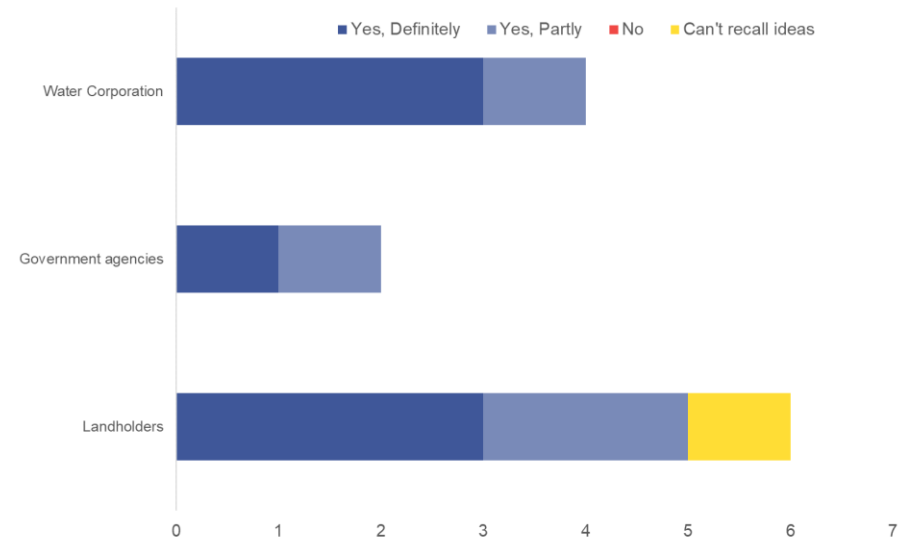


Figure 12 - Support for the ideas

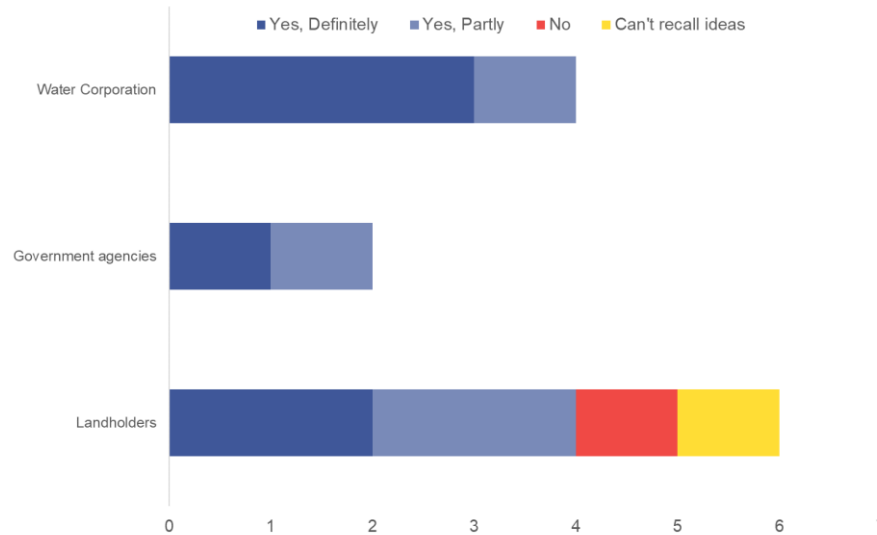


Figure 13 - Do you think the ideas will benefit your organization?

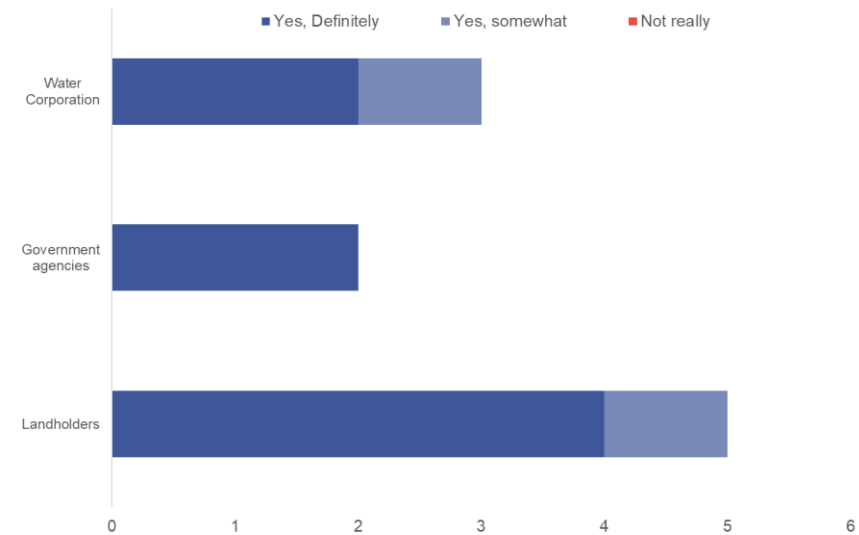


Figure 14 - Do you think the ideas will influence development?

This comparison shows strong support for the vision and ideas from Water Corporation. Support from government agencies and landholders is also positive, but not as emphatic. The landholder who responded “no” in Figures 11, 12 and 13 attended the workshop but is located outside of the buffer zone. All segments agree that the ideas will influence development.

Further comments

The survey also sought any 'further comments'. These verbatim comments are included for completeness.

Pre-workshop survey

"More recognition of the potential value of recycled wastewater via local managed aquifer recharge within the precinct for public open space (POS)/green spaces non-potable water use."

"At some stage the Water Corporation, Department of Water and WESROC will likely sit down together to discuss mutual benefits for the treated wastewater."

"Continued dialogue with stakeholders to identify most efficient and effective land and water management options."

"Local managed aquifer recharge within the Precinct of recycled wastewater from the Subiaco WWTP for POS non-potable water use is an important compatible use of the wastewater within the Subi Strategic Resource Precinct. Need to identify the most appropriate site within the Precinct for the non-potable recycled wastewater MAR location."

Exit Survey

"I would like to see this kept as a 'hot topic' by regular updates (perhaps from the Water Corp') & scheduled 'refresher' meetings to gauge progress. Otherwise it may slip back into obscurity."

"Each table would have benefited from experienced facilitator / urban designer."

"Understanding how the treatment plant works was not clear (microphone issues). I would have liked to understand this part better during the tour."

"I really enjoyed the workshop and the opportunity to work with the CRCWSC."

"This workshop was very useful as a starting point to a long conversation. Some of the stakeholders I had never met before, and was not aware of their stake in the project, so the networking was very useful and a great start. It would be good to have some information on what the next steps will be to build upon this initial brain storm."

Check in Survey

"The importance of protecting the natural assets and bush land areas within the study area needs to be reinforced to the owners and managers of the land, particularly the senior management at UWA and Landcorp."

"It was the perfect arena for stakeholders to come to the table & a pleasant surprise to find most parties of a similar mindset. Now we have the working paper from the workshop it remains to be seen if any of the heavy hitters such as Water Corp' will start the ball rolling so the rest of us can give it momentum."

"I feel that that workshop could have followed up with identifying the owners of the actions to ensure there was progress post workshop."

"The form of waste water availability is still unclear, e.g. whether there will be a ring main, or local MAR, or stormwater from the main drains. How much wastewater is required by Water Corp for groundwater replenishment is also unclear, and how much WC would charge for treated wastewater, so it is difficult to cost the different wastewater options."

"It is important that development of the area is not restricted through short sightedness. State and Local government departments need to align to consider and enable the development of the overall precinct including increased population in the area and the need for corresponding public/community facilities."

Insights arising from these surveys

1. The workshop was well attended and participation rates for each survey was high. This may reflect a desire amongst stakeholders for a collaborative approach to innovation, and a need for ideas that have cross-sectorial support. A large percentage of respondents said they want to continue to be involved – a conversation has been started by the workshop.
2. The workshop process was interdisciplinary – a variety of stakeholders participated; and the feedback suggests that each got value, particularly from the networks created, the ability to contribute and the ideas created.
3. Feedback indicates that the participatory process was valuable. It shows that successful engagement relies on understanding and giving voice to the diversity of stakeholder perspectives and creating a space for those stakeholders to act together as a collective to identify solutions, rather than relying on disjointed engagement or individuals acting alone.
4. There is strong support for the vision and the ideas that were developed – people are now seeking commitment to these ideas and to implementation. Although the workshop did not call for commitment by organisations to the vision or ideas, this is clearly what workshop participants are seeking. The workshop methodology intentionally avoided the need for agencies to commit as a way to stimulate more creative solutions. The survey results suggest that an “Ideas for” workshop should be followed by a process to evaluate and obtain commitment to progress the ideas – even if agreement is “in principle”.
5. The results show that agreement with the statement “The ideas will benefit my organisation” is similar 12 months after the workshop, in that the majority of responses support the statement in part or in full. This suggests that either the process created the ‘good ideas’, or it created alignment around the ideas that were developed.
6. There was support for the statement that “the ideas will influence future land use”. This was the intent of the workshop – to develop concepts that could add value in shaping the future of the buffer zone. Having said this, respondents also reported that barriers to development remain, including barriers that are beyond Water Corporation’s control (such as the Contaminated Lands Management Act, or council planning schemes).

Appendix One – Participating organisations

Alzheimers Australia

Aroona

City of Nedlands

City of Subiaco

CRC for Water Sensitive Cities

CSIRO

Department of Defence

Department of Health

Department of Parks and Wildlife

Department of Planning

Department of Sport and Recreation

Department of Water and Environmental Regulation

Design Flow

Enerbi

Environmental Protection Authority

John XXIII College

Josh Byrne & Associates

Landcorp

Monash University

REALM Studios

Town of Cambridge

University of WA

Urbaqua

Waste Authority

Water Corporation

Western Metropolitan Regional Council

Western Power

Appendix Two – Survey questions

Pre workshop Survey

1. Are you or your business located within the buffer of the Subiaco waste water treatment plant – Yes/No/Don't know (map provided)
2. Do you know what the Subiaco wastewater treatment plant does? Yes/Sort of/Not Really
 - a. Are you interested in finding out more? Yes/No
3. Have you encountered any of the following issues as a result of your proximity to the Subiaco waste water treatment plant?
 - a. Odour
 - b. Light
 - c. Noise
 - d. Dust
 - e. Traffic issues
 - f. Other
 - g. None
4. Do you have plans to develop/change your business/land use in the future? Yes/no
 - a. If yes, please describe
5. Are there any barriers that are stopping you from doing this (i.e. from developing or changing your business or land use)? Yes/No
 - a. If yes, please describe:
6. How important is a reliable and cost effective water supply to the operation of your business? Very/Somewhat/Not really/Not at all
7. Do you see any benefit in the Water Corporation providing a cost effective supply of non-potable water to your business? Yes/No/Don't know
 - a. If no, can you identify any other potential users?
8. Do you feel that your issues are being considered in discussions about the future of the plant and the local area? Yes- very well/Yes – somewhat/Partly – could be better/Not really/Don't know
 - a. How could consultation be improved?
9. Please provide any other comments below

Exit Survey

1. I was able to attend the workshop:
 - a. yes, both days
 - b. yes one day
 - c. yes the bus tour
 - d. no
2. The right people were in the room to make the workshop a success:
 - a. Yes- definitely
 - b. Yes-partly
 - c. Not really
 - d. Definitely not
 - e. <<comment>>
3. The workshop was collaborative - I was encouraged to share my issues and ideas
 - a. Yes, mostly
 - b. Partly
 - c. No
 - d. <<comment>>
4. Participants were allowed to shape the workshop outcomes and worked well together to deliver this:
 - a. Yes
 - b. Mostly
 - c. Partly
 - d. No
 - e. <<comment>>
5. I met people at the workshop who will be useful contacts for me/my organisation:
 - a. Yes- several
 - b. Yes – at least one
 - c. No - I already knew these people
 - d. Not really
6. The workshop achieved the goal of developing a collaborative vision for the resource precinct
 - a. Yes – definitely
 - b. Yes-partly
 - c. Not really,
 - d. Definitely not

Exit Survey Cont.

7. The following aspects of the workshop were critical to achieving the outcome
 - a. Context and bus tour
 - b. Thought starters from the research team
 - c. Vision generation
 - d. Collaborative ideas generation
 - e. Presentation and sharing
8. The workshop outcomes (the ideas, vision headlines and/or stakeholder identification) will benefit me/my organisation.
 - a. Yes – definitely
 - b. Yes-partly
 - c. Not really
 - d. Definitely not
9. What do you feel is the most significant opportunity for the precinct in the short term?
 - a. Strengthening green links
 - b. Complementary uses that benefit from access to treated wastewater
 - c. Business/Commercial/Health/Research Businesses
 - d. Strengthening Water/Energy nexus opportunities
 - e. Other <<specify>>
10. What do you feel is the best longer term /strategic opportunity? <<open ended response>>
11. I would like to be involved in further discussions about planning of the buffer zone and/or the resources from the Subiaco wastewater treatment plant:
 - a. Yes
 - b. No
 - c. Unsure
12. Do you have any suggestions or other feedback? <<open ended response>>
13. Please provide your contact information below

Check in Survey

1. Which organisation do you represent? (tick on the list provided)
2. Did you personally participate in the workshop?
 - a. Yes – both days
 - b. Yes – one of the days
 - c. No – another person from our organisation participated
 - d. No – our organisation wasn't able to attend
3. This question tests whether the exit survey feedback has changed since that time. Do you currently:
 - a. support the vision for the area (Yes- definitely/ Yes - partly/Not really/Can't recall what the vision was).
 - b. support the ideas developed at the workshop: (Yes – definitely/ Yes- partly/Not really/can't recall what the ideas were)
 - c. think that implementing these ideas will benefit your organisation (Yes/No/Not sure)
4. Before the workshop, we asked what plans you have for your business/land in the future. We understand that circumstances change and would like to update this information.
5. At this stage, do you have any plans to develop/change your business/land use in the future?
 - a. Yes
 - b. No
 - c. My business is not located within the buffer
 - d. If yes, please describe <<comment box>>
6. Are there any barriers stopping you from developing/changing your business/land use?
 - a. Yes
 - b. No
 - c. My business is not located within the buffer
 - d. If yes, please describe: <<comment box>>
7. Do you think that implementing the ideas could influence the types of land uses or businesses that will exist in the buffer zone in the future?
 - a. Yes
 - b. Somewhat
 - c. Not really
 - d. Why? <<comment>>
8. Do you have any further comments or reflection on the workshop of the ideas? <<comment>>



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