

# DWER Corporate Research 2022

## Stakeholder Insights



February 2022

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# Background and Objectives

The Department of Water and Environmental Regulation (DWER) undertakes an annual survey of its stakeholders to monitor stakeholder perceptions of DWER, including a KPI measure of the Department's effectiveness at managing the state's water as a resource for sustainable productive use. Metrix Consulting has been engaged to conduct the survey since 2020, with this report detailing the 2022 results.



The core objectives of this year's survey were to monitor:

1. overarching perceptions of DWER as an organisation;
2. the Key Performance Indicator of *effectively managing the State's water resources for sustainable productive use*;
3. attitudes towards water and environmental issues;
4. awareness of DWER services;
5. perceptions of DWER's knowledge, expertise and decision making; and
6. ratings of the Department's communications and engagement with Stakeholders.



# Research Approach

## Methodology

Metrix was provided with a total usable sample of 1,251 stakeholders who were invited to complete the Stakeholder Survey either online or by telephone. A final sample of n=396 was achieved, which provides results with a maximum sampling accuracy of +/- 4.07% at the 95% confidence level.

Fieldwork was conducted between the 18<sup>th</sup> October 2021 and 11<sup>th</sup> January 2022.

## Weighting

To ensure consistency with previous research, two weightings have been developed for the analysis of data – one for the KPI result and one for all other questions. This is detailed below:

### 2022 Sample Profile for Water KPI

	2022			2021		2020		2019		2018		2017		2016
	Weight factor used	% unweighted	% weighted	Sample profile										
Top Priority/Key Stakeholders	0.35	23%	8%	23%	8%	21%	8%	17%	8%	22%	8%	9%	8%	8%
Large Water Users	2.53	6%	16%	5%	16%	7%	16%	25%	16%	8%	16%	10%	16%	16%
Other Stakeholders	1.05	71%	76%	72%	76%	72%	76%	59%	76%	70%	76%	80%	76%	77%
Total		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

The sample for the Water KPI is based on those Stakeholders who have had water dealings with DWER. This ensures they were able to adequately rate the Department on its performance. A final sample of n=284 had water dealings with DWER and was used to calculate the Water KPI.

### 2022 Sample Profile for Other Questions

	2022				2021			2020			2019		
	Weight factor Used	Total Profile	% unweighted	% weighted	Total Profile	% unweighted	% weighted	Total Profile	% unweighted	% weighted	Total profile	% unweighted	% weighted
Top Priority/Key Stakeholders	0.82	18%	23%	18%	19%	23%	19%	20%	21%	20%	15%	17%	14%
Large Water Users	1.29	7%	6%	7%	7%	5%	7%	7%	7%	7%	20%	25%	20%
Other Stakeholders	1.04	75%	71%	75%	74%	72%	74%	73%	72%	73%	65%	59%	66%
Total		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

# Summary of Key Insights - *Stakeholders*

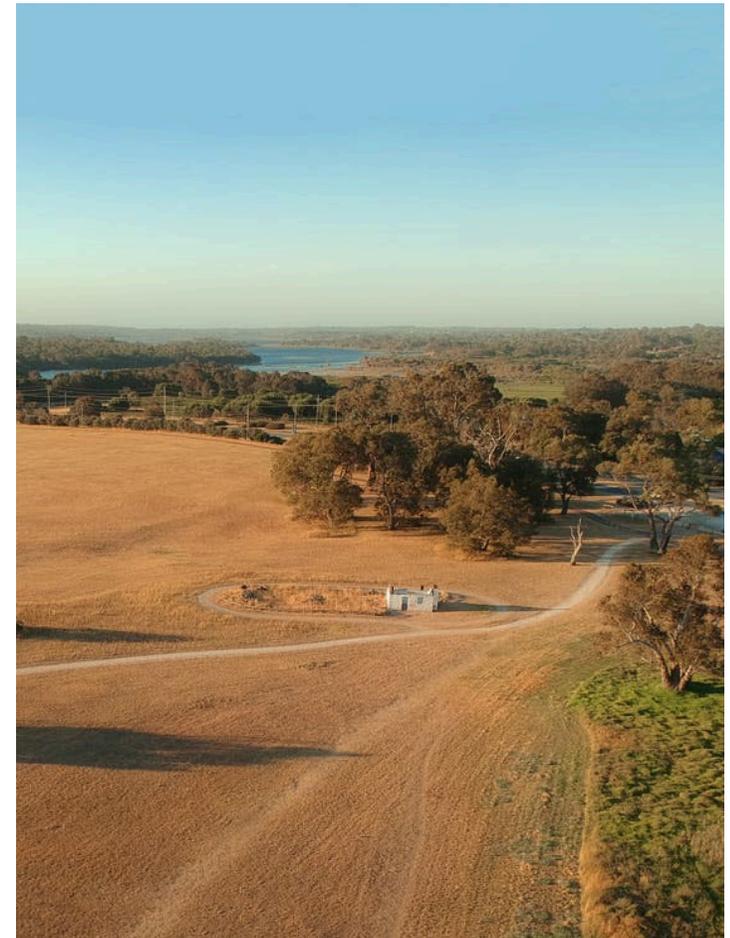


# Key Insights

DWER's stakeholder management framework and increased focus on relationship management since 2019 continues to have a positive impact on Stakeholder perceptions

## Stakeholders

- Since 2020, Stakeholder perceptions that DWER **provides valuable advice and recommendations** and that **DWER is easy to deal with** have improved.
- **Engagement, responsiveness** and **good long-term relationships** were more top of mind as reasons for positive ratings of DWER this year.
- The perceptions of **Top Priority/Key Stakeholders** (the most actively relationship managed people and organisations with influence over the Department's policy, budget bids and initiatives) have improved in the last two years. They were more favourable about DWER's **water management** this year and of the balance it achieves between **environmental management** and development.
- The extent to which Stakeholders perceive DWER to be effective at managing the State's **waste** is improving.



# Key Insights

However, there are still a number of opportunities to improve Stakeholder perceptions of how DWER performs its core water, environmental and waste functions

## Stakeholders

### Perceptions of DWER's Water, Environment & Waste Management

- Perceived **inadequate long term planning** and **lack of a balanced approach** were the key reasons why stakeholders rated DWER's water management as ineffective this year. They were also likely to say they wanted to see updated policies and plans and more focus on regional and remote issues. The Government announced its Plans to rebalance Perth and Mandurah's groundwater resources part way through the data collection period this year. The impacts of this may be reflected in next year's results.
- Allowing **too much clearing of land**, **lack of a strategic approach** and **lack of enforceable policies** were the key reasons Stakeholders rated DWER as ineffective in its environmental management.
- **Waste Stakeholders** would like to see more support for LGAs and industry to meet their waste strategy targets.
- Addressing **water security** through management of the state's groundwater resources, protecting drinking water sources and investing in projects to address the drying climate and remain the key priorities for Stakeholders.
- **Climate change** more broadly increased as a priority for Stakeholders this year. This is not surprising given an increased focus on Climate Change and environment on the issues agenda for Business and Government in the last 12 months.



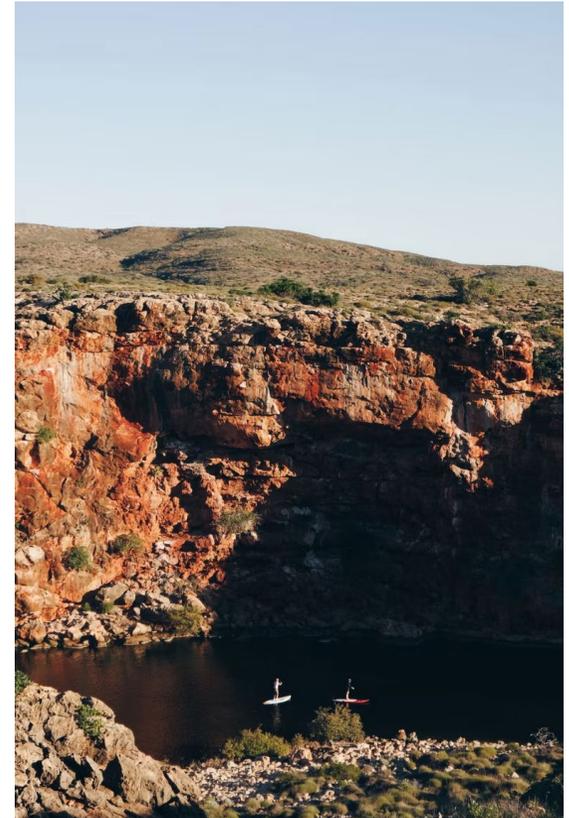
# Key Insights

It is also important to continue to manage the transition to new Relationship Managers

## Stakeholders

### Customer Service and Relationship Management

- Among Top Priority/Key Stakeholders, ratings of **access to appropriate people at DWER** were not as high this year. Positively, this does not appear to have impacted negatively on overall perceptions but is likely due to the transition to new Relationship Managers this year. This reinforces the need to keep building on these relationships this year.
- The **timeliness of communications and decisions** continue to receive lower ratings than other aspects of DWER's customer service and relationship management.
- Perceptions that DWER **provides the services needed** to manage the state's water and environmental resources have softened, returning to 2020 levels after some improvement last year.
- Stakeholders therefore most commonly said they would like to see **more resources** to improve the timeliness of decision making and communications, more engagement, as well as better access to the right people at DWER.
- This year, they also commonly wanted to see an improvement in the online experience, including better resolution of online issues. Over half of all stakeholders believe an **online portal (Environment Online)** will improve their interactions with DWER.



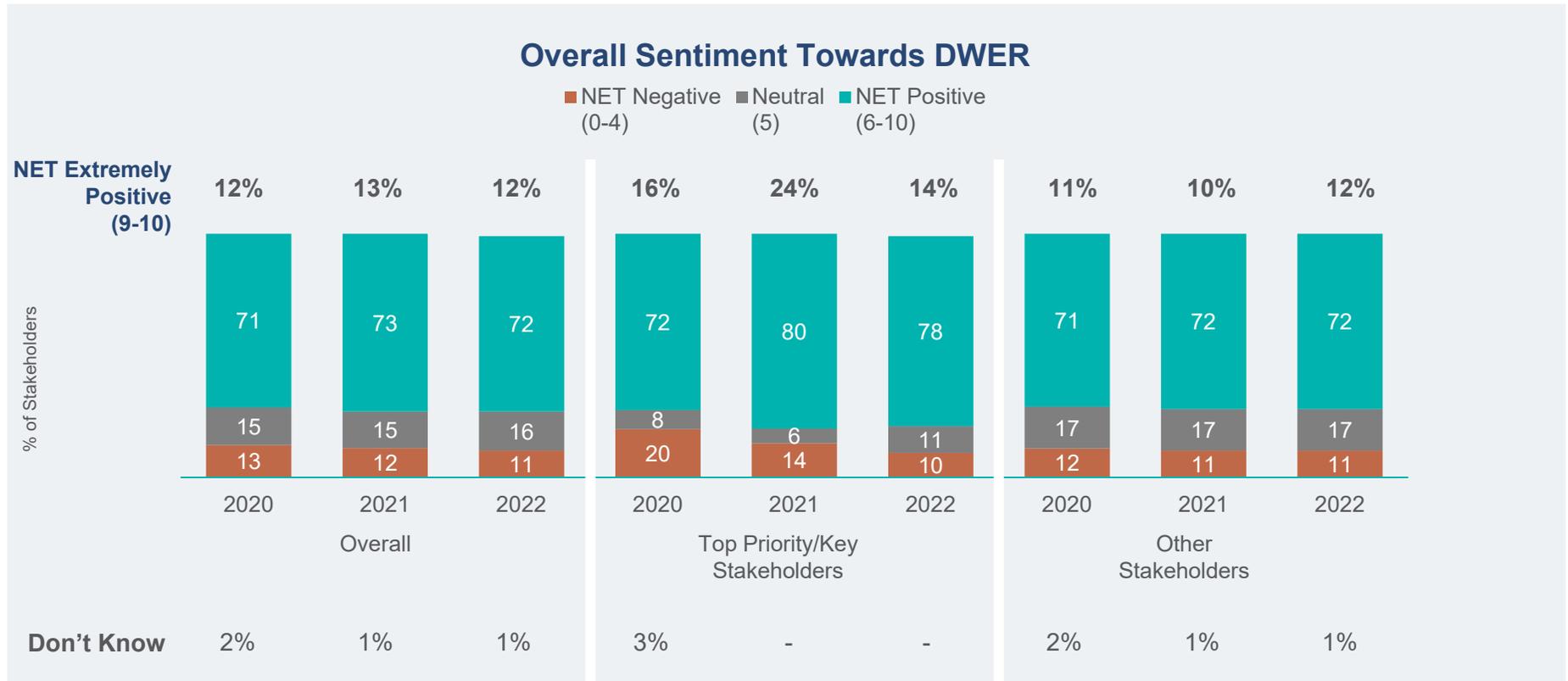
# Overall Perceptions of DWER





# Overall Stakeholder impressions of DWER are still largely positive

Compared to 2020, Top Priority/Key Stakeholders are less likely to be 'negative' about DWER (10% this year compared to 20% in 2020). Extremely positive sentiment ratings are higher among those who have had more dealings with DWER in the last 12 months (17% - 12 or more times vs 8% - 1-2 times).

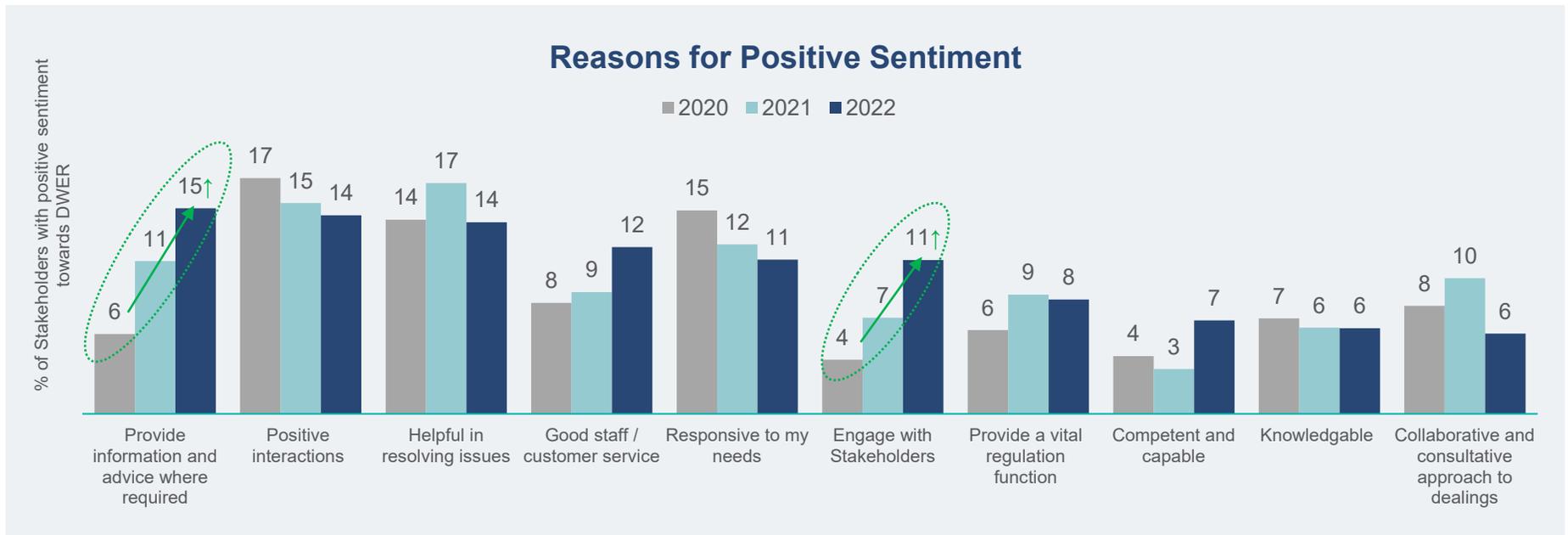


2022: Overall n=396 | Top Priority/Key Stakeholders n=90 | Other Stakeholders n=305  
 2021: Overall n=362 | Top Priority/Key Stakeholders n=85 | Other Stakeholders n=288  
 2020: Overall n=367 | Top Priority/Key Stakeholders n=76 | Other Stakeholders n=296  
 Q6. Overall, how do you feel about the Department of Water and Environmental Regulation as an organisation?  
 Don't know responses have been removed from charted data  
 Results may not equal to 100% by +/- 1% due to rounding

# Year on year, there has been an increase in the proportion of Stakeholders who cite DWER's engagement and ability to provide information and advice as reasons for positive overall sentiment



This is particularly prevalent among waste related stakeholders who were more likely to comment on DWER's **good staff/customer service** (2022: 16%↑ | 2021: 7%) and **engagement with stakeholders** (2022: 12%↑ | 2021: 5%).



2022: n= 289 | 2021: n=266 | 2020: n=262

Q7. Why is that?

↑↓ Significant difference to 2020 results at 95% confidence

Scores under 6% not shown.

# In their own words...

## Provide Information and Advice Where Required

*“The Department's dealings with DWER have been quite positive, the officers have been responsive and provided sound advice on information/data requested.”* **Top Priority/Key Stakeholder**



*“I think generally their processes and systems are efficient. Usually quite helpful, in terms of providing guidance and advice. Can sometimes be bureaucratic, in terms of not being able to get a clear decision, unable or unwilling to commit. I also understand why they do that, but it doesn't make it easy.”*

**Other Stakeholder**

## Positive Interactions

*“I think they are a pretty strong organisation, in the last couple of years they've improved their communications and the way they communicate things from a broader approach. In the past their approach did feel a bit more internal, now they are collaborating with stakeholders, industry groups and community groups which is great.”* **Top Priority/Key Stakeholder**



*“Generally good service from interactions with DWER and expert advice given from the staff.”* **Other Stakeholder**

## Helpful in Resolving Issues

*“Staff are knowledgeable, professional and always keen to assist. They work well with other stakeholders.”* **Top Priority/Key Stakeholder**



*“The Department has enough readily available information whenever needed. Whenever you ask for assistance, the officers are happy to assist, and they do it patiently.”* **Other Stakeholder**

# In their own words...

## Good Staff

*"They are mostly good to deal with, very prompt in responding to the project that we are currently working on, we have a good relationship with them, and they provide valuable feedback."* **Top Priority/Key Stakeholder**

*"Staff are positive, knowledgeable, and engage in a professional and collegiate manner."* **Top Priority/Key Stakeholder**

*"The staff who dealt with our clearing permit were fantastic."* **Other Stakeholder**

*"I generally have great interaction with the staff who are generally very helpful and have extensive knowledge on their area of expertise."* **Other Stakeholder**



## Responsive to Queries and Needs

*"I have had good service. Having our approvals granted in a timely manner. There has been good engagement with individuals. I think that their reports (decisions) are comprehensive."* **Top Priority/Key Stakeholder**

*"Always responsive to engagements. Has a strong focus and high degree of clarity about its purpose and developing contemporary approaches to regulation."* **Top Priority/Key Stakeholder**

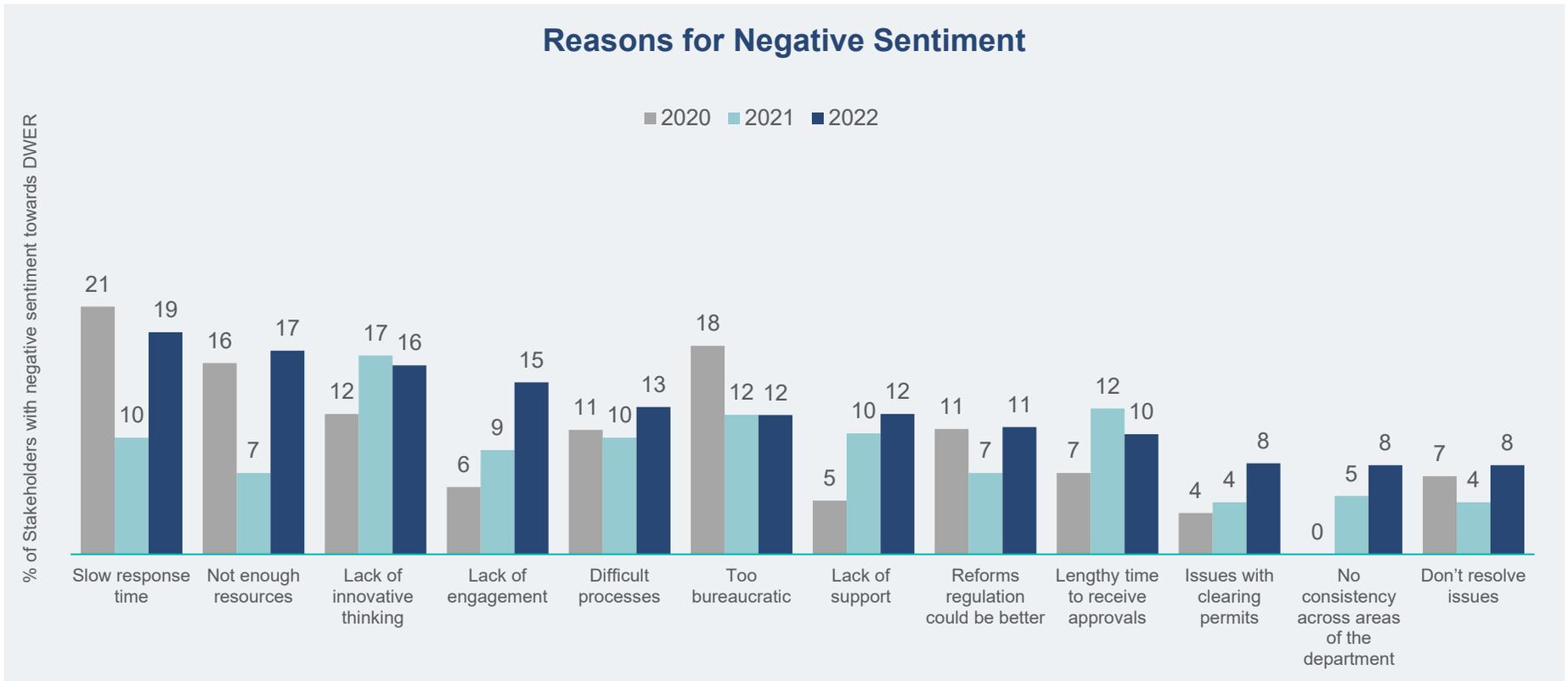
*"I find the people I deal with are responsive/come out when needed/provide advice and courses."* **Other Stakeholder**



# Slow response time and lack of resources have resurfaced as the top two reasons for negative sentiment this year



Lack of engagement also remains an issue for some Stakeholders, even though it has improved for others.



2022: 42\* | 2021: 43\* | 2020: 49\*

Q7. Why is that?

↑↓ Significant difference to 2021 results at 95% confidence

Scores under 8% not shown.

# In their own words...

## Slow Response Time

*“As a developer, our main approvals focus is through DPLH and DWER is brought into the equation through this DA/ DWMS, PIA etc processes. There does not appear to be any acknowledgment that the Development industry is a customer and as a result there is a complete lack of timeliness and no agreed service legal agreements in place that assist the DA etc through the process.”* **Top Priority / Key Stakeholders**



*“Lack of risk-based / outcome-based approach. Lack of timeliness, Lack of consideration of economic impacts.”* **Top Priority / Key Stakeholders**

## Not Enough Resources

*“Lack of staff and you can't talk to anyone these days. Everything is on computer and it's frustrating, I am old school. They don't listen, nothing will change, they just put what they want you to say in the survey. Everything is getting pushed back onto local government and all the reports are automated and don't mean anything because they don't have any professionals in that field of work, so anyone can fill the report and they just tick the boxes.”* **Other Stakeholders**



## Lack of Innovative Thinking

*“Under resourced and lack of accountability to time frames and outcomes. - whenever that proves too challenging, the first response is we don't have enough resources to make it better, and then if you look at it the other way, when Industry seeks to be proactive with advanced regional planning, the department response is typically we don't have the resources for that. In some cases, we have had a response to say that they will be able to look at that 5-7 years' time. At present the department is weighted towards regulation, and whilst it does have a role in facilitating outcomes for the betterment of WA, its resourcing is not culturally aligned to that.”* **Other Stakeholders**



# In their own words...

## Lack of Engagement

*“They are unhelpful and show no interest in illegal clearing. They don’t leave the office. They don’t explain things clearly. They appear to be much more geared to proponents whilst the community is very concerned over the illegal clearing. They provide maps that are very old, etc.”* **Other Stakeholder**



## Difficult Processes

*“Because they are a complete, unorganised bunch, that are inefficient in achieving outcomes. I have had a clearing permit in for 2 years and it is still not done. It’s just all negative, they are the worst department to deal with in state government. The whole process is ridiculous. The offsets are totally unattainable because they want like 9 for 1. The water online website is extremely hard to use, because they have made it that way. It’s not a simple website and as with everything with DWER its over regulated.”* **Other Stakeholders**

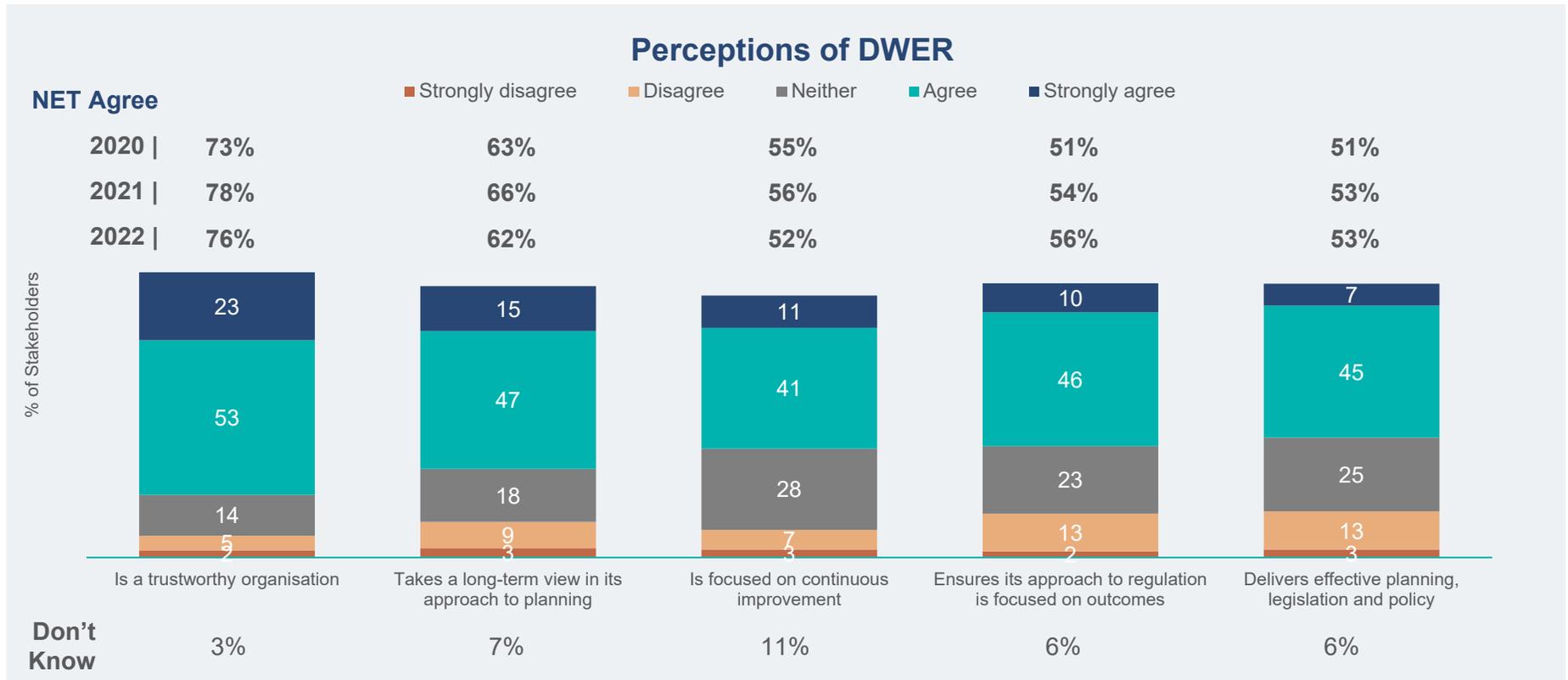


*“I don’t feel that they streamline the processes, to me the process and the system in general seems quite lengthy and bureaucratic.”* **Other Stakeholders**

# Similar to previous years, most stakeholders agree that DWER is trustworthy



An opportunity still remains to improve perceptions of DWER delivering effective planning, legislation and policy, ensuring its regulation approach is outcome focused and that it is focused on continuous improvement.



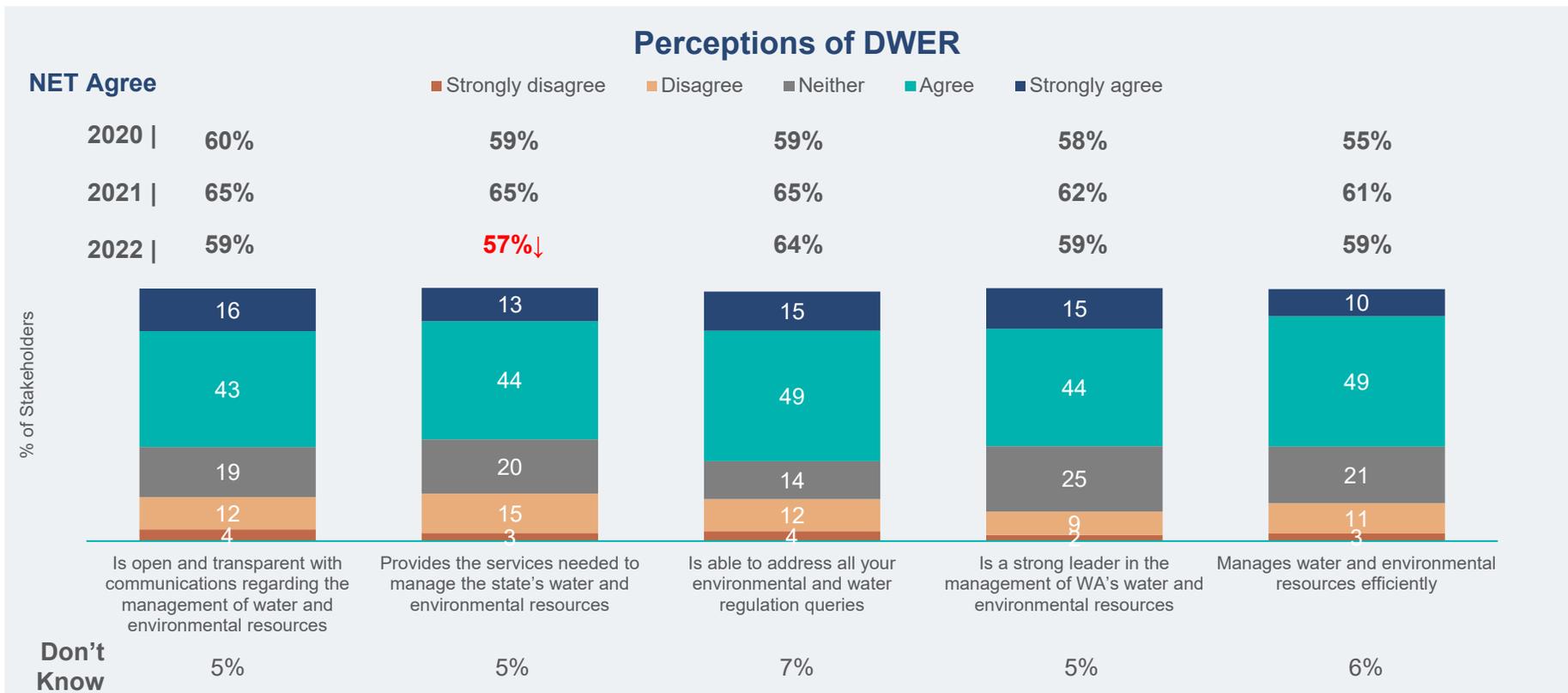
2022: n=396 | 2021: n=356 | 2020: n= 374

Q17. Based on everything you have seen, heard or experienced, to what extent do you agree or disagree that DWER

Don't know responses have been removed from the charted data

Results may not equal to 100% by +/- 1% due to rounding

# However perceptions that DWER provides the services needed to manage the state's water and environmental resources have softened, returning to 2020 levels after some improvement last year



2022: n=396 | 2021: n=356 | 2020: n= 374

Q17. Based on everything you have seen, heard or experienced, to what extent do you agree or disagree that DWER

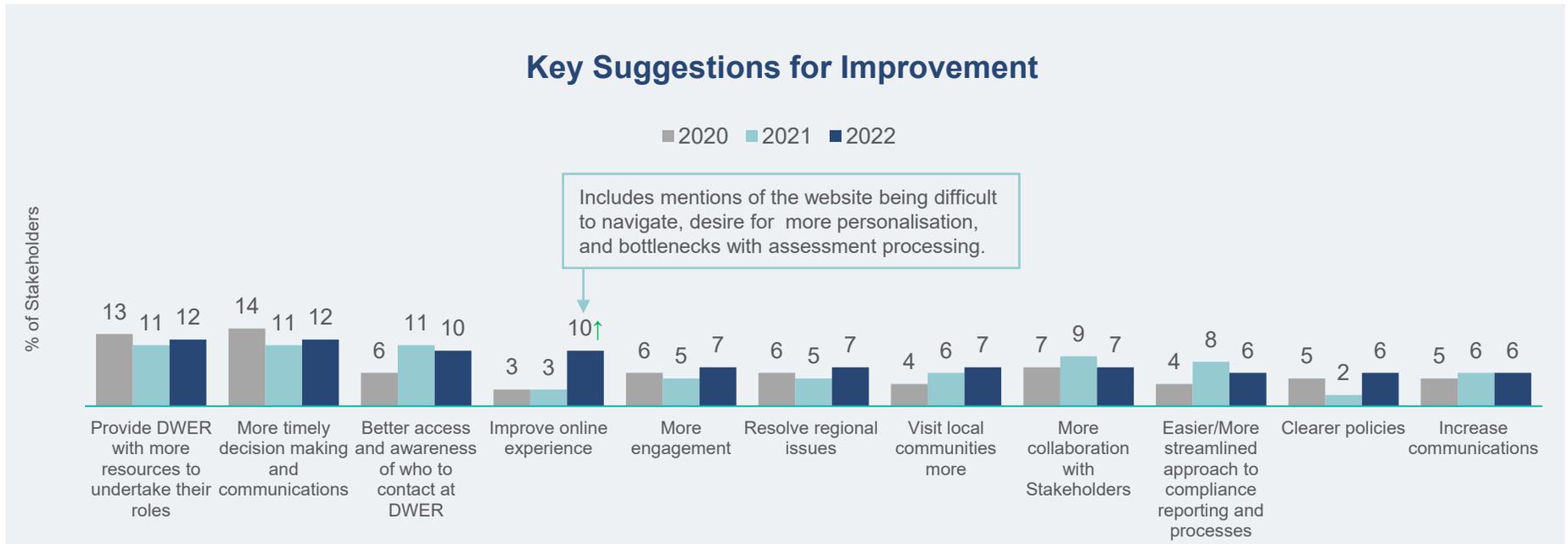
↑ ↓ Significant difference to 2021 results at 95% confidence

Don't know responses have been removed from the charted data

Results may not equal to 100% by +/- 1% due to rounding

# Stakeholders would like to see **more resources** to improve the timeliness of decision making, as well as better access to the right people at DWER

This year, they also commonly wanted to see an improvement in the online experience, including better resolution of online issues.



2022: n=245 | 2021: n=262 | 2020: n=255  
 Q24. Please provide any other suggestions for how DWER could improve its services and relationship with you/your organization  
 ↑↓ Significant difference to 2021 results at 95% confidence  
 Don't know responses have been removed  
 Scores under 6% no shown

# In their own words...

## Provide DWER with More Resources to Undertake their Roles

*“Resourcing within the dept does not appear to be sufficient considering the demand for information re water in the community. And staff are not always accessible.”* **Top Priority / Key Stakeholder**



*“Ask the state govt for money to fund them to do a better job, essentially under resourced in that aspect. If they make a decision to grant licences, instead of leaving the council to follow up with compliance of conditions it should not be a cost for us to follow up on compliance if its not adhered to, it should be the depts job and role.”* **Other Stakeholder**

## More Timely Decision Making / Communications

*“Improve the timeliness of any landfill approvals processes. E.g., permits for specific works. The response time needs to be much improved.”* **Top Priority / Key Stakeholder**



*“They take a long time to respond to our queries. Give quicker straight feedback to applications.”* **Other Stakeholder**

## Better Access and Awareness of Who to Contact at DWER

*“I think the key is knowing who and how to contact a particular person in the Organisation. This would prove of considerable benefit. Also I feel there needs to be greater communication and collaboration with the Research Scientists and the Department in the future.”* **Top Priority / Key Stakeholder**



*“It is difficult to find who you need to speak to and then getting them on the phone. I have spent a lot of time trying to track the person down, leaving messages and the call is never returned. This could be improved with a general inquiry line to find the right person and information that includes the person email address.”* **Other Stakeholder**

# In their own words...

## Improve Online Experience

*“Do up their internet page - the whole platform is shocking. It’s like wading through barbed wire trying to get to something.”* **Other Stakeholder**

*“Being a bit easier to contact a relevant person, a bit more personal approach, there are too many layers you need to get through to talk to the right person and the online platform will further complicate that.”* **Other Stakeholder**



## More Engagement Needed

*“They need regional stakeholder managers to manage relationships, we have the largest water licence in WA and it’s complex, and no one is providing the specific services that we require.”*

**Top Priority / Key Stakeholder**

*“Could provide a service where an officer actively visits places that use the service, similar to a sales rep, as at times a business can have queries but not the time to log them, this service would enhance the user relationship and also get the ball rolling on items and tasks. This role could also coincide with inspections on applications and compliance to follow up on items or tasks.”* **Other Stakeholder**

*“Interact more with us, e.g. give us a call or invite us to some workshops or advisory events.”* **Other Stakeholder**

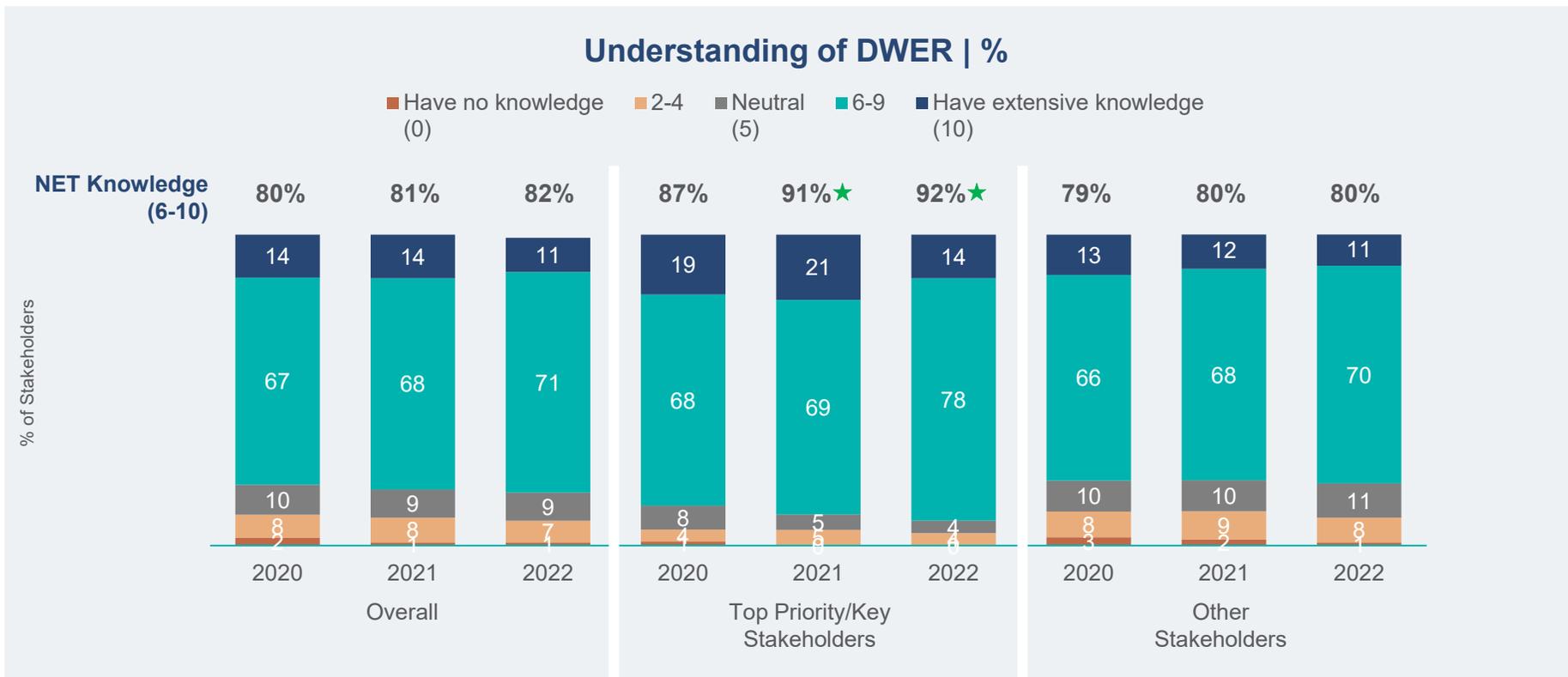


# Awareness and Understanding of DWER Services, Roles and Responsibilities



# Similar to previous years most Stakeholders have some understanding of **DWER's purpose**, roles and responsibilities

Top Priority/Key Stakeholders continue to have a better perceived understanding of DWER's roles and responsibilities than Other Stakeholders. Those who had interactions with DWER within the last six months are also more informed (NET Knowledge 86%) than those who had dealings over 6 months ago (70%). Those who deal with DWER more frequently also feel more informed.



2022: Overall n=396 | Top Priority/Key Stakeholders n=90 | Other Stakeholders n=309

2021: Overall n=365 | Top Priority/Key Stakeholders n=85 | Other Stakeholders n=291

2020: Overall n=374 | Top Priority/Key Stakeholders n=78 | Other Stakeholders n=301

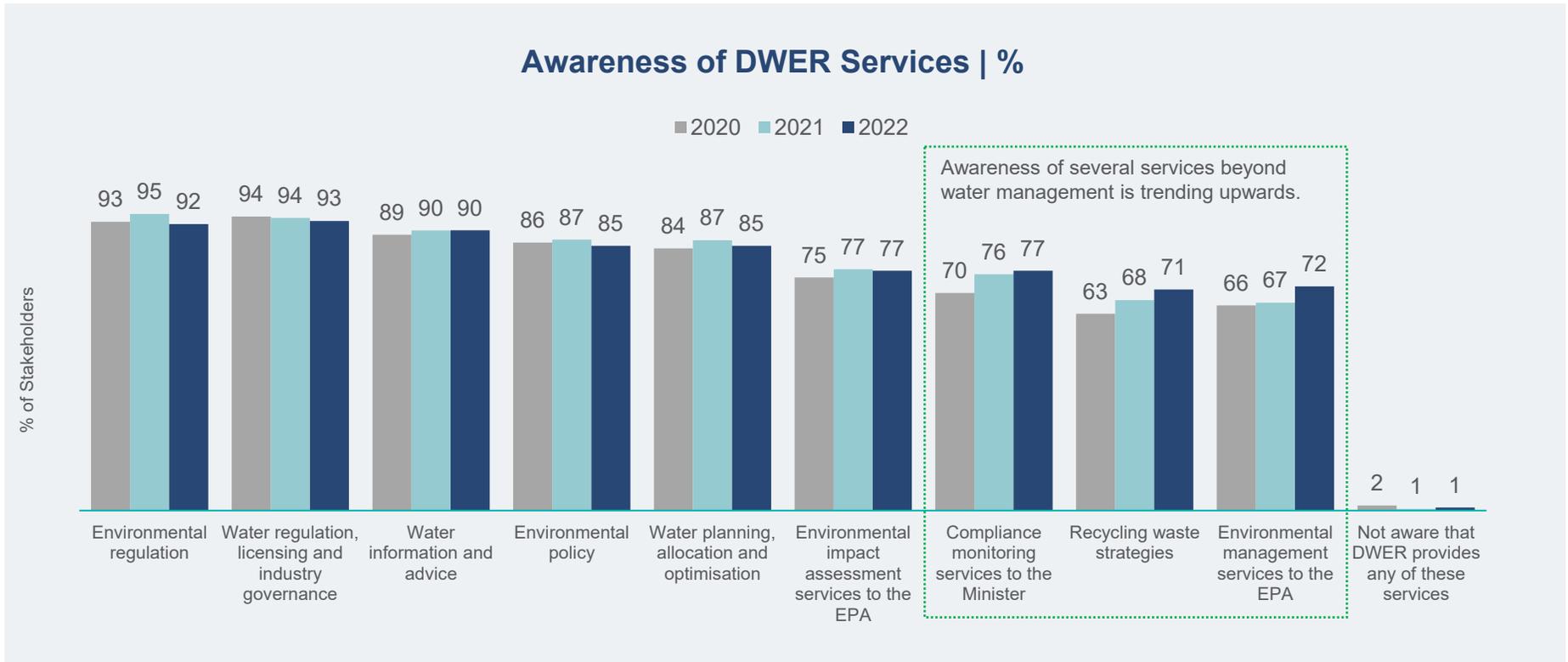
Q5: How would you rate your level of understanding of the purpose, roles and responsibilities of the Department of Water and Environmental Regulation, also known as DWER?

★Significant difference to Other Stakeholders at 95% confidence

Results may not equal to 100% by +/- 1% due to rounding

# Awareness of services other than DWER's core 'water' and 'environmental' services is improving

Awareness of DWER's recycling waste strategies is significantly higher among Top Priority/Key Stakeholders (81%), compared to Other Stakeholders (69%). Beyond this, awareness of all other services is consistent regardless of Stakeholder type.



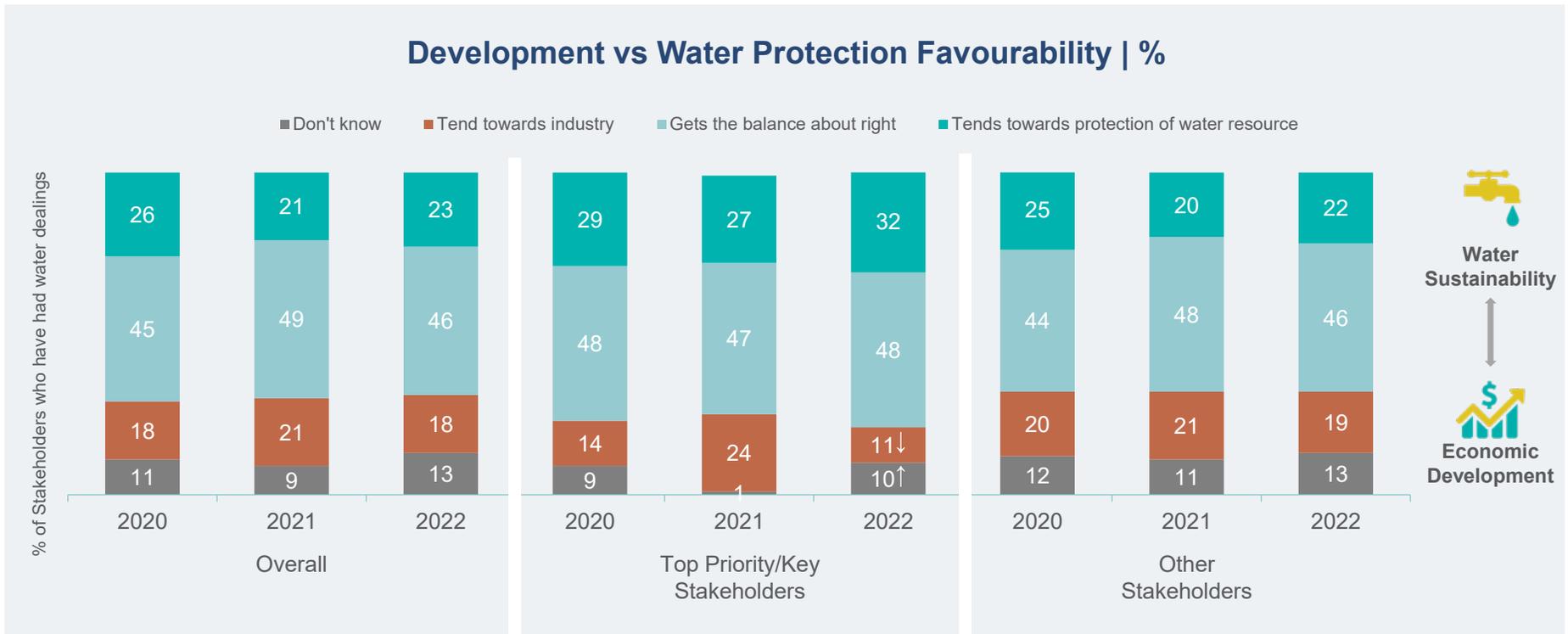
2022: Overall n=396 | 2021: Overall n= 374 | 2020: Overall n=365  
 Q8. Which of the following services, if any, are you aware that DWER provides?  
 ↑↓ Significant difference to 2021 results at 95% confidence

# Perceived Effectiveness – Water Management



# Similar to previous results, half of Stakeholders say that DWER gets the **balance between development and protection** of water resources about right

The proportion of Top Priority/Key Stakeholders who felt they couldn't answer this question this year returned to 2020 levels (one in ten).



2022: Overall n=286 | Top Priority/Key Stakeholders n=64 | Other Stakeholders n=222

2021: Overall n=284 | Top Priority/Key Stakeholders n=70 | Other Stakeholders n=222

2020: Overall n=298 | Top Priority/Key Stakeholders n=58 | Other Stakeholders n=245

Q10. From your experience with and understanding of the Department, would you say that overall, it ...?

↑↓ Significant difference to 2021 scores at 95% confidence

Results may not equal to 100% by +/- 1% due to rounding

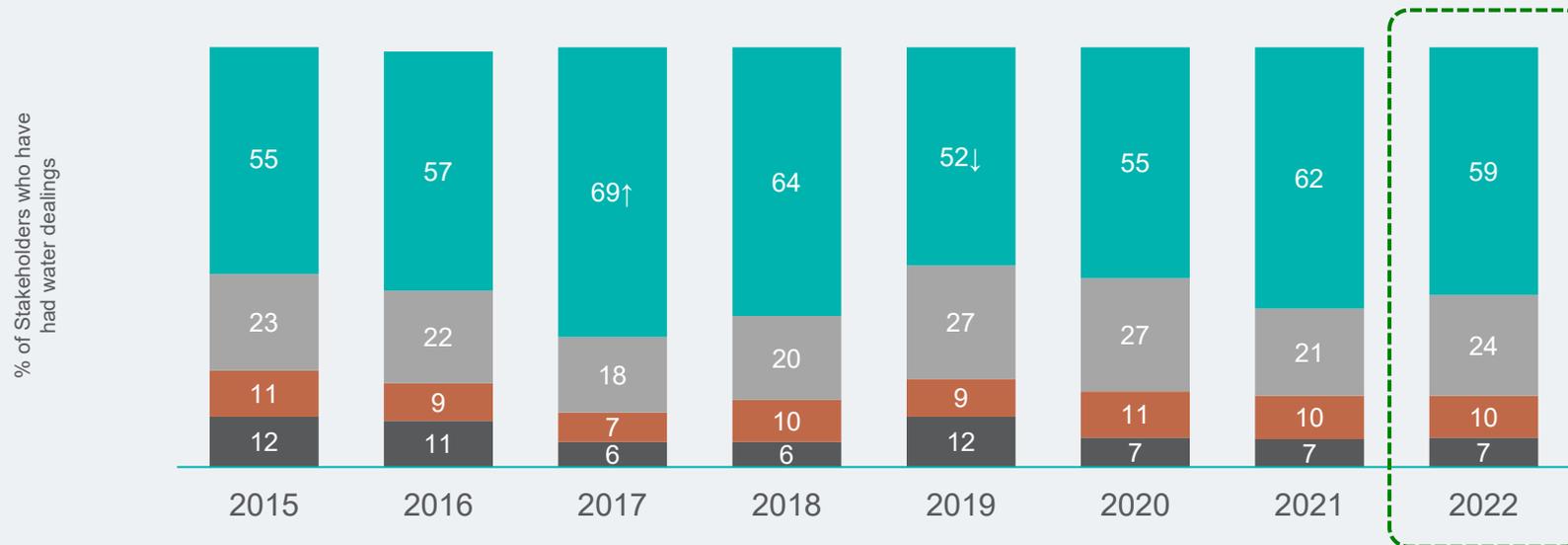
# This year's KPI is statistically on par with last year's result – six in ten stakeholders rated DWER as **effective** in managing the state's water as a resource for sustainable productive use

The dip in *Net Effective* ratings between 2021 and 2022 is not statistically significant.



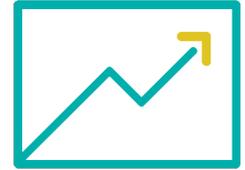
## Water KPI | Perceived Effectiveness of DWER At Managing the State's Water

■ Don't know ■ NET ineffective ■ Neither ineffective nor effective ■ NET effective

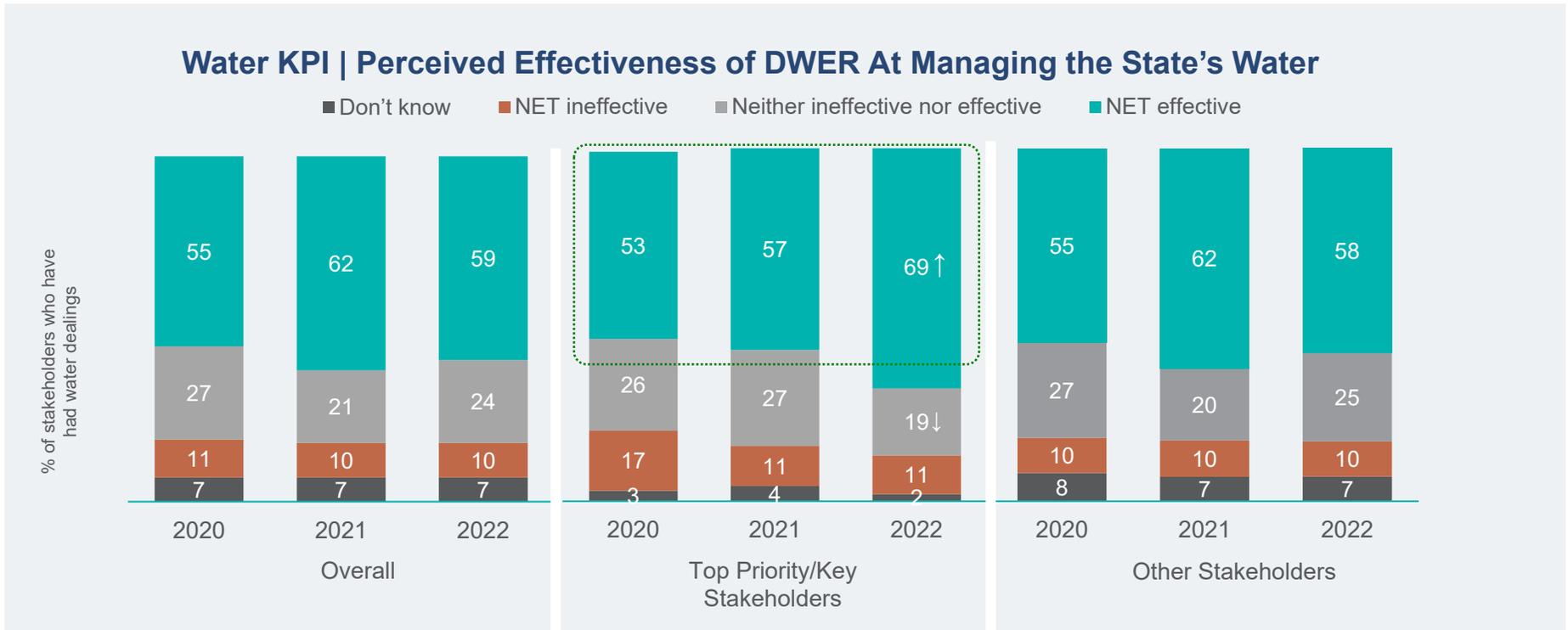


2022 n=286 | 2021 n= 284 | 2020 n=298 | 2019 n=250 | 2018 n=233 | 2017 n=319 | 2016 n=263 | 2015 n=279  
 Q11. From your experience with and understanding of the Department, would you say that overall it ...?  
 Scores may equal 100% by +/- 1% due to rounding

# There was an **improvement** in ratings from Top Priority/Key Stakeholders this year



Ratings from Other Stakeholders held steady in the last 12 months.

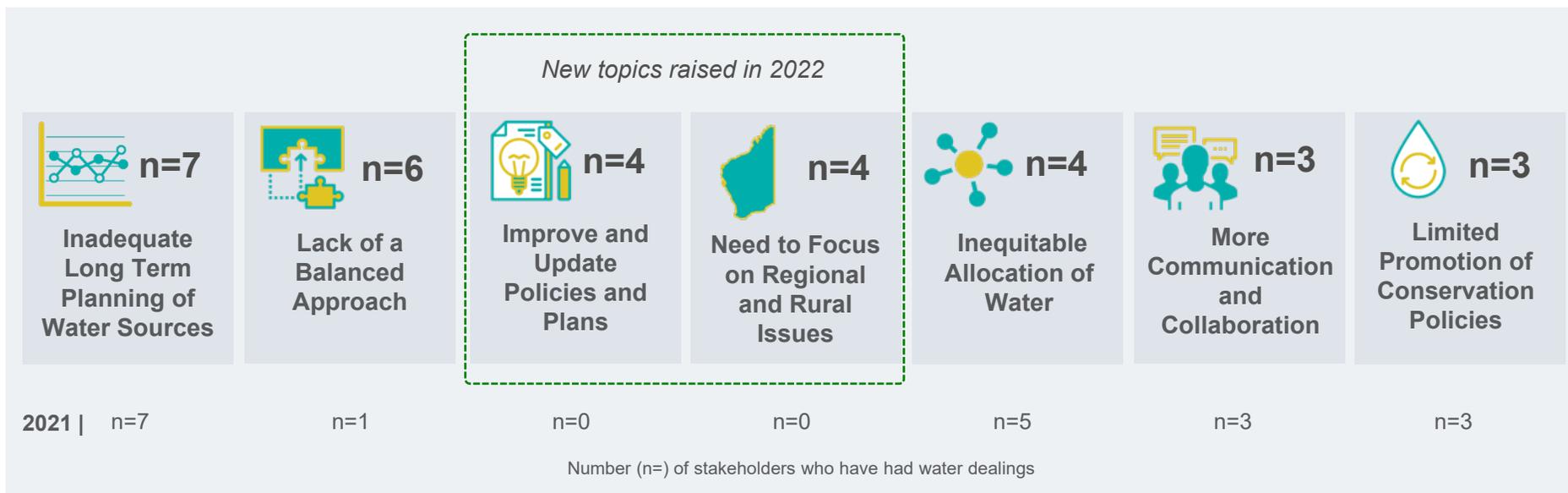


2022 Overall n=286 | Top Priority/Key Stakeholders n=64 | Other Stakeholders n=222  
 2021 Overall n=284 | Top Priority/Key Stakeholders n=70 | Other Stakeholders n=222  
 2020 Overall n=298 | Top Priority/Key Stakeholders n=58 | Other Stakeholders n=245  
 Q11. From your experience with and understanding of the Department, would you say that overall it ...?  
 Scores may equal 100% by +/- 1% due to rounding  
 ↑↓ Significant difference to 2021 results at 95% confidence

# Perceptions of **inadequate long term planning** and **lack of a balanced approach** are the key reasons why stakeholders rate DWER as ineffective

The Government announced its Plans to rebalance Perth and Mandurah's groundwater resources part way through the data collection period this year. The impacts of this may be reflected in next year's results.

## Reasons for Perceived Ineffectiveness of DWER's Management of the State's Water | Top 7 - 2022



2022: n=29 | 2021: n=29 | 2020 n=36

Q12. Why do you rate DWER's management of water for sustainable productive use as ineffective? What are the things you would like to see improved?

# In their own words...

## Inadequate Long-Term Planning of Water Sources

*“There needs to be a better whole of government approach to competing land uses, urban growth and security of water for businesses to have the confidence to grow and expand to meet the needs of the state, and to future proof the state’s economy post COVID-19.”* **Other Stakeholder**



## Lack of a Balanced Approach

*“There can be a disconnect between policy and operation, and sometimes the regional offices become bogged down in nit-picking of technical documents, and miss 'big picture' environmental impacts. The regional offices are under a lot of pressure, and don't always have the resources necessary to carry out their roles effectively.”* **Other Stakeholder**



*“I believe the future of management of water is one facet of strategic planning that needs to be considered with other higher order planning such as land use, infrastructure, industry, land supply, housing choice etc. as the guiding strategy. It cannot stand alone.”* **Top Priority/Key Stakeholder**

## Improve and Update Policies and Plans

*“This is based on an Act that was formulated in the late 1800s and really has not been modernised since. The Department does not really have a great understanding of how industry uses water and this needs to be understood. Preventing access to water is simply not the answer, there needs to be a considered approach as to how water is best used.”* **Top Priority/Key Stakeholder**



# In their own words...

## Regional and Rural Issues

*“Complex issues of regional economic development, climate change, and water quality issues not adequately being addressed particularly for surface water e.g. surface water licencing for Manjimup, Gingin, Pilbara and Kimberley.”* **Other Stakeholder**



## Inequitable Allocation of Water

*“A greater alignment to the economic considerations of those allocations, and the importance of investing their time and resources into their scale planning and considerations to ensure that the outcomes can be delivered appropriately over time.”* **Other Stakeholder**



## More Communication and Collaboration

*“They get it wrong too many times regarding water licences, grant too many in the wrong places and not in the right places. They do not consult with anyone.”* **Other Stakeholder**



## Limited Promotion of Conservation Policies

*“DWER needs to focus on the conservation of limited water assets in WA, not supporting the unsustainable position of 'economic growth'.”* **Top Priority/Key Stakeholder**

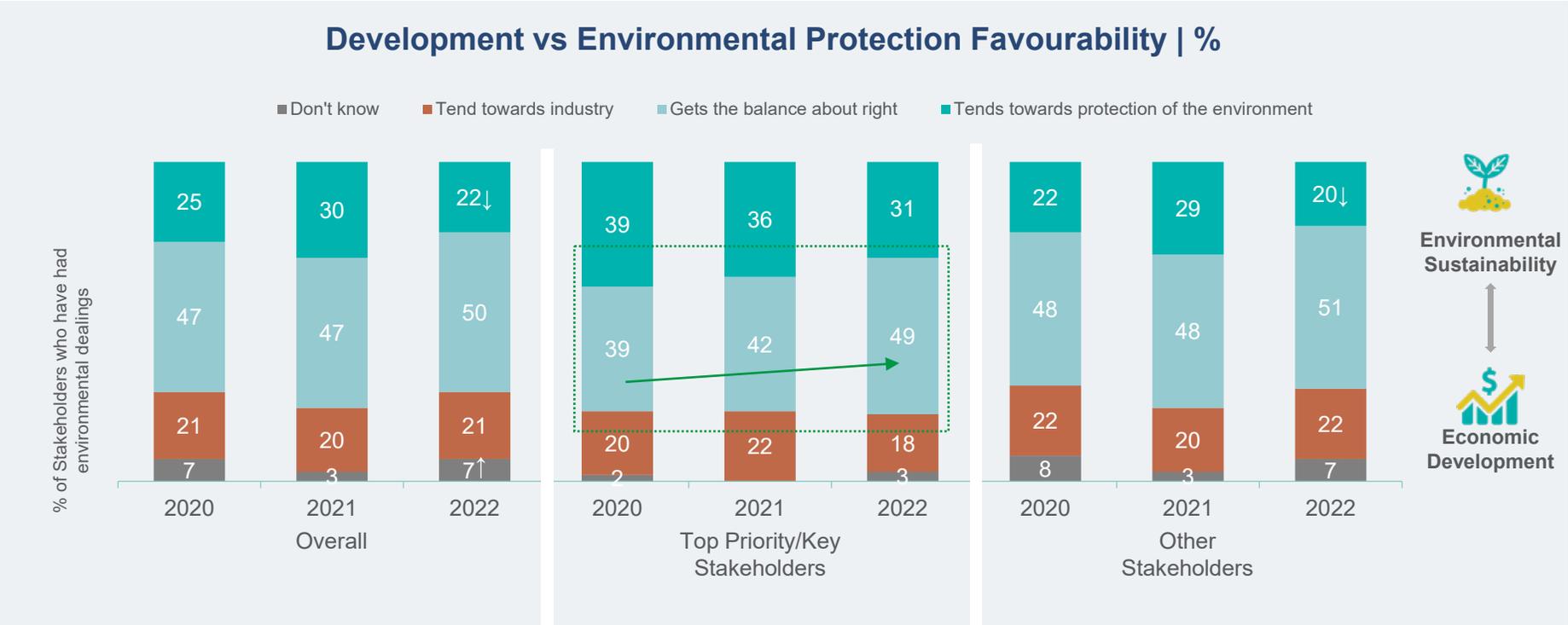


# Perceived Effectiveness – Environmental Management



# Similar to previous results, half of Stakeholders say that DWER gets **the balance** between development and environmental protection about right

This year, a smaller proportion of Stakeholders felt that DWER tends towards protection of the environment, with results more in line with 2020. The proportion of Top Priority/Key Stakeholders who feel the balance is 'about right' has been incrementally increasing year on year.

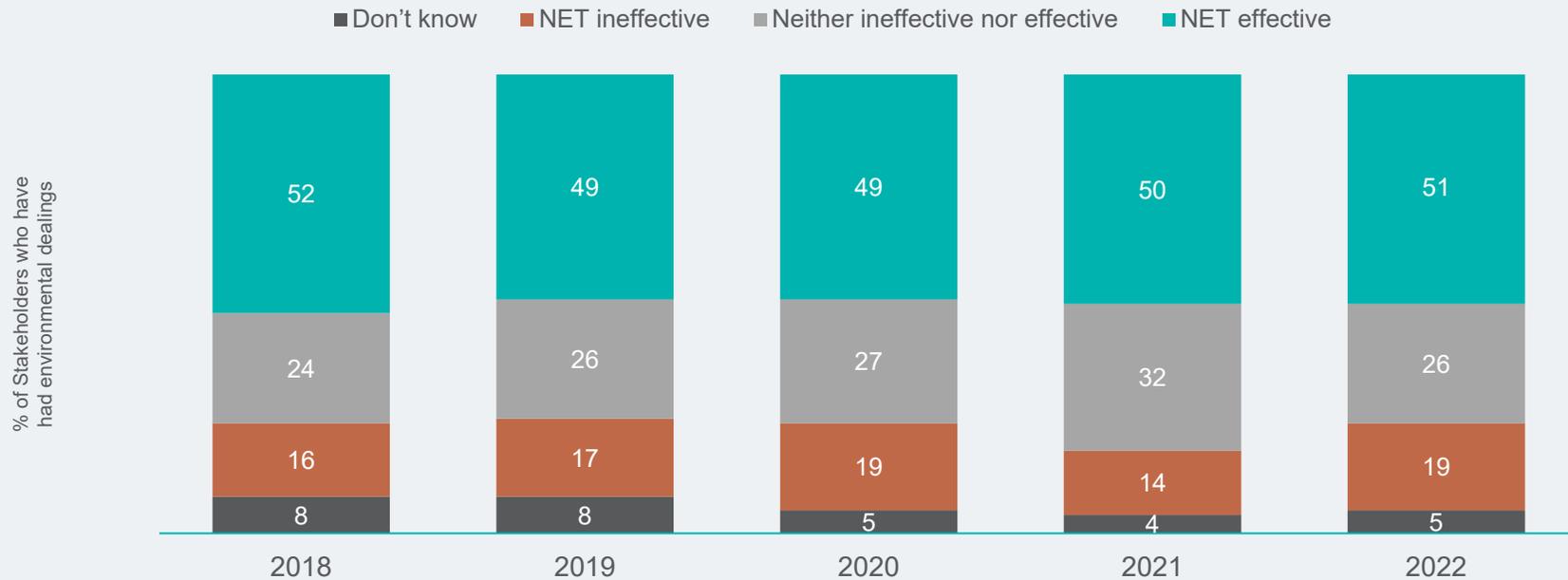


2022: Overall n=255 | Top Priority/Key Stakeholders n=62 | Other Stakeholders n=194  
 2021: Overall n=252 | Top Priority/Key Stakeholders n=59 | Other Stakeholders n=200  
 2020: Overall n=240 | Top Priority/Key Stakeholders n=54 | Other Stakeholders n=191  
 Q13. From your experience with and understanding of the Department, would you say that overall it...?  
 ↑↓ Significant difference to 2021 scores at 95% confidence  
 Results may not equal to 100% by +/- 1% due to rounding

# Half of Stakeholders rate DWER's environmental management as effective, which is consistent with previous results



Perceived Effectiveness of DWER At Managing the State's Environment | Year on Year



2022 n=255 | 2021 n=252 | 2020 n=240 | 2019 n=189 | 2018 n=214

Q14. Overall, how effective do you think DWER is in managing the state's environment for sustainable productive use?

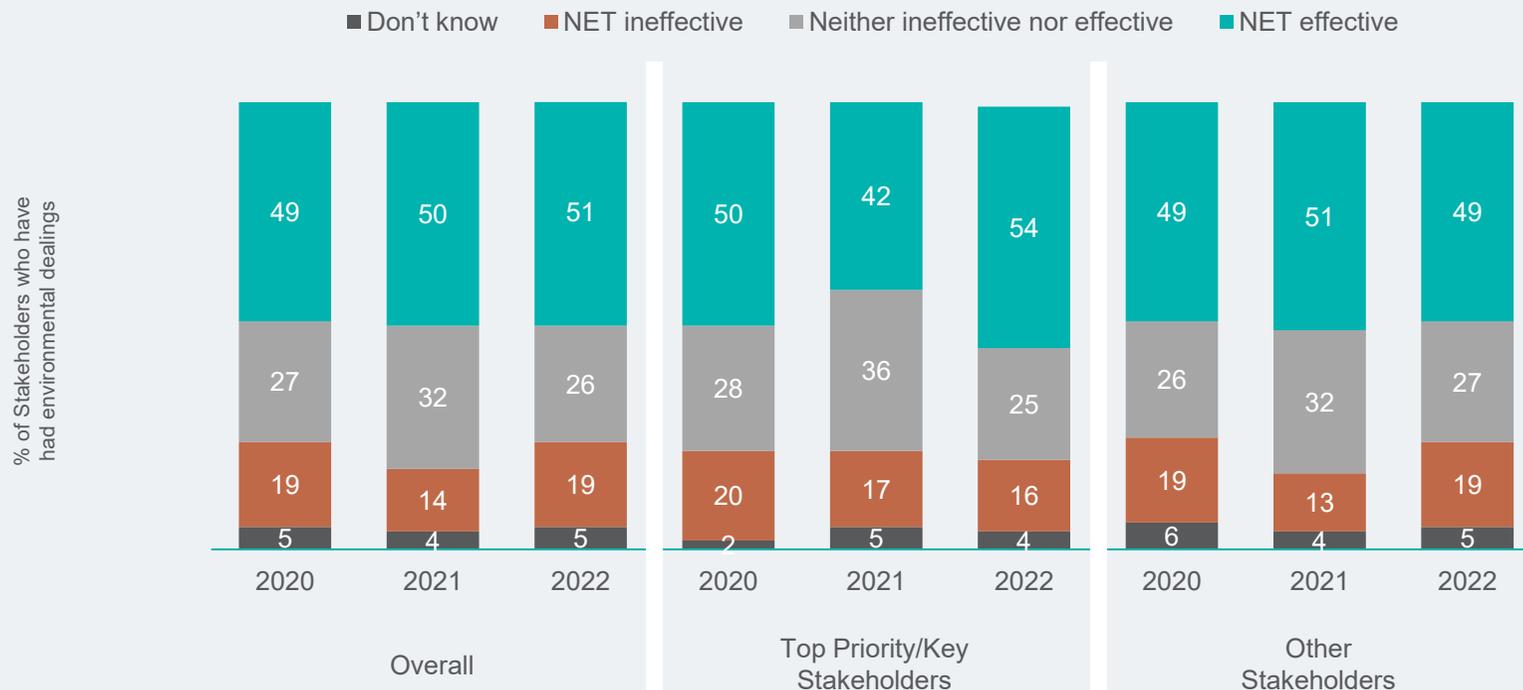
\*Caution: results indicative only due to small sample

Results may not equal to 100% by +/- 1% due to rounding

# Top Priority/Key Stakeholders were slightly more positive about the effectiveness of DWER's environmental management compared to last year



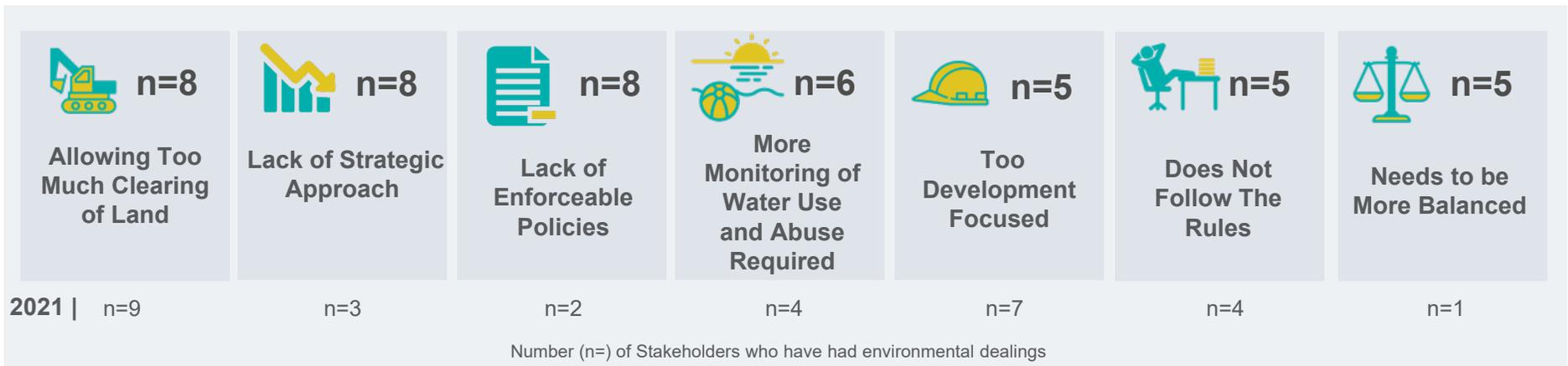
Perceived Effectiveness of DWER At Managing the State's Environment | Stakeholder Type



2022: Overall n=255 | Top Priority/Key Stakeholders n=62 | Other Stakeholders n=194  
 2021: Overall n=252 | Top Priority/Key Stakeholders n=59 | Other Stakeholders n=200  
 2020: Overall n=240 | Top Priority/Key Stakeholders n=54 | Other Stakeholders n=191  
 Q14. Overall, how effective do you think DWER is in managing the state's environment for sustainable productive use?  
 Results may not equal to 100% by +/- 1% due to rounding

# Allowing too much clearing of land, lack of a strategic approach and lack of enforceable policies were the key reasons Stakeholders rated DWER as ineffective in its environmental management

## Reasons for Perceived Ineffectiveness of DWER's Management of the State's Environment | Top 7



# In their own words...



## Allowing Too Much Clearing of Land

*“Sustainable forest management, and recognition that land clearing for permanent land use change is not sustainable forest management.”* **Top Priority / Key Stakeholder**

*“DWER permits too much vegetation to be cleared. There should be no support for clearing of vegetation that is Federally protected. DWER needs to have more regard for comments received by local government planning and environmental officers.”* **Other Stakeholder**



## Lack of Strategic Approach

*“Since c.2010 the corporate direction changed from 'regulation to facilitation'; proactive inspection to self-audit; and enforcement to education. This is evident as the number of new contaminated sites being reported continues to increase (even after 16 years!) This is as a consequence of a failure of proactive pollution regulation, an organisational over-reliance on Contaminated Sites team for scientific support in areas outside contaminated sites, and a loss of public confidence in DWER's enforcement processes and outcomes. It is easier to report land as a 'contaminated site' than to prosecute the polluter and make them pay for the clean-up.”* **Other Stakeholder**



## Lack of Enforceable Policies

*“Imposes subjective conditions based on individual officer's view. Moreover, fails to intervene where necessary to actually protect the environment when unacceptable harm is occurring. Resists considering people as part of the environment to protect communities.”* **Top Priority / Key Stakeholder**

*“Almost complete lack of enforcement and general unwillingness to give frank and fearless advice to Minister/Government leading to poor decision-making and loss of public trust and legitimacy as a regulator.”* **Other Stakeholder**

# In their own words...

## More Monitoring of Water Use and Abuse Required

*“Improved monitoring and mapping. Improved compliance and prosecution. Consistent advice for and application of regulation.”* **Other Stakeholder**



## Too Development Focused

*“The focus of the Department in relation to vegetation is too focused on permitting the clearing of vegetation and does not consider its conservation. From a regulatory perspective, it defers too much to permitting clearing for development even when vegetation and fauna is already at risk and will be further threatened by its decisions. The Department needs to focus on protecting the environment, not allowing its destruction. Its vision needs to be long-term not just meeting the political objectives of the day.”* **Top Priority / Key Stakeholder**

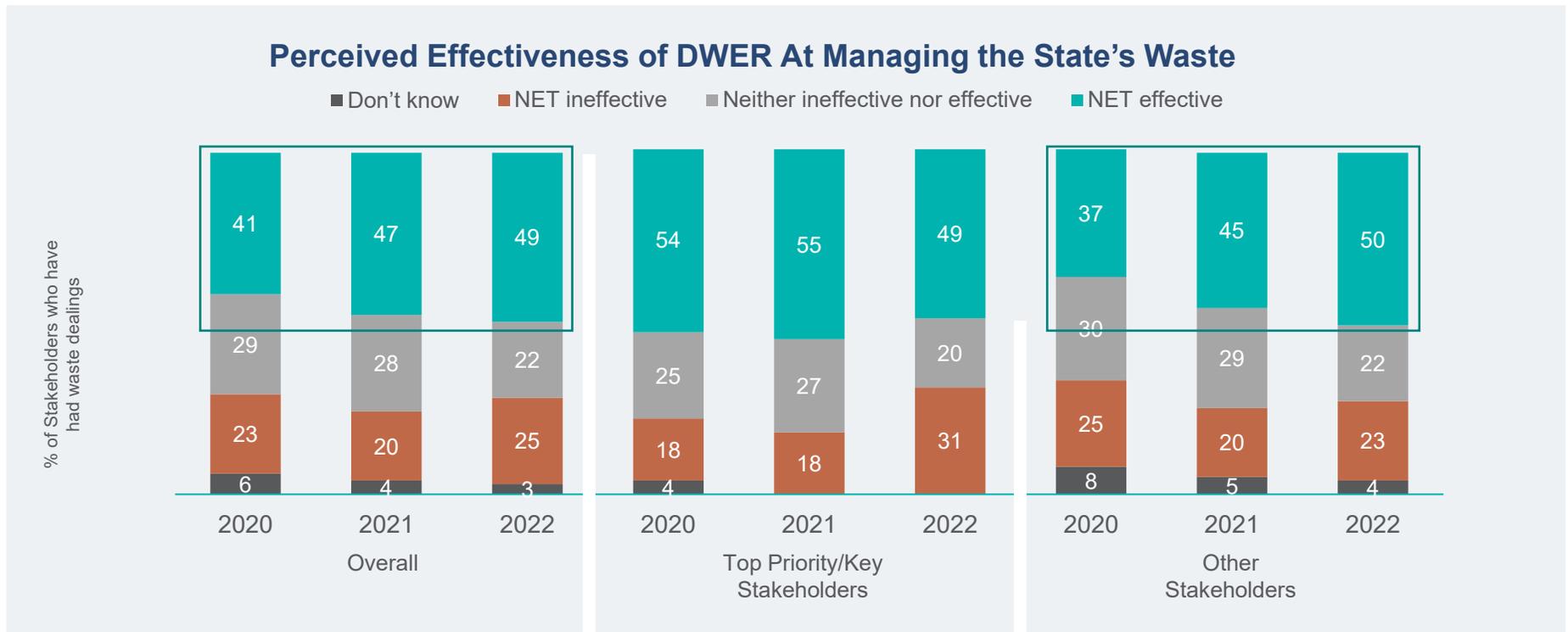


# Perceived Effectiveness – Waste Management



# Perceived effectiveness at managing the State's waste is improving

This positive trend is being driven by Other Stakeholders, rather than Top Priority/Key Stakeholders.



2022: Overall n=134 | Top Priority/Key Stakeholders n=35\* | Other Stakeholders n=103  
 2021: Overall n=162 | Top Priority/Key Stakeholders n=33\* | Other Stakeholders n=134  
 2020: Overall n=116 | Top Priority/Key Stakeholders n=28\* | Other Stakeholders n=89

Q16. Overall, how effective do you think DWER is in setting the framework for better management of waste including improving the reuse and recycling of waste products?

\*Caution: results indicative only due to small sample

Results may not equal to 100% by +/- 1% due to rounding

# Waste Stakeholders would commonly like to see more **support for LGAs and industry** to achieve the waste strategy targets

## Key Suggestions for Improvement of DWER's Management of the State's Waste | Top 7



Number (n=) of Stakeholders who have had environmental dealings

2022: Waste stakeholders who provided -ineffective rating n=33\*  
Q16B. Why do you rate DWER's setting of the framework for better management of waste as ineffective?  
\*Caution: results indicative only due to small sample

# In their own words...

## More Support for LGAs and Industry to Meet Targets



*“Very easy for DWER to proclaim targets for diversion of waste - yet no support for industry to allow this to happen in a cost effective manner. No enforcement over Councils who won't implement three bins to the disbenefit of those who will.”* **Other Stakeholder**

*“The state government needs to be more involved in how the waste is managed, in what way I'm not sure. It does need to be more self sustained.”* **Other Stakeholder**

## Needs Regulating



*“The regulation and management of waste in WA is poor compared with EU and US systems. Landfill is still far too cheap, stifling waste minimisation, reuse and recycling initiatives. The industry is plagued by poor practice and dominated by a "criminal" underclass who regard waste disposal and recycling as a cash cow. Waste licenses are outdated and ineffectual. The abandonment of landfill sites, and surrender of licenses is too easy, with no consequence. Landfill companies know they are too big to fail.”* **Other Stakeholder**

## Need to Improve Recycling in General



*“The policies are not progressive enough in this space - the waste space needs more proactive, progressive and aggressive policies. Reason being is that the world now needs to catch up to circular economy. The department needs to play a leadership role in transitioning the state towards a productive circular economy.”*

**Top Priority / Key Stakeholder**

*There need to be a huge shift towards waste management, particularly around recycling and landfill. There needs to be huge improvements in both these areas.”* **Other Stakeholder**

# In their own words...

## Value Adding / Process Local

*“The recycled waste issue is one that is beyond simple application of regulation. This needs some energy and investment into improving awareness of recycle opportunity and ensuring that correct recyclable waste is demonstrably well managed, controlled and usefully recycled.”* **Other Stakeholder**



## Reduce Waste at the Source

*“No focus on extended producer responsibility. Stop the waste at the source.”* **Other Stakeholder**

*“Waste volumes continue to increase within the state, and there is an insufficient focus on waste avoidance. A packaging ordinance is required to ensure that a) packaging is minimised and b) 100% recyclable/compostable.”*

**Top Priority / Key Stakeholder**



## Improve Customer Service

*“I think that more communication is needed, more officers on the ground. More open and honest communication. They need to have a really good look at their policies and the way that they handle things/manage things. They are not taking any advice at all from people on the ground.”* **Other Stakeholder**

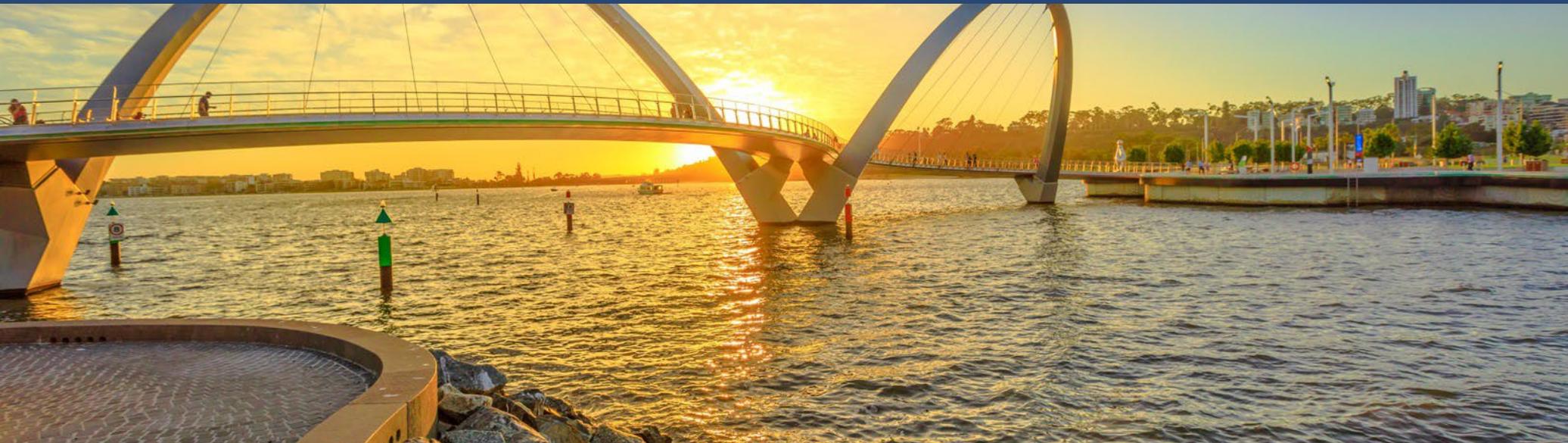


## Inconsistent Rules and Approach

*“We were advised that the application of manure to non-licence specified blocks of land may be an offence under the EP Act but its application at the same sustainable rate on another farm nearby would not be an offence. We asked for clarification from the DWER manager but it was not provided.”* **Other Stakeholder**

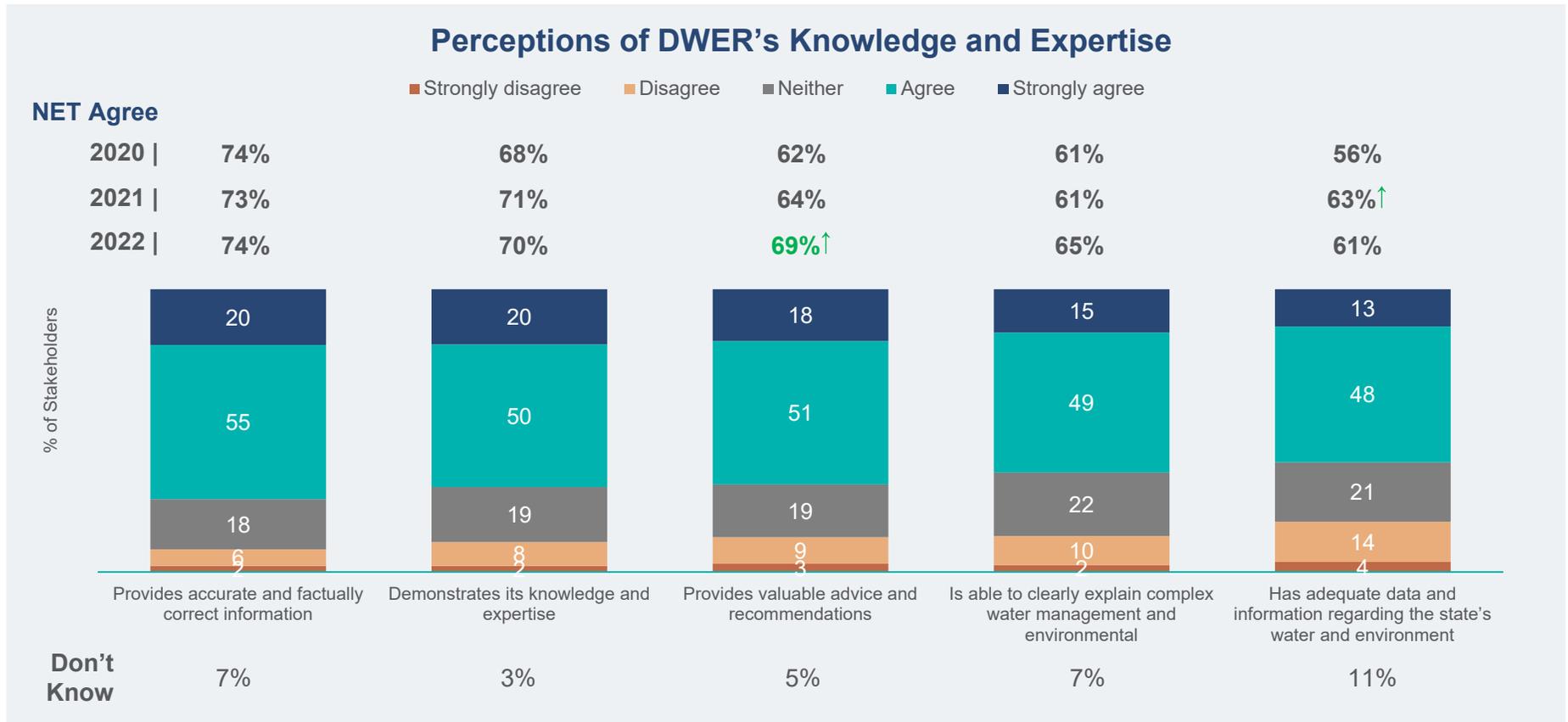


# Perceptions of DWER's Knowledge, Expertise and Decision Making



# The perception that DWER provides valuable advice and recommendations has improved since 2020

Other aspects of DWER's knowledge and expertise have largely held steady, including the perception that DWER has adequate data and information (which improved last year).



2022: 396 | 2021: 365 | 2020: n=347

Q18A. And to what extent do you agree or disagree with the following statements about DWER's knowledge and expertise in the management of the state's water resources and environment

↑↓ Significant difference to 2020 scores at 95% confidence

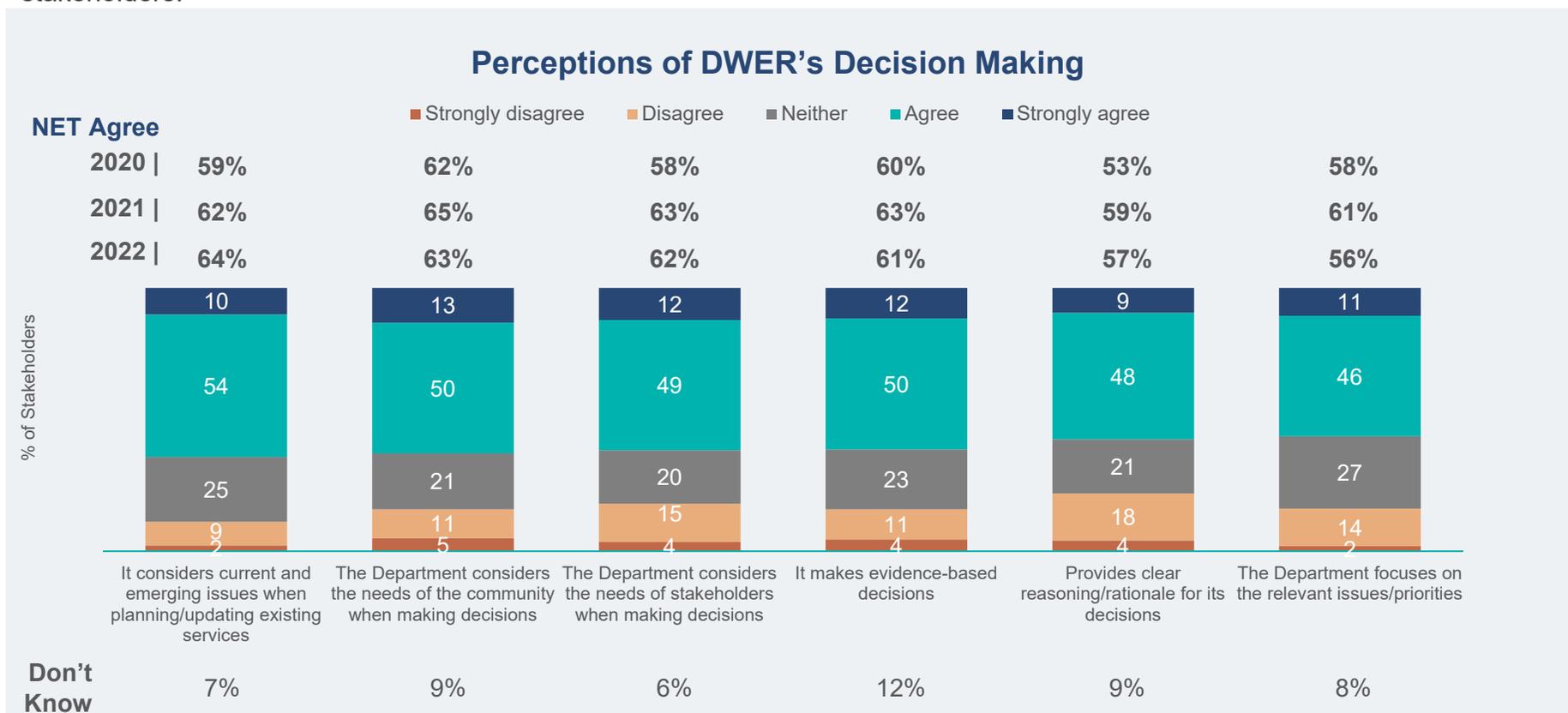
Don't know responses have been removed from the charted data

Results may not equal to 100% by +/- 1% due to rounding



# Stakeholder perceptions of DWER's decision making are largely consistent with previous results

Providing clear reasoning/rationale for its decisions and focusing on the relevant issues/priorities are perceived to be relatively weaker aspects of DWER's decision making. However Top Priority/Key Stakeholders are more likely to agree with all aspects of DWER's decision making - particularly feeling that DWER provides clear rationale for its decisions - 66% v 55% for Other stakeholders.



2022: n=396 | 2021: n= 365 | 2020: n= 374

Q18B. Thinking now about how DWER makes its decisions, to what extent do you agree or disagree with the following statements

Don't know responses have been removed from the charted data

Results may not equal to 100% by +/- 1% due to rounding

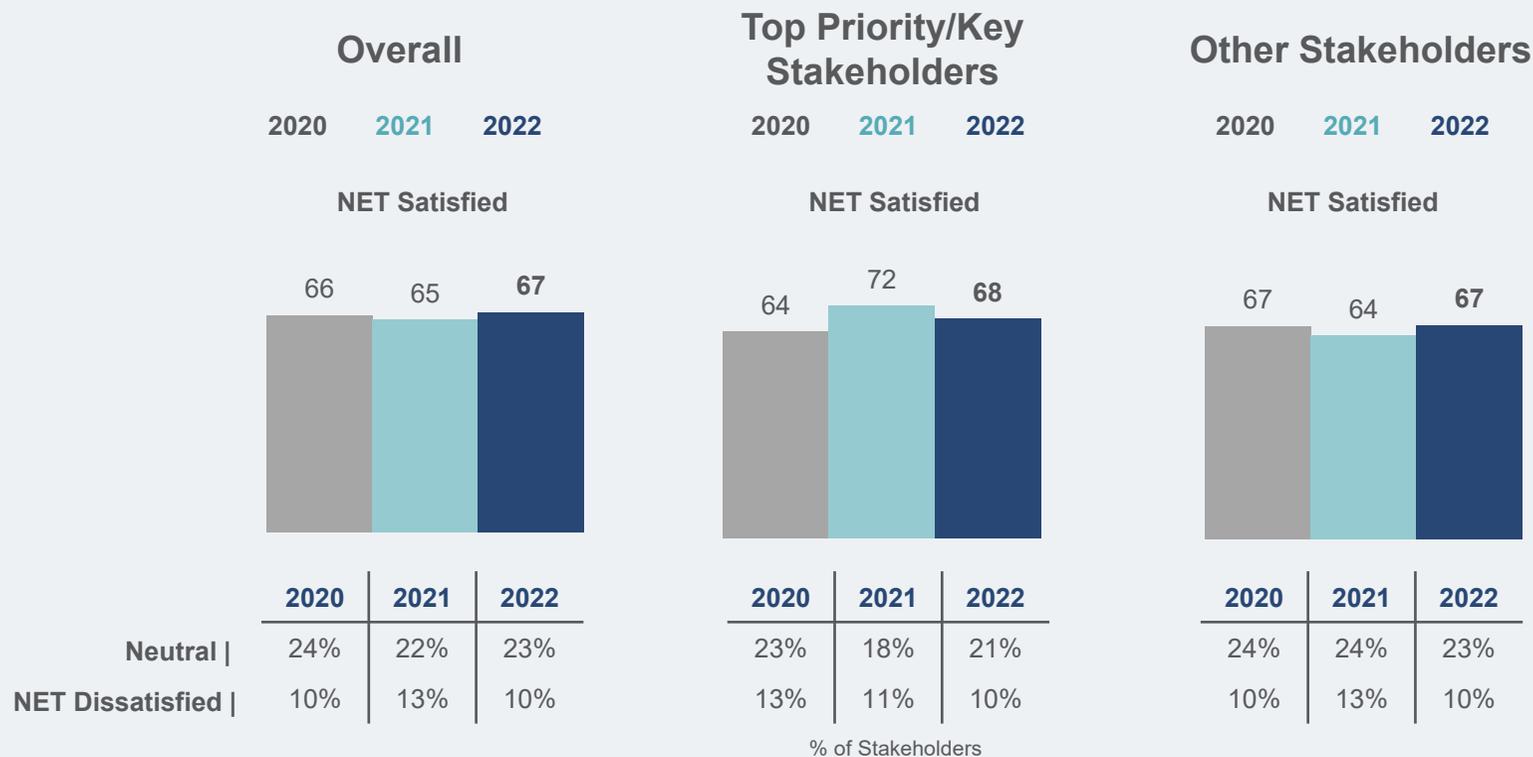
# Communications and Engagement



# Consistent with previous years, two in three Stakeholders are satisfied with their **current relationship** with DWER



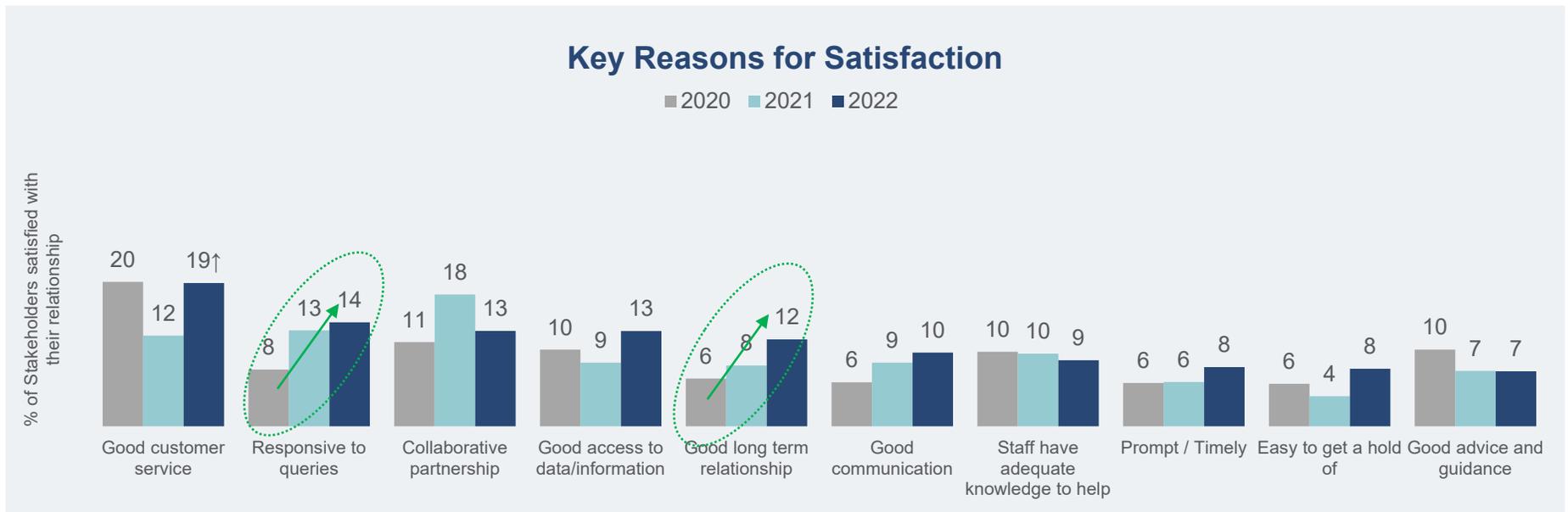
## Satisfaction with Relationship with DWER | NET Satisfied



2022: Overall n=395 | Top Priority/Key Stakeholder n=90 | Other Stakeholders n=308  
 2021: Overall n=360 | Top Priority/Key Stakeholder n=84 | Other Stakeholders n=287  
 2020: Overall n=370 | Top Priority/Key Stakeholder n=78 | Other Stakeholders n=297  
 Q19. Overall, how would you rate your current relationship with DWER?  
 Don't know responses have been removed from the charted data

# Stakeholders who are satisfied with their relationship especially value the **good customer service, responsiveness, collaboration and access to data** they receive from DWER

Positively, an increasing proportion of Stakeholders have cited responsiveness and a good long term relationship as things that DWER does well.



2022: Overall n=246 | 2021: Overall n=214 | 2020: Overall n=223

Q20a. Why is that? What does DWER do well?

↑ ↓ Significant difference to 2021 results at 95% confidence

Results under 7% not shown

# In their own words...

## Good Customer Service

*"I have a very good working relationship with DWER at a Regional and Local level. I am treated with respect when communicating with officers and receive professional and timely advice."* **Top Priority / Key Stakeholders**



*"Due to the water issues we've had here we've had a lot of contact with them and all the staff have been fantastic and helpful in getting things done."* **Other Stakeholders**

## Responsive to Queries

*"DWER is responsive when engaging on matters, being prepared to meet and talk through issues. - DWER is always professional and well informed and are always available to provide informal advice before a referral is lodged."* **Top Priority / Key Stakeholders**



*"Just from my dealings with the procurement dept it's quite good, they've been open and transparent, very responsive and I am able to contact them quite easily and just easy dealings with them so far."* **Other Stakeholders**

## Collaborative Partnership

*"Provision of interagency advice is valued, plus collaboration and engagement is positive and responsive."* **Top Priority / Key Stakeholders**



*"Everything we have, we work collaboratively to get the job one. They're approachable, available and responsive."* **Other Stakeholders**

# In their own words...

## Good Access to Data/Information

*“Consultation and provision of information/data.”* **Top Priority / Key Stakeholders**

*“I have a good reliable service and generally haven't had too many issues or complaints. They maintain their infrastructure well and provide a reliable service/ information about being water wise is relevant and timely.”*

**Other Stakeholders**

*“Open and transparent with most things, e.g. licensing data, reports. They are very good at providing public policy documents which we can use.”* **Other Stakeholders**



## Good Long-Term Relationship

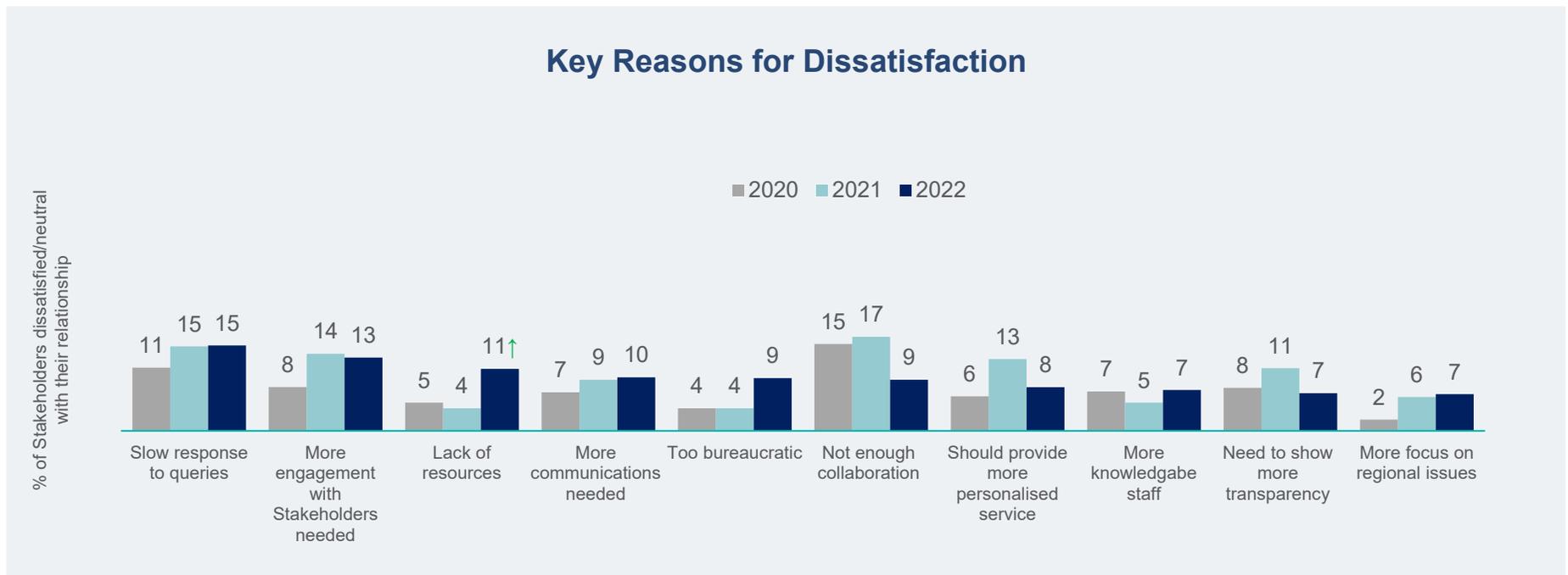
*“Very personal and close relationship that we have with them, they are approachable, and explain their position in a very clear way in their responsible activities on Christmas Island.”* **Other Stakeholders**

*“For me it's the relationships with the people that we get to work with- we get it straight from the top, the DG sits in as the chair of that group. Any areas that we want to ask questions about we can and we have direct access. The staff are really good - they have a tailored approach to contacting members of the group - it's not just a blanket email and hope that everyone gets it and comes back, because not everyone has email, or accesses it.”* **Top Priority / Key Stakeholders**



# Similar to last year, those who are not satisfied with their relationship with DWER cite **insufficient engagement and slow response times** as the main reasons for this

Lack of resources, such as; staff, funding, etc., was significantly more likely to be a key reason for dissatisfaction amongst stakeholders this year.



2022: Overall n=111 | 2021: Overall n=119 | 2020: Overall n=116

Q20b. Why is that? Please provide any suggestions for improvement in the way DWER manages its relationship with you and your organisation.

↑ Significant difference to 2021 results at 95% confidence

★ Significant difference to Other Stakeholders at 95% confidence

Scores under 9% not shown

# In their own words...

## Slow Response to Queries

*“Some good advice provided at times. However, the timeframes for environmental approval are long, winding, delayed, circular, and bewildering at times.”* **Top Priority / Key Stakeholders**



*“It is difficult to engage in a timely manner to get a good whole of government outcome, that has consensus from within DWER. Often responses require significant follow up to understand what the position being provided is. Providing information that is based on science, rather than assumptions or opinion.”* **Other Stakeholder**

## More Engagement with Stakeholders Needed

*“More regular contact with industry sectors, rather than just an annual survey. Better to have agreed levels of engagement with stakeholders.”* **Top Priority / Key Stakeholders**



*“Constant engagement - not enough engagement from the Dept but we have worked on some steps to improve that.”* **Other Stakeholder**

## Lack of Resources

*“I go back to the previous statement around resourcing. By and large their dealings are positive, but they are restrained with resources and the time constraints that that offers.”* **Other Stakeholder**



*“The department need more money, staffing, resources to be more effective. In short, they are a knowledgeable department that has been rendered a toothless tiger by successive governments. Sad.”* **Other Stakeholder**

# In their own words...

## More Communications Needed



*“More communication, more frequent, meetings. That covers it.”* **Top Priority / Key Stakeholder**

*“DWER needs to adopt a more customer focused approach for the Development Industry.. with open communication channels, timely responses.”* **Top Priority / Key Stakeholder**

*“A lack of general communication, disengagement, I don't really know what they do or how they do it.”* **Other Stakeholder**

*“Communication – don't ever really hear from them other than when there's a change of name by the dept itself or a change in management level.”* **Other Stakeholder**

## Too Bureaucratic

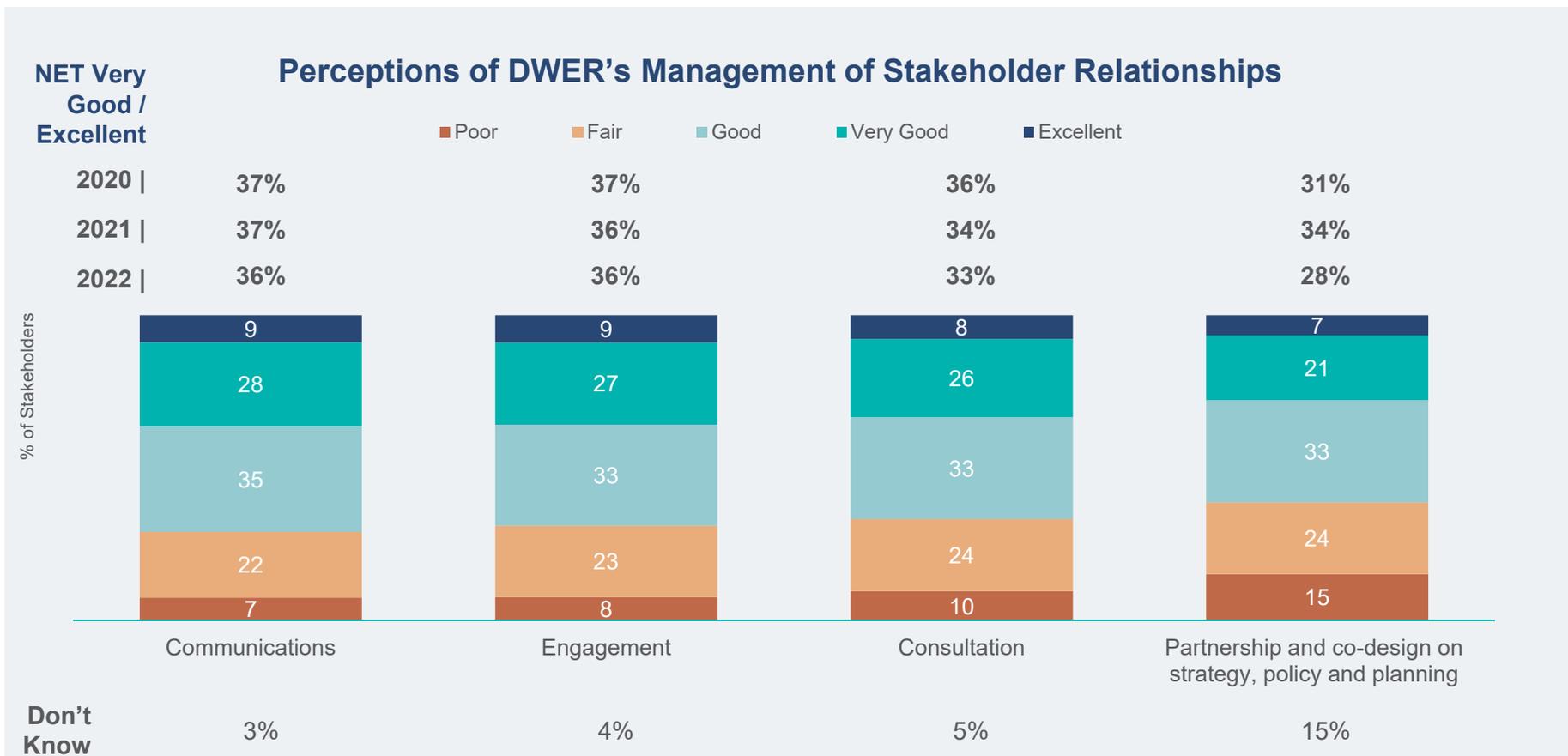


*“Again, we don't have any problems, but I do feel its too bureaucratic with no compelling strategies for driving environmental and waste change at scale.”* **Other Stakeholder**

*“The people are good to deal with but the processes and reasonings are heavily bureaucratic and difficult to put in place.”* **Other Stakeholder**

# Ratings on key relationship management criteria are largely consistent with previous results

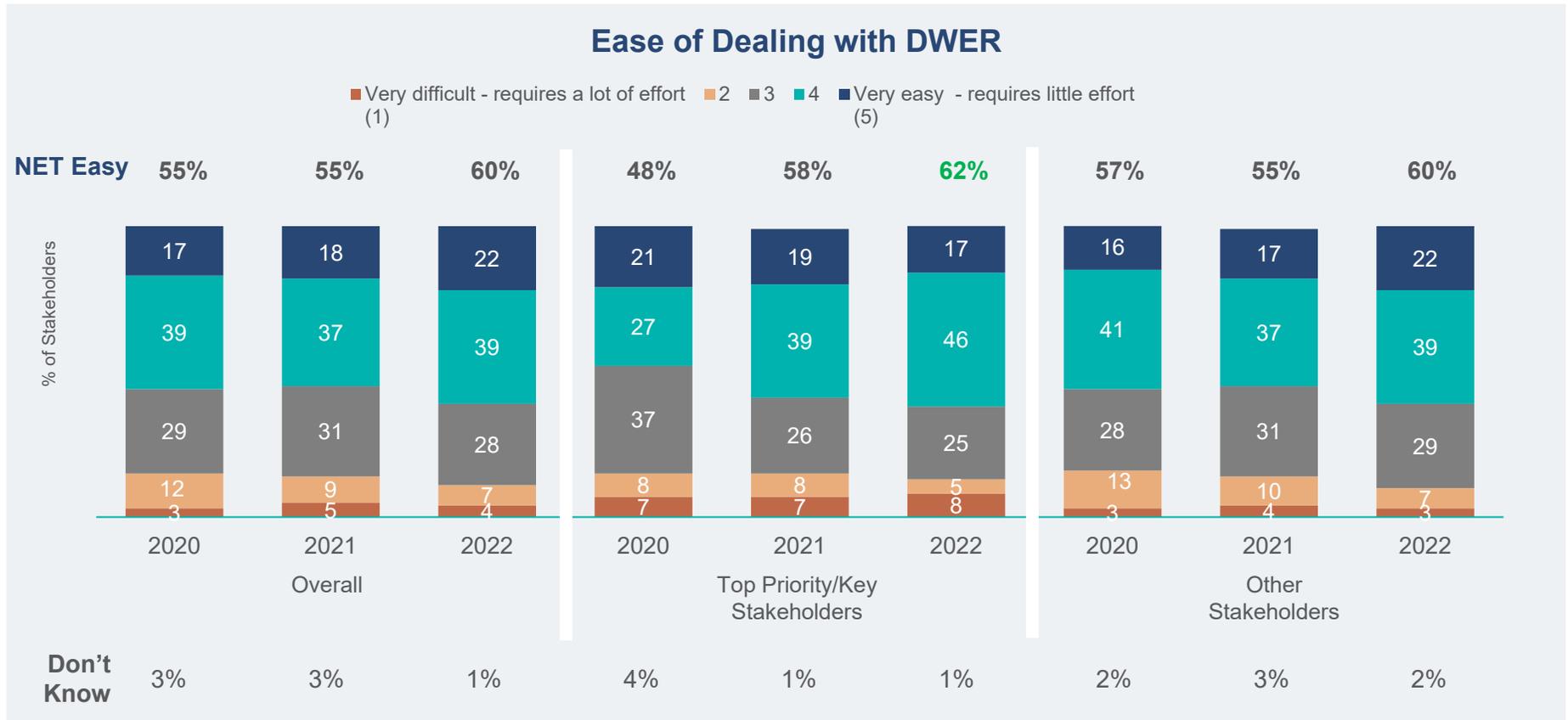
Top Priority/Key stakeholders provide higher positive ratings across all criteria - particularly regarding engagement and consultation.



2022: Overall n=385 | 379 | 377 | 337  
 2021: Overall n=353 | 348 | 347 | 305  
 2020: Overall n=360 | 351 | 343 | 300

Q22A. How would you rate DWER's performance in managing their relationship with you and your business/organisation, across each of the following areas  
 Don't know responses have been removed from the charted data

# The perceived **ease of dealing** with DWER has improved, particularly among Top Priority/Key Stakeholders



2022: Overall n=390 | Top Priority/Key Stakeholder n=89 | Other Stakeholders n=303

2021: Overall n=365 | Top Priority/Key Stakeholder n=85 | Other Stakeholders n=291

2020: Overall n=364 | Top Priority/Key Stakeholder n=75 | Other Stakeholders n=294

Q21. Overall, how would you rate DWER in terms of being easy to deal with in relation to your business/organisation's needs?

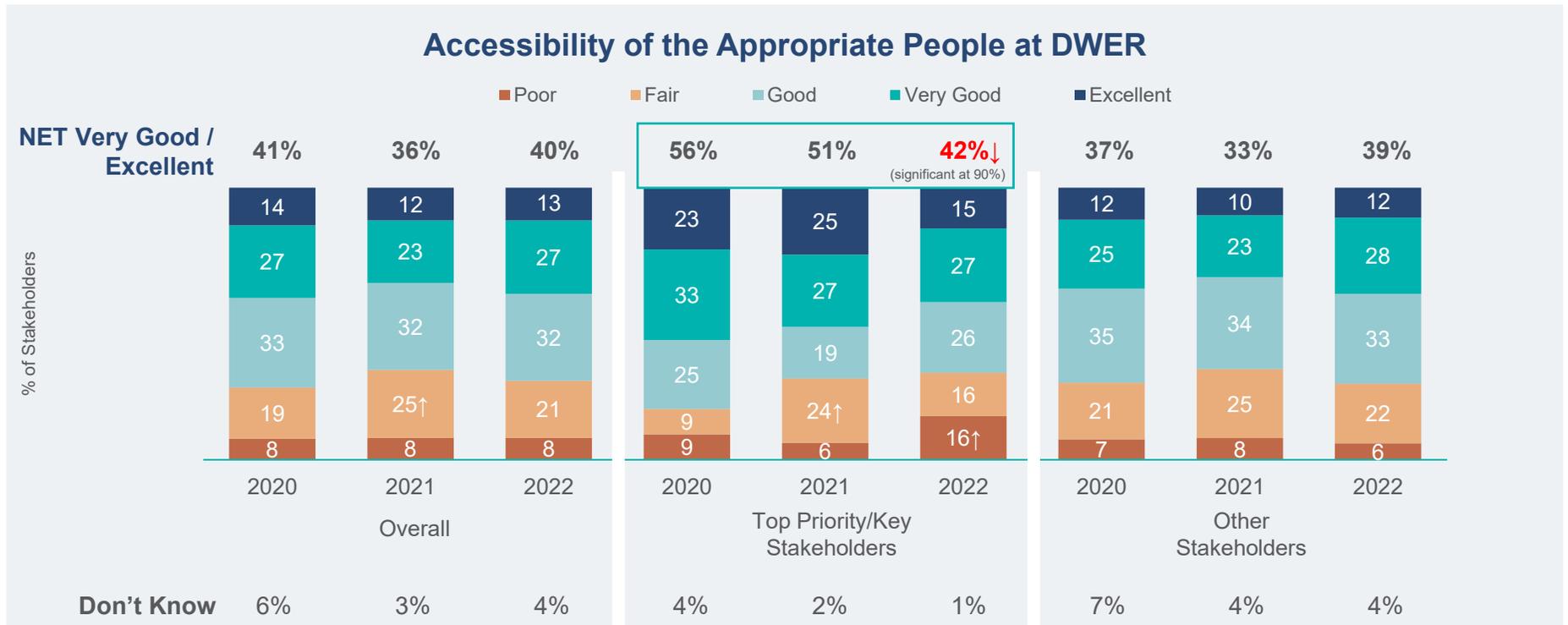
Don't know responses have been removed from the charted data

Results may not equal to 100% by +/- 1% due to rounding

# However, being able to access the **appropriate people** at DWER has declined among **Top Priority/Key Stakeholders**



This may be due to a large number of Stakeholders changing Relationship Managers in the last 12 months.



2022: Overall n=377 | Top Priority/Key Stakeholder n=89 | Other Stakeholders n=295

2021: Overall n=353 | Top Priority/Key Stakeholder n=83 | Other Stakeholders n=280

2020: Overall n=350 | Top Priority/Key Stakeholder n=75 | Other Stakeholders n=280

Q22B. And, how would you rate DWER's performance in managing their relationship with you and your business/organisation, across each of the following areas?

Q23. Still thinking about your interactions with DWER, how would you rate the following?

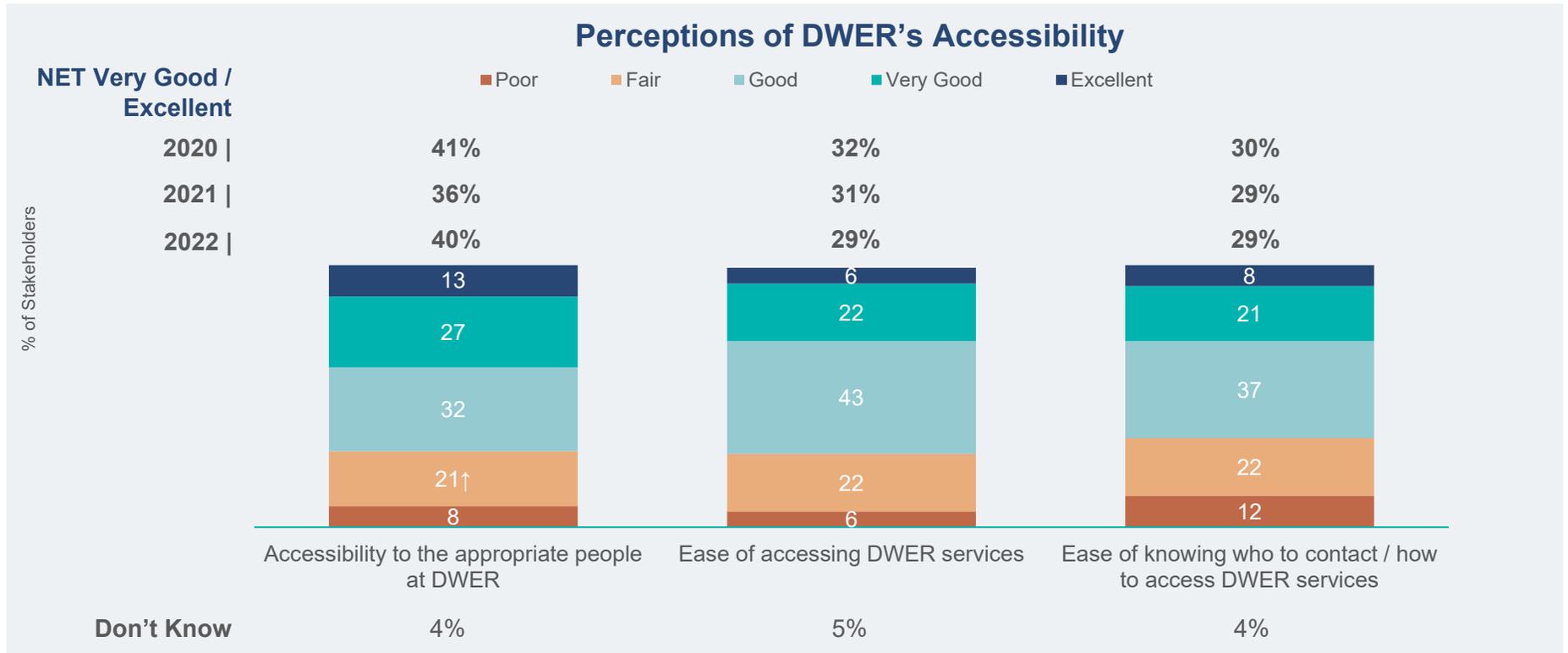
Don't know responses have been removed

↑ Significant difference to 2020 results at 95% confidence

Results may not equal to 100% by +/- 1% due to rounding

# The perceived ease of **accessing** DWER services has remained largely unchanged and is still lower than accessibility to the appropriate people

Ease of knowing who to contact/how to access DWER services drops to 16% very good/excellent for those who have had fewer dealings (1-2 times) with DWER this year.



2022: Overall n=382 | 376 | 382

2021: Overall n=353 | 338 | 345

2020: Overall n=350 | 343 | 352

Q22B. And, how would you rate DWER's performance in managing their relationship with you and your business/organisation, across each of the following areas?

Q23. Still thinking about your interactions with DWER, how would you rate the following?

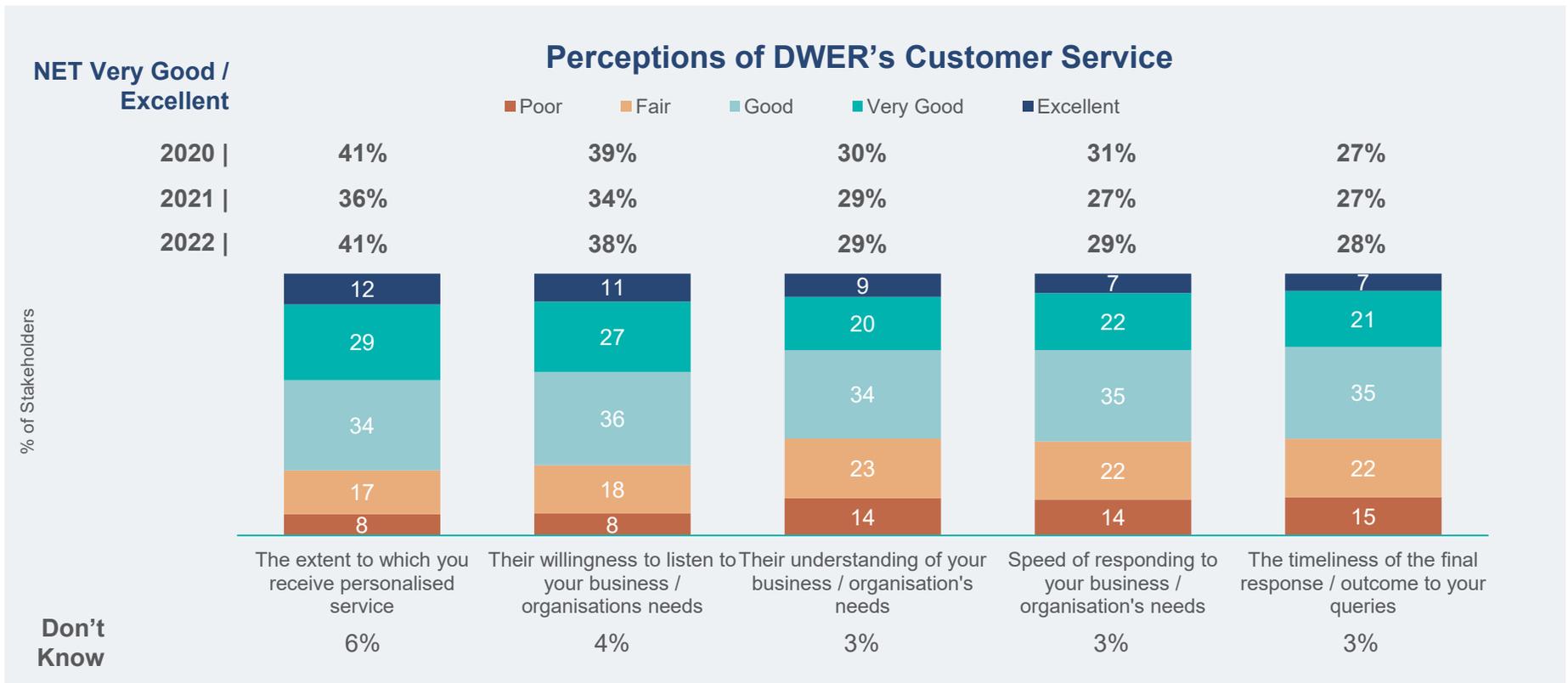
Don't know responses have been removed

↑↓ Significant difference to 2020 results at 95% confidence

Results may not equal to 100% by +/- 1% due to rounding

# Speed of **response times**, **timeliness** of outcomes and demonstrating an understanding of stakeholder needs continue to be opportunities for improvement

Positively, the perceived willingness to listen to stakeholder needs increases to 48% for Top Priority/Key stakeholders.



2022: Overall n=373 | 381 | 385 | 384 | 384

2021: Overall n=339 | 349 | 348 | 350 | 343

2020: Overall n=337 | 349 | 351 | 352 | 347

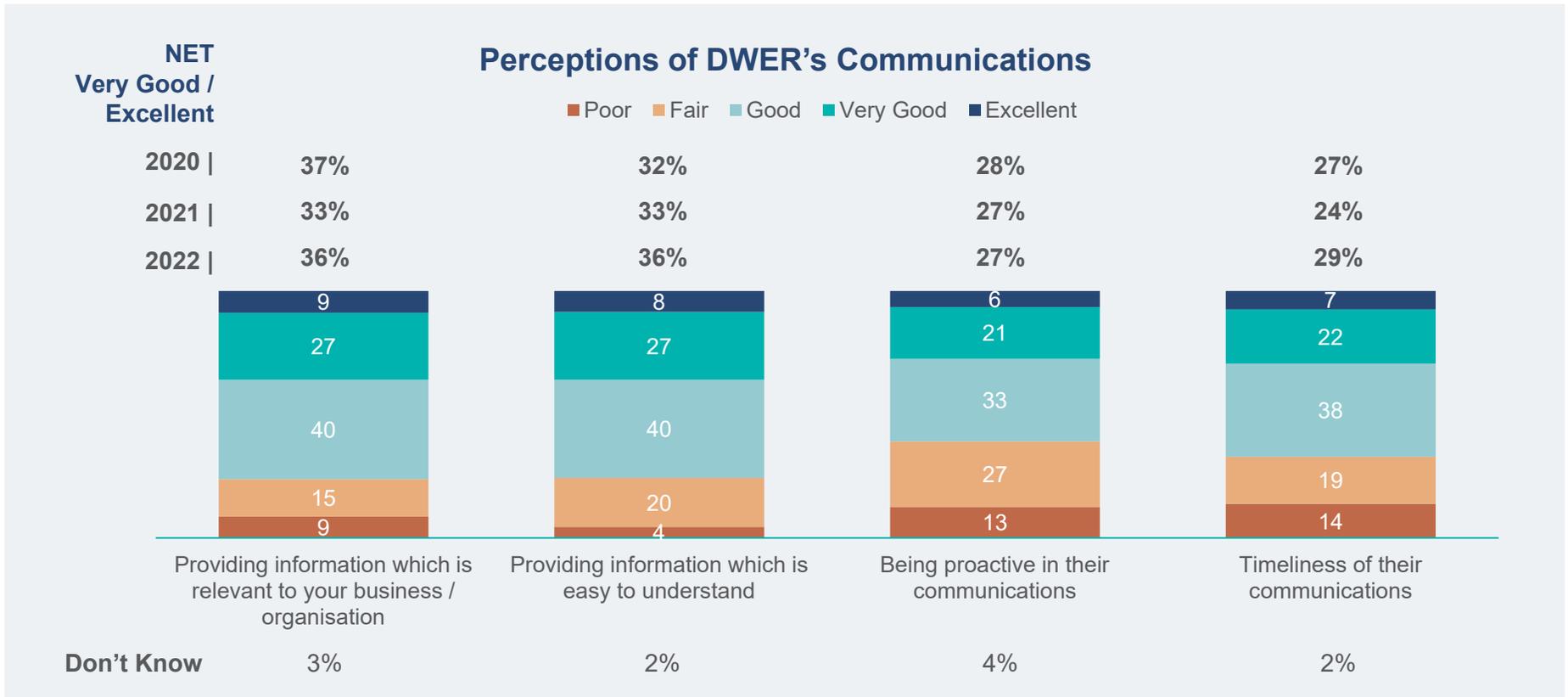
Q22B. And, how would you rate DWER's performance in managing their relationship with you and your business/organisation, across each of the following areas?

Q23. Still thinking about your interactions with DWER, how would you rate the following?

Don't know responses have been removed from the charted data

Results may not equal to 100% by +/- 1% due to rounding

# More **proactive** and **timely** communications are also opportunities to improve Stakeholder relationships



2022: Overall n= 383 | 388 | 381 | 390  
 2021: Overall n= 346 | 353 | 348 | 355  
 2020: Overall n= 353 | 357 | 357 | 357

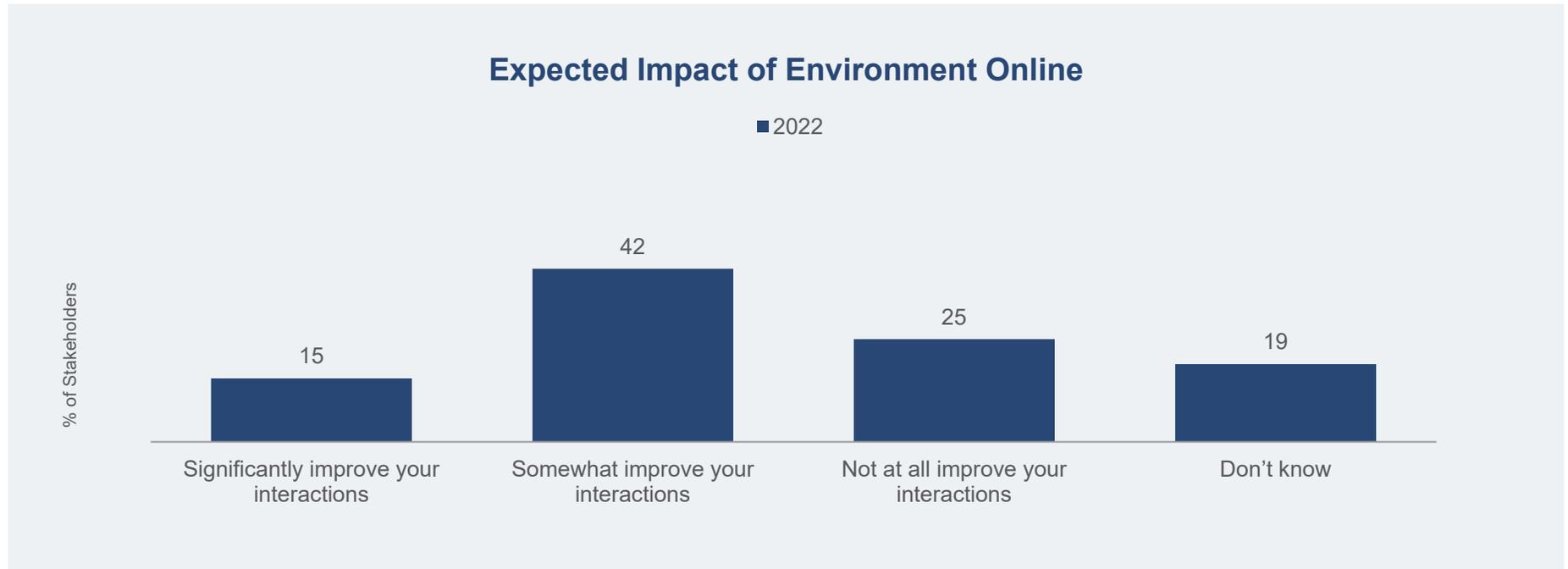
Q22B. And, how would you rate DWER's performance in managing their relationship with you and your business/organisation, across each of the following areas?

★ Significant difference to Other Stakeholders results at 95% confidence

Don't know responses have been removed from the charted data

Results may not equal to 100% by +/- 1% due to rounding

# Over half of all stakeholders believe an **online portal** will improve their interactions with DWER

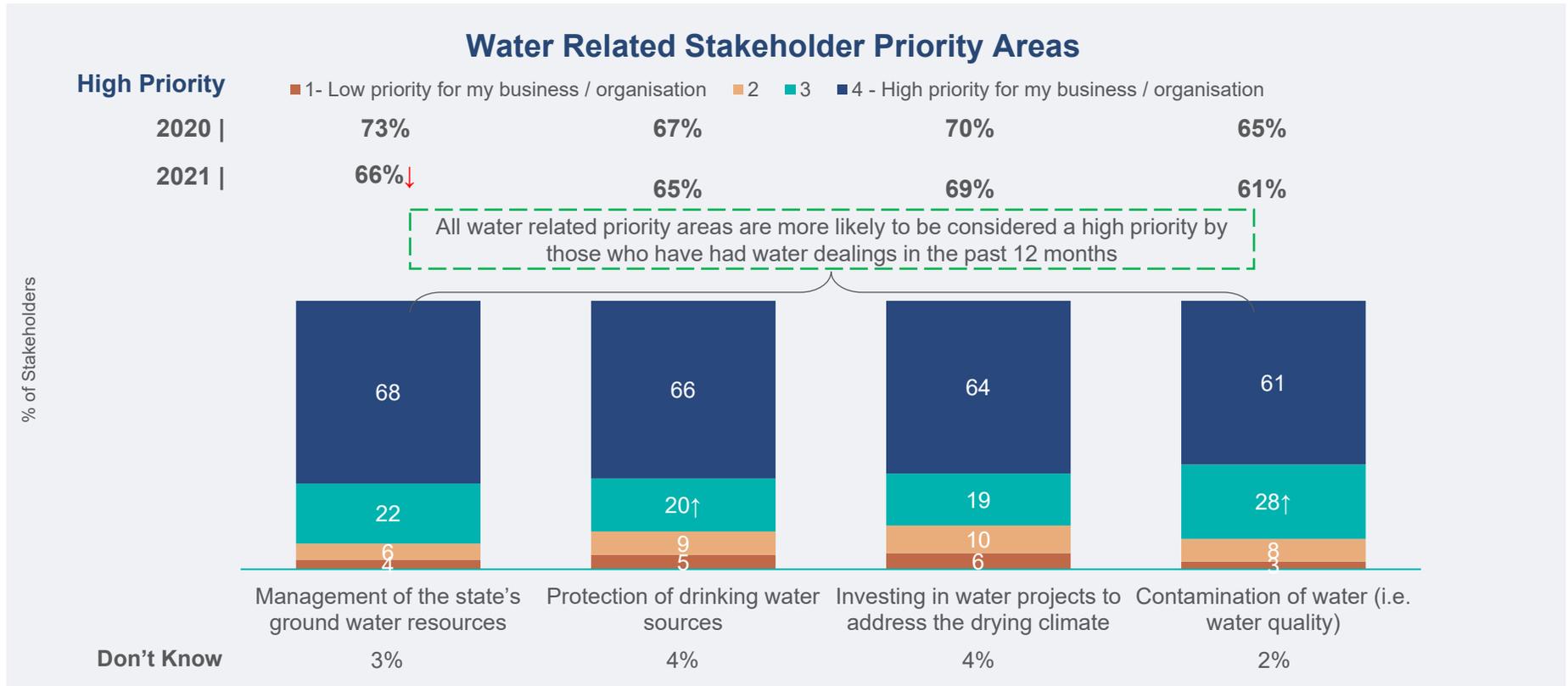


2022 n=396  
NQ10. To what extent do you think an online portal will improve your interactions with DWER and its services?

# Attitudes Towards Water and Environmental Issues



# Water scarcity is still a key priority for stakeholders



2022: n= 383 | 380 | 382 | 386  
 2021: n= 346 | 349 | 394 | 354  
 2020: n= 354 | 353 | 355 | 360

Q26. And to what extent are each of the following considered a priority by your business/organisation for DWER to focus on regarding the management of our state's water and environmental issues

Don't know responses have been removed from the charted data

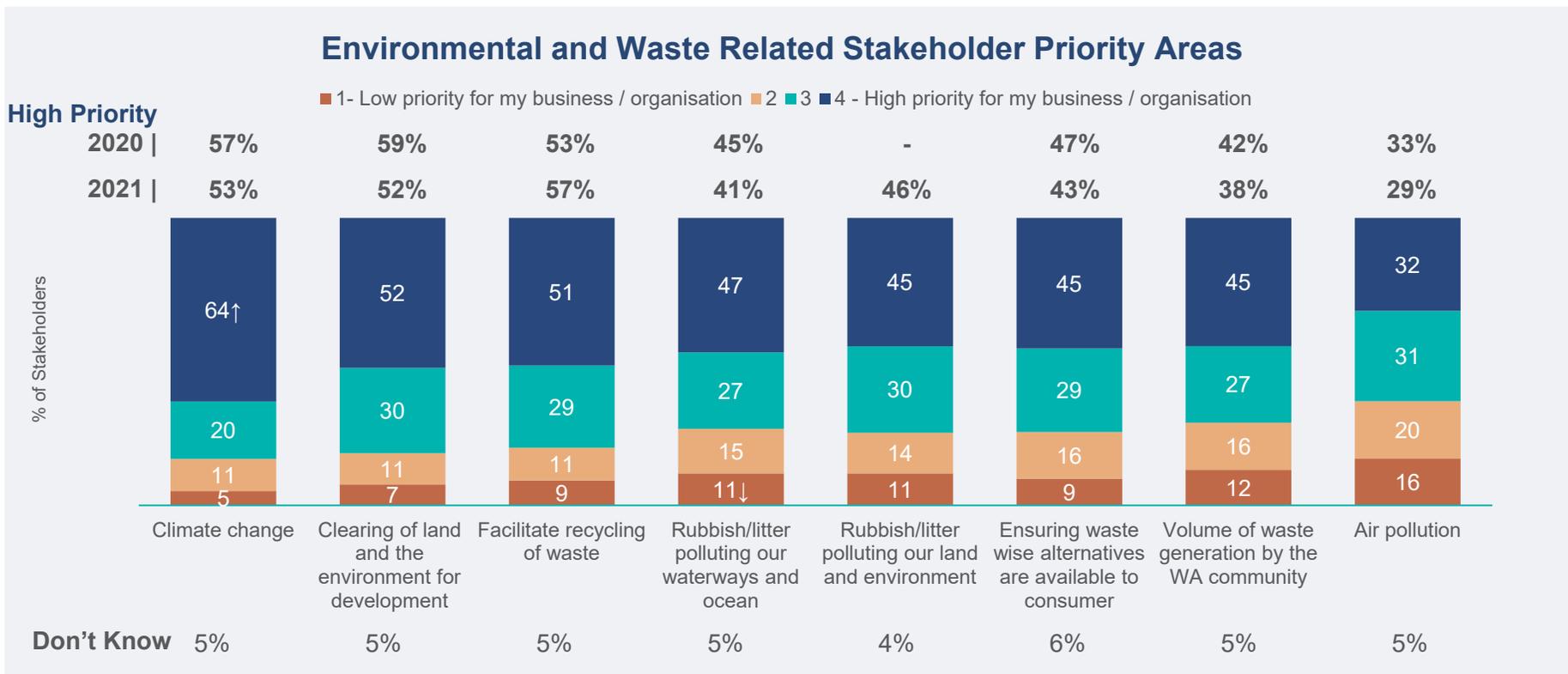
↑↓Significant difference to 2020 results at 95% confidence

Results may not equal to 100% by +/- 1% due to rounding

# Climate change increased as a priority for Stakeholders this year



This is not surprising given the increased attention on Climate Change and environment, especially the conversation about governments and businesses setting net zero emission targets, both nationally and globally.



2022: n= 378 | 381 | 381 | 383 | 375 | 381 | 378 | 379

2021: n= 347 | 345 | 346 | 350 | 344 | 347 | 345 | 345

2020: n= 350 | 349 | 349 | - | 349 | 353 | 345 | 351

Q26. And to what extent are each of the following considered a priority by your business/organisation for DWER to focus on regarding the management of our state's water and environmental issues

↑↓ Significant difference to 2020 results at 95% confidence

Don't know responses have been removed from the charted data

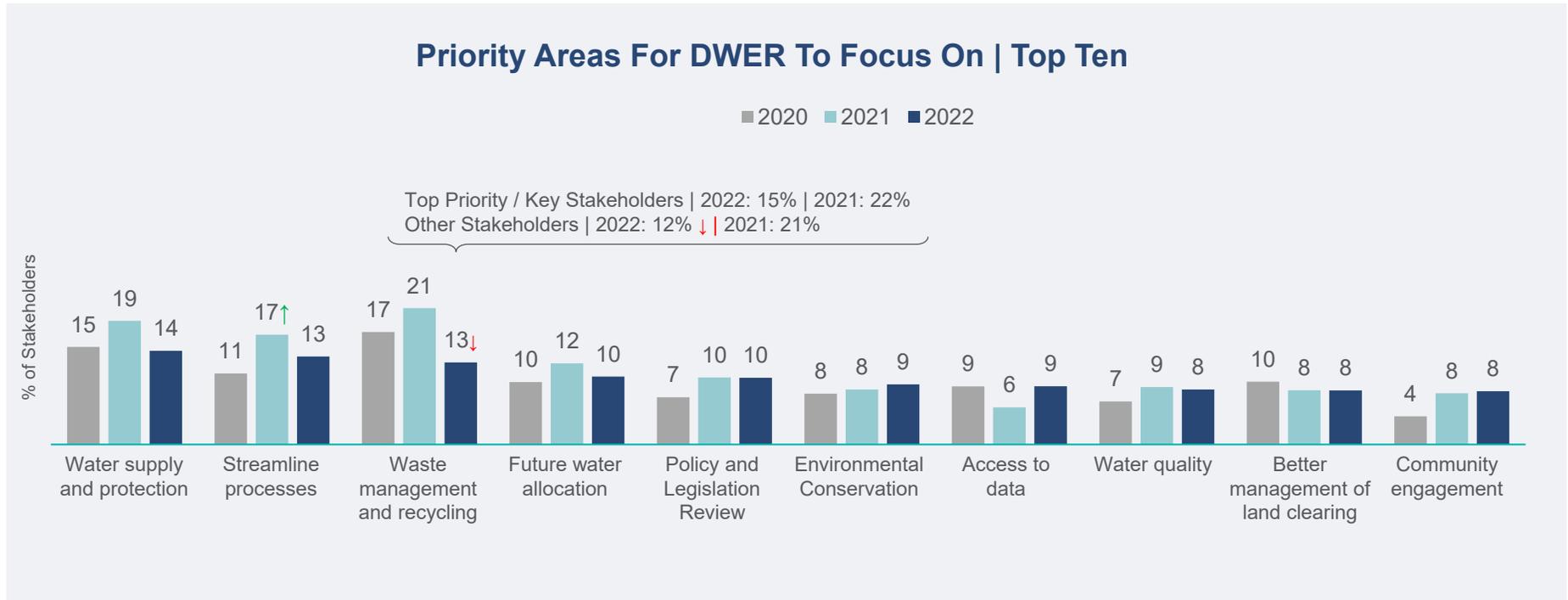
Results may not equal to 100% by +/- 1% due to rounding

'Rubbish/litter polluting our land and environment' was not asked in 2020.

# Water supply and protection is still a key priority area for DWER to focus on this year



Waste management and recycling is still in the top 5 but less of a priority than in 2020 and 2021.



2022: n=396 | 2021: n= 365 | 2020: n= 374

Q25. Thinking about water and environment issues that are most important to you business/organisation, please let up to three key priority areas your business/organisation would like to see DWER focus on regarding the management of out state's water and environmental issues.

Don't know responses have been removed from the charted data

↑↓ Significantly difference to 2020 or 2021 results at 95% confidence

# Appendix



# Detailed Research Approach

Metrix received an initial database of 1,410 stakeholders from DWER. From this list, 159 contacts - either had changed their contact information (mostly telephone) or were no longer with the target organisation, and could not be contacted, resulting in a final usable sample of 1,251.

Consistent with previous years, a multi-modal method was developed to maximise stakeholder engagement and participation in the survey. This included data collection via an online survey and telephone interviews:

- A letter under the hand of the Director General of the Department of Water and Environmental Regulation was sent to stakeholders for whom the Department had only a postal address, inviting them to go online to complete the survey via a simple web address - [www.dwerstakeholdersurveys.com.au](http://www.dwerstakeholdersurveys.com.au). They were each provided with a unique access code to prevent unauthorised (or multiple) entries in the survey.
- Those with a direct email address were sent an email from the Director General inviting them to participate in the survey. Similar to the letter approach, each email included a unique link for the DWER Stakeholder Survey, to prevent unauthorised or repeat entries.
- Those who did not respond to the online survey and had a known contact number were contacted via a fieldwork agency, Thinkfield, to complete the survey over the phone. They were also given the option to receive an email with a link to the online survey if that was more convenient.

This resulted in a final sample of n=396. This is a response rate of 32% and provides results with a maximum sampling accuracy of +/- 4.07% at the 95% confidence level.

Fieldwork was conducted between the 18<sup>th</sup> October 2021 and 11<sup>th</sup> January 2022.

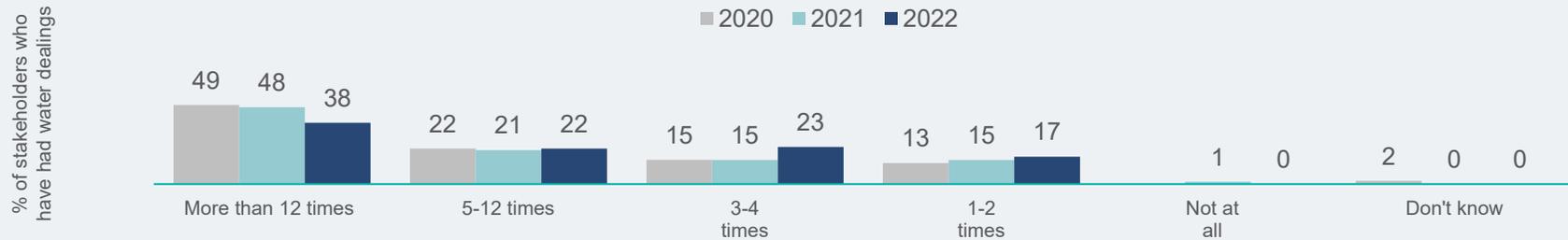
A summary of the available valid sample of stakeholders is summarised below:

Contact Channel	Valid Sample
Phone only	22
Email only	426
Phone and email	666
Address only	137
<b>Total</b>	<b>1,251</b>

The sample for the Water KPI is based on those stakeholders who have had water dealings with DWER. This ensures they were able to adequately rate the Department on its performance. A final sample of n=286 had water dealings with DWER and was used to calculate the Water KPI.

# Top Priority and Key Stakeholder Profile – Water Dealings

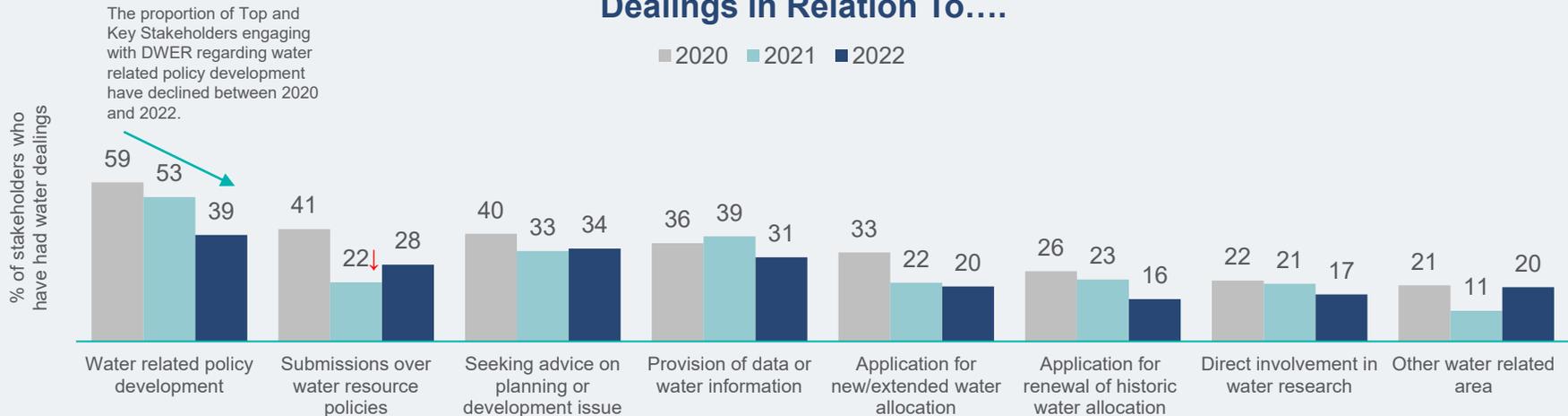
## Frequency of Contact with DWER in Connection to Water over the Past Year



2022 n=60 | 2021 n=66 | 2020 n=55

Q2B. How frequently have you had dealings with DWER over the past year?

## Dealings in Relation To....



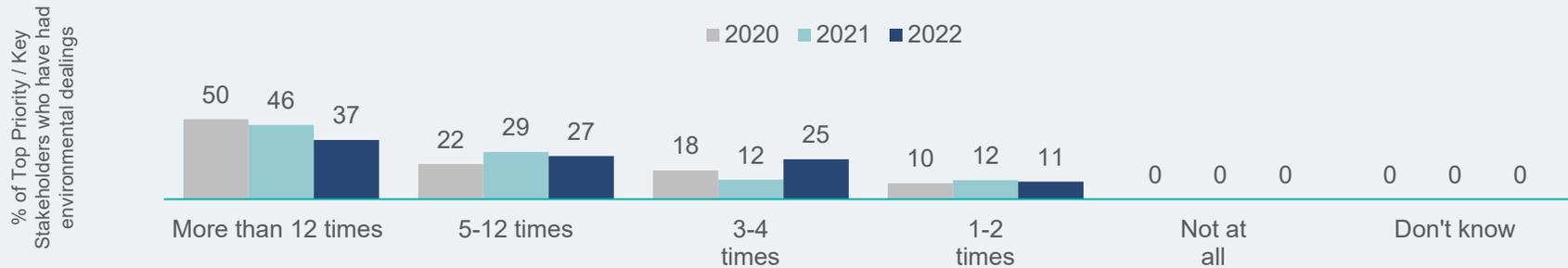
2022 n=64 | 2021 n=70 | 2020 n=58

Q3. And what have your dealings with DWER been related to?

↑ Significant difference to 2021 results at 95% confidence

# Top Priority and Key Stakeholder Profile – Environmental Dealings

## Frequency of Contact with DWER in Connection to the Environment over the Past Year



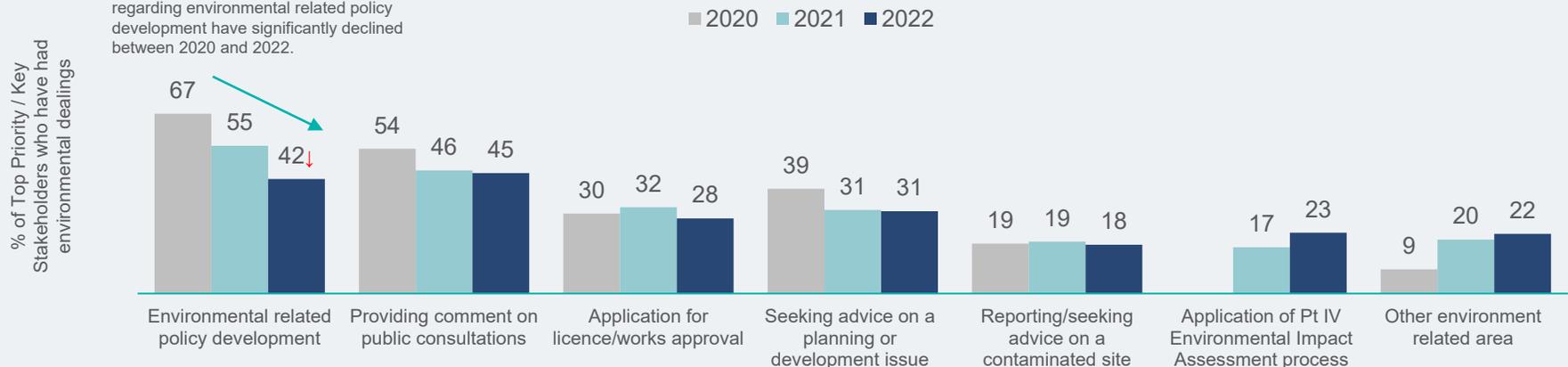
2022: n=61 | 2021: n=57 | 2020 n=50

Q2B. How frequently have you had dealings with DWER over the past year?

Caution results indicative only due to small sample

## Environmental Dealings in Relation To....

The proportion of Top and Key Stakeholders engaging with DWER regarding environmental related policy development have significantly declined between 2020 and 2022.



2022: n=62 | 2021: n=59 | 2020 n=25

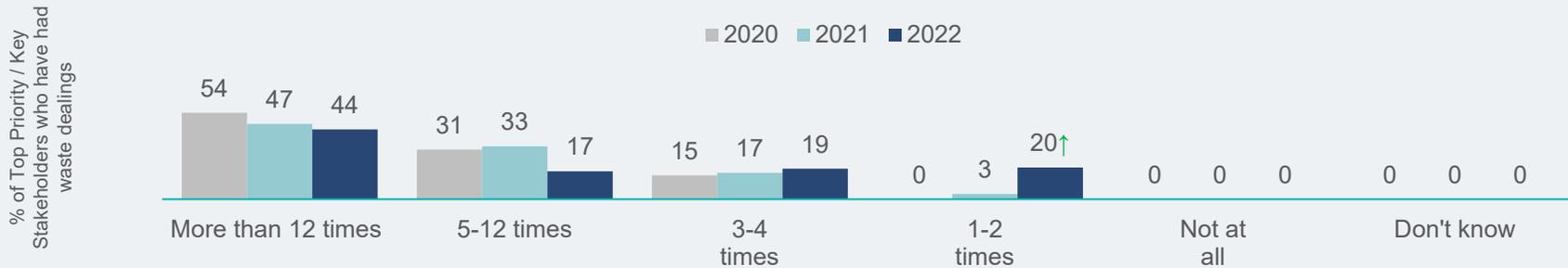
Q3. And what have your dealings with DWER been related to

Caution results indicative only due to small sample

↑ Significant difference to 2020 results at 95% confidence

# Top Priority and Key Stakeholder Profile – Waste Dealings

## Frequency of Contact with DWER in Connection to the Waste over the Past Year



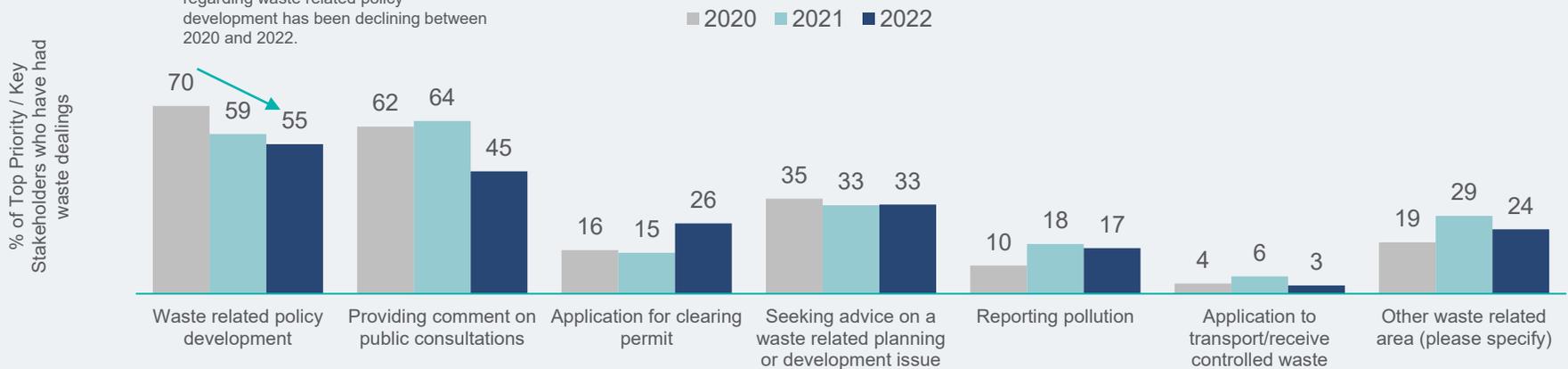
2022: n=34 | 2021: n=32 | 2020 n=27

Q2B. How frequently have you had dealings with DWER over the past year?

Caution results indicative only due to small sample

## Waste Dealings in Relation To....

The proportion of Top and Key Stakeholders engaging with DWER regarding waste related policy development has been declining between 2020 and 2022.



2022: n=35 | 2021: n=33 | 2020 n=28

Q3. And what have your dealings with DWER been related to

Caution results indicative only due to small sample

↑ Significant difference to 2020 results at 95% confidence

# Other Stakeholder Profile - Water Dealings

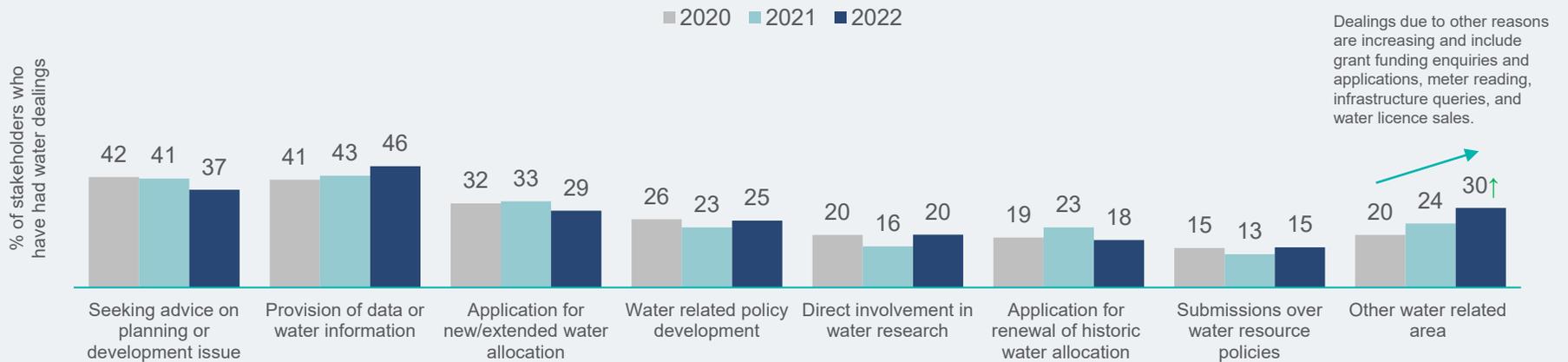
## Frequency of Contact with DWER in Connection to Water over the Past Year



2022 n=193 | 2021 n=193 | 2020 n=211

Q2B. How frequently have you had dealings with DWER over the past year?

## Dealings in Relation To....

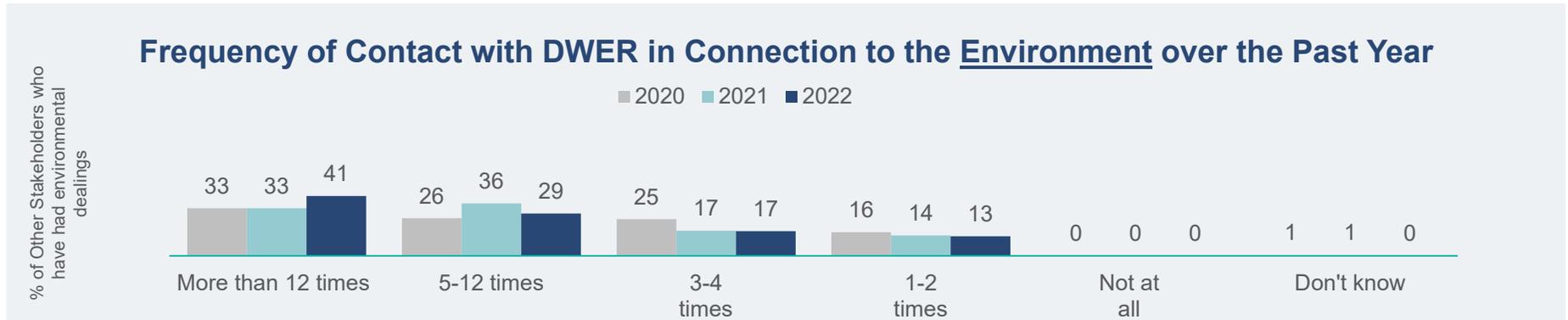


2022 n=222 | 2021 n=222 | 2020 n=245

Q3. And what have your dealings with DWER been related to

↑ Significant difference to 2020 results at 95% confidence

# Other Stakeholder Profile – Environmental Dealings



2022 n=178 | 2021 n=184 | 2020 n=172

Q2B. How frequently have you had dealings with DWER over the past year?



2022 n=194 | 2021 n=200 | 2020 n=245

Q3. And what have your dealings with DWER been related to

Note: application of Pt IV Environmental Impact Assessment Process was not asked in 2020.

# Other Stakeholder Profile – Waste Dealings



2022 n=95 | 2021 n=125 | 2020 n=84

Q2B. How frequently have you had dealings with DWER over the past year?



2022 n=103 | 2021 n=134 | 2020 n=89

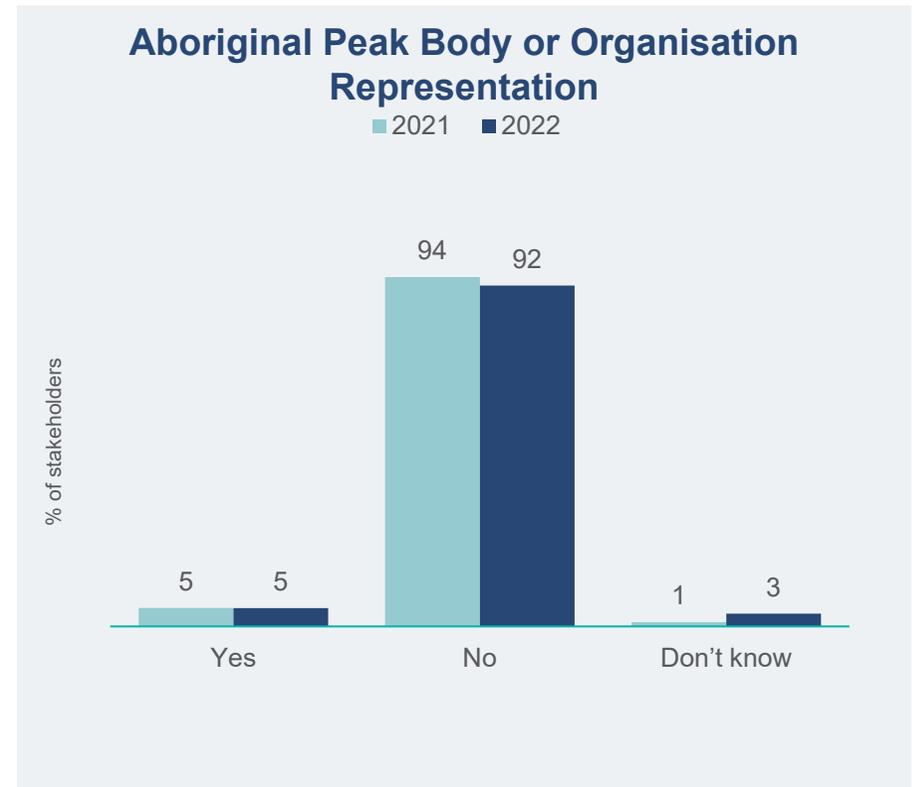
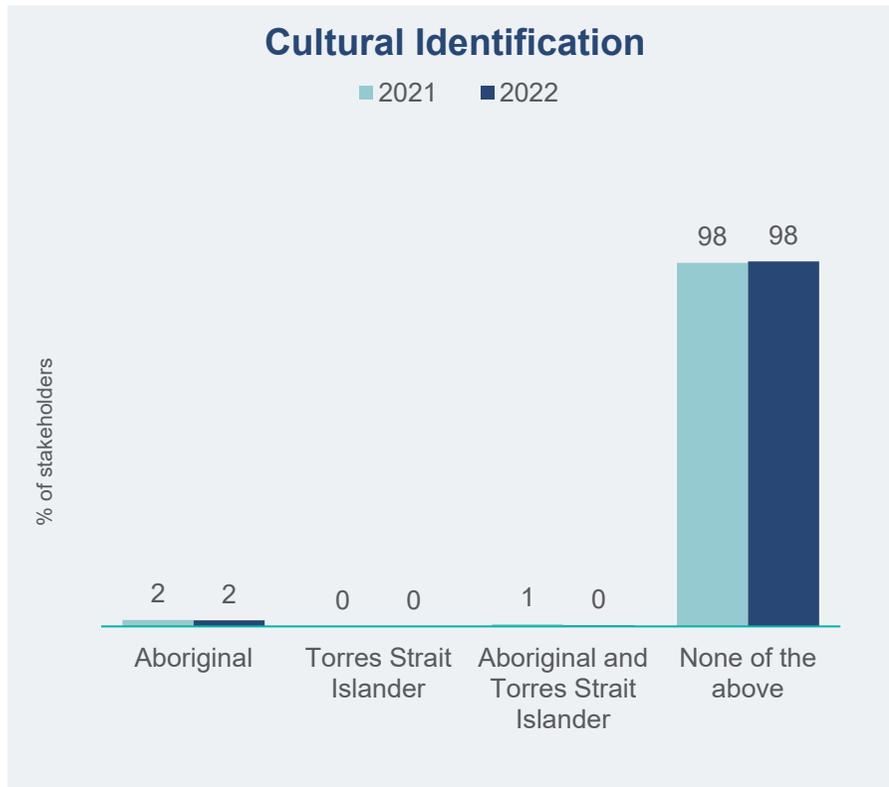
Q3. And what have your dealings with DWER been related to

↑↓ Significant difference to 2020 results at 95% confidence

Note: application of Pt IV Environmental Impact Assessment Process was not asked in 2020.

# Stakeholder Profile – Cultural Identification and Aboriginal Peak Body or Organisation Representation

Due to the small sample of Stakeholders who identified as Aboriginal and/or Torres Strait Islander or representatives, results are indicative only. Overall, their perceptions of DWER and satisfaction with their relationship with DWER is on par with other Stakeholders. However, their ratings of DWER’s water and environmental management are indicatively lower than other Stakeholders, as are their ratings of DWER in terms of effective planning, legislation and policy.



2022: n=396 | 2021: n=365

NQ1. Do you identify as?

NQ2. Do you represent an Aboriginal Organisation or Peak Body?

Note: NQ1 and NQ2 were **not** asked in 2020

# Differences by Stakeholder Groups

There are no significant differences in key results by detailed stakeholder group; largely a function of the sample sizes for each group. Any notable trends have been summarised below.

## Knowledge of DWER

- Mining and Science/academic stakeholder groups have lower stated knowledge of DWER compared to other groups. Just 6% and 5% respectively feel they have extensive knowledge of the Department, compared to 11% overall.

## Sentiment and Perceptions

- Despite lower stated understanding of DWER's functions, Science/academic stakeholders are the most positive group towards DWER in terms of their overall perceptions of DWER and the extent to which they consider the organisation to be trustworthy, a strong leader, focused on continuous improvement.
- Mining and Science/academic stakeholders have higher levels of agreement that DWER *is a trustworthy organisation* (80% and 82% respectively compared to 76% overall).

## KPI/Performance Questions

- There are no differences of note by detailed stakeholder groups.

## Relationship/Communications

- There are no differences of note by detailed stakeholder groups.

## Sample Sizes 2022

Mining, oil and gas, heavy and light industry, and regional local government stakeholders	n=179
Licensees (all), horticulturalists, agriculturalists, pastoral and dryland agricultural groups, water advisory committees, irrigation cooperatives and regional development commissions	n=64
Development, infrastructure, housing, planning and business groups, Aboriginal groups, organisations and peak bodies	n=44
Science, universities, academics, NRM, water industry (including AWA), catchment councils and landcare groups	n=42
Other Stakeholder Groups	n=62

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