

Department for Infrastructure and Transport  
22ADL-1423  
20 January 2023

# Engagement Plan

Proposed Code Amendment for  
Adelaide Aquatic Centre Development

Date	Approver	Signature
20/01/2023	Simon Morony as Delegate of the Chief Executive for the Department for Infrastructure and Transport	

We acknowledge the Kaurna People as the Traditional Custodians of the land on which we work and pay respect to their Elders past, present and emerging.

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# 1. Introduction

The Minister for Planning's Delegate has approved the Initiation of a Code Amendment for the Adelaide Park Lands Zone in part of Denise Norton Park/Pardipardinyilla (Park 2) in North Adelaide. The Code Amendment is being undertaken by the Chief Executive of the Department for Infrastructure and Transport and proposes a policy environment that supports the development of the new Adelaide Aquatic Centre and the return of the current site to Park Lands.

The Code Amendment seeks to:

- Introduce a new sub zone that provides policy guidance for the development of the new Adelaide Aquatic Centre.
- Introduce a Concept Plan that will support development of the site and includes vehicle entry points, pedestrian entries and connections through the site, avenue tree planning and landscape buffers, land to be returned to Park Lands and the new Aquatic Centre Site including space for construction activities and temporary structures.
- Remove policies that refer to the Adelaide Aquatic Centre site that are no longer relevant.
- List some minor and/or temporary works that are required to build the new facility (e.g. temporary fencing and car parking).

The 'affected area' identifies the area that the investigations and policy changes for the Code Amendment will apply. This is shown in Figure 1, below. This affected area is not the area within which the new aquatic centre could go. This will be defined through a new Aquatic Centre Sub Zone. Identifying a broader affected area means that the community can influence the precise boundary of the sub zone through the consultation process.



Figure 1: Code Amendment Affected Area

## 1.1 Locality

The Affected Area is located within the Adelaide Park Lands as part of the Adelaide Park Lands Zone. It is bounded by:

- Park Lands to the north, which extend to Fitzroy Terrace. This is also the boundary of the City of Prospect.
- Park Lands to the east, which extend to Prospect Road.
- Barton Terrace West to the south, which is the boundary of the adjacent City Living Zone.
- Jeffcott Road to the east, beyond which the Adelaide Park Lands extend to encircle North Adelaide.

## 1.2 Project Context

The South Australian Government's has committed \$80 million to build a new Adelaide Aquatic Centre in the Adelaide City northern Park Lands at Pardipardinyilla / Denise Norton Park (Park 2). The Department for Infrastructure and Transport (the Department) is responsible for the design and construction of this new fit-for purpose centre, working together with the Office for Recreation, Sport and Racing who will operate the facility. The new facility will be owned and managed by the Government of South Australia.

The existing Adelaide Aquatic Centre was purpose built over 50 years ago and is run by the City of Adelaide. The building has proven expensive to maintain and is no longer fit-for-purpose. The new Adelaide Aquatic Centre is proposed to deliver a fit-for-purpose facility in the south-west corner of Park 2. The new facility will be accessible to all and is important community infrastructure to ensure South Australians have quality places for sport and recreation to support their health and wellbeing.

## 1.1 Previous Engagement

### 1.1.1 DIT Engagement 2022

DIT undertook extensive community consultation in June and July 2022, seeking community feedback on three potential locations in Pardipardinyilla / Denise Norton Park (Park 2) for the new Adelaide Aquatic Centre.

Engagement activities included the following:

- Online feedback form
- Social pinpoint platform, where the community could post a 'pin' on the online map of the Park Lands
- Pop-up information stand in the foyer at the current Adelaide Aquatic Centre. 367 individual conversations were held over a four-week period
- Two drop-in sessions held at the Adelaide Inn at 160 O'Connell Street, North Adelaide, with a total of 25 attendants
- Invitation to contact the project team via email

- In addition to providing the opportunity for members of the public to provide feedback on the proposed locations of the new centre, people were also invited by the Department to complete an Expression of Interest (EOI) to be included on a Community Reference Group (CRG). The role of the CRG was to review the feedback received during the consultation period and provide recommendations to the State Government on the preferred location within Park 2.

Of three proposals considered, the south-west location was backed by 55% of the 989 respondents who provided feedback on the preferred site for a new facility. Twenty percent of respondents preferred the south-east corner, 15% supported the north-east corner, and 10% indicated no preference. The Community Reference Group supported the south-west location.

## 2. Engagement Approach

### 2.1 Purpose

The purpose of this engagement process is to ensure that individuals, businesses, organisations and communities interested in and/or affected by the proposed Code Amendment are able to provide feedback and influence particular elements of the proposed Code Amendment during the preparation stage, and prior to the finalisation of the Code Amendment.

Specifically, the engagement will:

- Communicate and raise awareness that a Code Amendment has been prepared and is on consultation for a period of 6 weeks commencing in January 2023.
- Provide information about what is proposed by the Code Amendment including the location of where the proposed changes will apply.
- Allow community and stakeholders to understand the future development implications that the proposed Code Amendment may facilitate, and any impacts this may have on them.
- Provide the opportunity for stakeholders and community to identify issues and opportunities early, so that they can be considered in the preparation of the final Code Amendment.
- Enable stakeholders and community to provide feedback on the Code Amendment prior to it being finalised and submitted to the State Planning Commission and Minister for Planning.
- Close the loop with stakeholders and community to inform them of the outcomes of the engagement process, and how they can access the final version of the Code Amendment.
- Meet statutory requirements as they relate to engagement on a Code Amendment.
- Build relationships and a community of interest to support future engagement processes (such as concept plans and public notification for a future development application).

### 2.2 Community Engagement Charter

The preparation of the Code Amendment is required to comply with the principles of the Community Engagement Charter under the *Planning, Development and Infrastructure Act 2016*.

The Community Engagement Charter sets out best practice guidelines for community engagement in relation to the preparation and amendment of planning policies, strategies and schemes.

The table below outlines the ways in which this engagement plan supports the five principles of the Charter and how success will be defined and measured.

The approach and tools to measure the success of the engagement associated with the Code Amendment against the principles of the Community Engagement Charter are described more fully at Appendix A.

**Table 1 Community Engagement Charter principles and measures**

Charter Principle	Performance Outcome	Engagement Measure
Engagement is genuine	People had confidence in the engagement process	<ul style="list-style-type: none"> <li>• Targeted at a wide range of stakeholders using a range of channels.</li> <li>• Timelines sufficient for people to hear/see the opportunity to have a say.</li> <li>• Easy to understand information to help audiences understand why it is relevant to them and how they can have their say.</li> <li>• An Engagement Report will be prepared in accordance with section 73(7) of the PDI Act, outlining what was heard and how it was responded to and the evaluation of engagement. This will be published on the SA Planning Portal.</li> </ul>
Engagement is inclusive and respectful	Affected and interested people had the opportunity to participate and be heard	<ul style="list-style-type: none"> <li>• Targeted at a wide range of stakeholders using a range of channels (based on Stakeholder Mapping to identify who may be impacted/interested and specific engagement needs/techniques).</li> <li>• Timelines sufficient for people to hear/see the opportunity to have their say.</li> <li>• Easy to understand information to help audiences understand why it is relevant to them and how they can have their say.</li> </ul>
Engagement is fit for purpose	<p>People were effectively engaged and satisfied with the process</p> <p>People were clear about the proposed change and how it would affect them</p>	<ul style="list-style-type: none"> <li>• A broad range of activities offered in a mix of ways, to reach a wide pool of stakeholders:               <ul style="list-style-type: none"> <li>- Stakeholders directly impacted will be targeted directly by the engagement (i.e. invited to one-on-one meetings)</li> <li>- Stakeholders with specific interests will be directly communicated with</li> </ul> </li> </ul>



Charter Principle	Performance Outcome	Engagement Measure
Engagement is informed and transparent	All relevant information was made available and people could access it  People understood how their views were considered, the reasons for the outcomes and the final decision that was made	<ul style="list-style-type: none"> <li>Information clearly articulates key areas of interest, what we are gathering feedback on, how participants can get involved and how feedback will be used.</li> <li>Submissions will be acknowledged, and participants advised of next steps in the process.</li> <li>An engagement report will be provided to participants and made publicly available.</li> </ul>
Engagement processes are reviewed and improved	The engagement was reviewed and improvements recommended	<ul style="list-style-type: none"> <li>Measures of success are identified and will be evaluated at the conclusion of the engagement, and at each stage of engagement if required.</li> <li>Any issues raised about the engagement during the process will be considered and action will be taken if appropriate.</li> </ul>

## 2.3 Scope of Influence

The Planning and Design Code utilises standardised policies for zones to ensure consistency across the state in how they are applied and interpreted. This means that there is limited scope to tailor individual land use policies to suit a site. The use of Concept Plans is one way that site-specific requirements can be articulated.

Aspects of the Code Amendment which stakeholders and the community can influence are:

- Changes proposed to the Adelaide Park Lands Zone
- The boundary of the new Aquatic Centre Sub Zone and its policy content
- The introduction of the proposed Concept Plan as well as its features and layout

Aspects of the project which stakeholders and the community cannot influence are:

- The creation or amendment of new policy content within the overlays, zones, sub zones or general policies contained within the Planning and Design Code that affect other areas of the state (i.e. that affect land outside of the Affected Area).
- The expansion of the geographic extent of the Affected Area for the amendment.

This Plan has been developed in accordance with the internationally recognised International Association for Public Participation (IAP2) public participation spectrum. This articulates the varied levels of influence and associated commitments made during engagement with stakeholders. The spectrum identifies the following levels of engagement:

- INFORM level of engagement commits to providing information that helps stakeholders to understand the problem/issue, alternatives, opportunities or solutions. It commits to keeping stakeholders informed.
- CONSULT level of engagement builds on the inform level to also seek feedback on the problem/issue and may include looking at options, alternatives etc. It commits to keeping stakeholders informed and letting them know how their feedback was used.
- INVOLVE level of engagement builds further to work directly with stakeholders to ensure that their views are consistently understood and considered. It commits to ensure stakeholder views are reflected in project outcomes and letting them know how this impacted on decision making.
- COLLABORATE sees stakeholders as partners in developing solutions or alternatives and commits to using their input in project outcomes.
- EMPOWER commits to allowing the stakeholder to be the decision maker and that their decisions will be implemented.

It is recognised that different stakeholders will be engaged with at different levels at different stages of the project. Ensuring that stakeholders understand their level of influence is critical in managing expectations and undertaking engagement in accordance with the accepted principles. This process will use INFORM, CONSULT and INVOLVE levels of engagement (refer table 3).

## 2.4 Key Project Risks

The following key projects risks have been identified and underpin the engagement regarding the Code Amendment.

**Table 2 Project Risks**

Risk	Mitigation
Community concern - dissatisfaction that a Code Amendment is progressing and they have not been consulted sufficiently	<ul style="list-style-type: none"> <li>• Clearly outline the opportunity for engagement</li> <li>• Ensure engagement on Code Amendment is widely promoted amongst stakeholders and community members who will have an interest</li> <li>• Manage expectations through a clear explanation of the Code Amendment process, as part of engagement collateral</li> </ul>
Community concern about perceived loss of Park Lands	<ul style="list-style-type: none"> <li>• Reinforce the 'no net loss of park lands' key message in engagement collateral and engagement activities</li> </ul>

Risk	Mitigation
The Code Amendment engagement is hampered by community feedback, public discussion or other backlash about issues that are outside of the Code Amendment (e.g. siting, design, a new centre vs a refurbished centre)	<ul style="list-style-type: none"> <li>Clearly outline what this engagement is seeking feedback on and what can be influenced.</li> <li>Clearly outline that there will be subsequent opportunities for input and feedback (i.e. concept/ master plan and development application)</li> </ul>
Community and stakeholders feel they cannot comment on a Code Amendment in absence of a concept/ master plan	<ul style="list-style-type: none"> <li>Ensure the community knows that further opportunities will be available in the future to provide feedback on the design and function of the new facility.</li> <li>Reinforce that getting the policy environment right will help inform good quality design outcomes</li> <li>Reinforce that working through the policy environment first actually assists in the protection of park lands and trees etc, and management of impacts that the design will then have to comply with</li> </ul>
Negative perception of authenticity of engagement process – community/ stakeholders feel we are not or will not listen to their concerns or views.	<ul style="list-style-type: none"> <li>Ensure the community knows that further opportunities will be available in the future to provide feedback on the design and function of the new facility.</li> </ul>
Political or media escalation of issues	<ul style="list-style-type: none"> <li>Provide publicly available information on the project that is accessible to media (e.g. on website).</li> <li>Ensure spokespeople are briefed and informed to speak to media.</li> <li>DIT/OSSR to be made aware that this is part of a democratic process and may occur.</li> </ul>
Poor media coverage – media coverage is negative or causes project/reputational damage.	<ul style="list-style-type: none"> <li>DIT/OSSR to be made aware that this is part of a democratic process and may occur.</li> <li>Be ready to respond with good news stories and consistent use of positive key messages</li> </ul>

## 2.5 Key Messages

The following key messages will underpin the engagement regarding the Code Amendment. Additional key messages will be created for specific stakeholder communication collateral as required.

- The Planning and Design Code sets out the rules that determine how land can be used and what can be built on it. Changing the rules in the Code is called a 'Code Amendment'. It can also be referred to as a 'rezoning'.
- Community consultation on Adelaide Aquatic Centre Code Amendment will commence on 23 January 2023 for a period of 6 weeks.
- The Code Amendment will apply to Denise Norton Park/Pardipardinyilla (Park 2), including the endorsed location of the new Aquatic Centre, which is in the south-west corner of Park 2.
- It is important that we undertake this Code Amendment to get the policy setting right to allow for the new centre to be designed and built.
- The rezoning supports the Government's commitment to ensure no net loss of Park Lands by returning the current aquatic centre site to Park Lands once the new centre is built.
- Building a new Aquatic Centre at a new location means that the current Aquatic Centre can continue to operate and be used during construction.
- The location of the new Aquatic Centre was decided following extensive engagement and nearly 1000 public submissions.
- The footprint of the new Aquatic Centre will be the same size as the existing Aquatic Centre in keeping with the Government's commitment to ensure no net loss of Park Lands.
- The Code Amendment also includes a Code Concept Plan which protects trees along Barton Terrace West and Jeffcott Road.
- Introduce a Concept Plan that will support development of the site and includes vehicle entry points, pedestrian entries and connections through the site, avenue tree planning and landscape buffers, land to be returned to Park Lands and the new Aquatic Centre Site including space for construction activities and temporary structures.
- This project will reference and respond to the Adelaide Park Lands Management Strategy and its design principles.
- Ensuring that stakeholders and the community are consulted on these changes is a requirement of the Code Amendment process.
- Consultation must comply with the Community Engagement Charter. This requires engagement that is genuine and fit for purpose.
- We will use a range of ways to communicate information and collect feedback on the proposed changes to the Code that are simple and convenient.
- There will be additional engagement opportunities in the future to provide feedback on the design and function of the new Aquatic Centre.
- The Hon Zoe Bettison MP is the decision maker for approval or refusal of this Code Amendment, as the Minister for Planning's delegate.

- The Minister will take into account the feedback received during the consultation period and whether the consultation was carried out in accordance with the Community Engagement Charter. The Minister may also seek the advice of the State Planning Commission prior to making a decision.
- All participants will be advised of the outcome of the Code Amendment and have access to a summary of the engagement results.

### 3. Stakeholder Mapping

There are a range of key stakeholders identified for this project. The engagement will be tailored to respond to each stakeholder’s level of interest in the project, the extent to which they are impacted and the level of influence they could have on the successful delivery of the project.

**Table 3 Stakeholder mapping**

Stakeholder	Level of interest	Interest/Concern	Level of engagement
Internal (government) stakeholders			
Premier of South Australia – Peter Malinauskas MP	Medium	<ul style="list-style-type: none"> <li>Interest in the success of this project</li> </ul>	Inform
Minister for Planning – Nick Champion MP	High	<ul style="list-style-type: none"> <li>Interest in the success of this project</li> <li>Ensure Code Amendment has been undertaken to a high level of quality – including associated investigations</li> <li>Ensure engagement has occurred in line with the Community Engagement Charter</li> </ul>	Inform
Minister for Tourism – Zoe Bettison MP (delegate for the Minister for Planning)	High	<ul style="list-style-type: none"> <li>Approval authority for Code Amendment (delegated by Minister for Planning)</li> </ul>	Inform
Minister for Infrastructure and Transport – Tom Koutsantonis MP	Medium	<ul style="list-style-type: none"> <li>Minister for agency delivering project</li> <li>Delivery on time and to budget</li> </ul>	Inform

Stakeholder	Level of interest	Interest/Concern	Level of engagement
Minister for Recreation, Sport and Racing – Katrine Hildyard MP	Medium	<ul style="list-style-type: none"> <li>Minister for agency responsible for the future Adelaide Aquatic Centre</li> <li>That the Code Amendment allows for the development of an Aquatic Centre that meets the recreation and wellbeing needs of the community</li> </ul>	Inform
State Planning Commission / Planning and Land Use Services in the Department for Trade and Investment	High	<ul style="list-style-type: none"> <li>Agency responsible for facilitating the assessment and approval of the Code Amendment</li> <li>Ensure relevant investigations are undertaken to a high quality</li> <li>Ensure engagement has occurred in line with the Community Engagement Charter</li> </ul>	Involve
Office for Recreation, Sport and Racing	High	<ul style="list-style-type: none"> <li>End user of the current Adelaide Aquatic Centre. Will be responsible for running the new aquatic centre.</li> <li>That the Code Amendment allows for the development of an Aquatic Centre that meets the recreation and wellbeing needs of the community</li> </ul>	Involve
Department for Environment and Water		<ul style="list-style-type: none"> <li>Agency that manages, conserves and sustain our environment for the wellbeing of all South Australians.</li> <li>Ensure Code Amendment has been undertaken to a high level of quality – including associated investigations</li> </ul>	Consult
Environment Protection Authority		<ul style="list-style-type: none"> <li>Agency responsible for protecting the environment through the regulation of pollution, waste, noise and radiation.</li> <li>Ensure Code Amendment has been undertaken to a high level of quality – including associated investigations</li> </ul>	Consult

Stakeholder	Level of interest	Interest/Concern	Level of engagement
State Member for Adelaide - Lucy Hood	Medium	<ul style="list-style-type: none"> <li>• Interest in development of land in MPs electorate</li> <li>• Interest in the views of their constituents.</li> </ul>	Consult
Federal Member for Adelaide – Steve Georganas	Low	<ul style="list-style-type: none"> <li>• Interest in development of land in MPs electorate</li> <li>• Interest in the views of their constituents.</li> </ul>	Consult
<b>First Nations</b>			
Kurna Yerta Aboriginal Corporation	Medium	<ul style="list-style-type: none"> <li>• Interest in policy that guides the future development on Kurna land</li> <li>• Providing opportunities for education, storytelling and truth telling through the design of the facility</li> </ul>	Consult
<b>City of Adelaide</b>			
Elected Members	High	<ul style="list-style-type: none"> <li>• Custodians of the Adelaide Park Lands</li> <li>• Ensuring City of Adelaide residents and ratepayers are consulted, and their views considered</li> <li>• Protection, enhancement and positive community use of the Adelaide Park Lands</li> </ul>	Consult
Council staff	High	<ul style="list-style-type: none"> <li>• Represent views of their tenants in Pardipardinyilla / Denise Norton Park (Park 2)</li> <li>• Conduit for engaging with current Pardipardinyilla / Denise Norton Park (Park 2) users and tenants (i.e. Blackfriars Priory School)</li> <li>• Referral agency for Code Amendment</li> </ul>	Consult



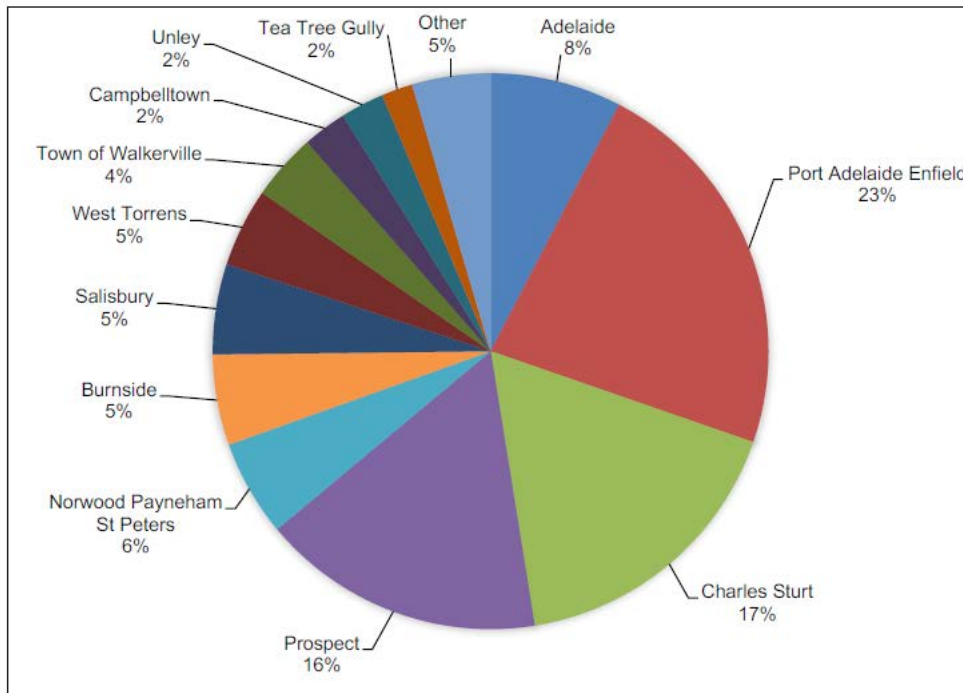
Stakeholder	Level of interest	Interest/Concern	Level of engagement
Kadaltilla / Park Lands Authority	High	<ul style="list-style-type: none"> <li>Advisory body on Park Lands matters to the City of Adelaide</li> <li>Impacts on or interactions with the Adelaide Park Lands Management Strategy</li> </ul>	Consult
City of Adelaide Reconciliation Group	Medium	<ul style="list-style-type: none"> <li>Interest in advancing reconciliation between Aboriginal and Torres Islander people and the wider City of Adelaide community</li> <li>Interest in policy that guides the future development on Kurna land</li> <li>Providing opportunities for education, storytelling and truth telling through the design of the facility</li> </ul>	Consult
<b>LGA &amp; Neighbouring Councils</b>			
Local Government Association	Medium	<ul style="list-style-type: none"> <li>Neighbouring/nearby council whose ratepayers are significant users of the current Adelaide Aquatic Centre</li> <li>Interest in how the future facility can continue to meet the needs of their community</li> </ul>	Consult
City of Prospect			
City of Charles Sturt			
Town of Walkerville			
City of Port Adelaide Enfield			
<b>Aquatic Centre Users</b>			
Aquatic Centre members and staff	Medium	<ul style="list-style-type: none"> <li>That the Code Amendment supports the development of a centre that meets their needs</li> </ul>	Consult
Registered Clubs			
Peak Sporting			

Stakeholder	Level of interest	Interest/Concern	Level of engagement
Associations		<ul style="list-style-type: none"> <li>Desire to see the concept or master plan before being able to form an opinion on the Code Amendment</li> </ul>	
Allied Health Service Providers			
<b>Pardipardinyilla / Denise Norton Park (Park 2) Users</b>			
Blackfriars Priory School	High	<ul style="list-style-type: none"> <li>Continuous, fit for purpose access to sporting ovals/facilities that they currently use in Pardipardinyilla / Denise Norton Park (Park 2) that the Code Amendment supports the like for like replacement of any sporting ovals/facilities that may be impacted upon</li> <li>Representing the needs and interests of their subtenants</li> </ul>	Consult (via City of Adelaide)
Numerous subtenants to Blackfriars Priory School that use Denise Norton Park/Pardipardinyilla (Park 2)	High	<ul style="list-style-type: none"> <li>Continuous, fit for purpose access to sporting ovals/facilities that they currently use in Pardipardinyilla / Denise Norton Park (Park 2)</li> <li>That the Code Amendment supports the like for like replacement of any sporting ovals/facilities that may be impacted upon</li> </ul>	Consult (via Blackfriars; via City of Adelaide)
<b>Community</b>			
Neighbours – adjacent property owners and occupiers on Barton Terrace West and Fitzroy Terrace	High	<ul style="list-style-type: none"> <li>Concerns about impacts to local residents during construction of the new facility.</li> <li>Proximity to residential properties and potential impacts like noise, light spill and increased traffic.</li> <li>Amenity impacts, views and perceived impact on property values</li> <li>Concerns around impacts to parking (after facility is built and during construction).</li> </ul>	Consult

Stakeholder	Level of interest	Interest/Concern	Level of engagement
City of Adelaide ratepayers/residents	Medium	<ul style="list-style-type: none"> <li>• That the Code Amendment supports the development of a centre that meets their needs</li> </ul>	Consult
Adelaide Park Lands Association	High	<ul style="list-style-type: none"> <li>• Objection to development in the Adelaide Park Lands</li> <li>• Concerns around loss of trees and Park Lands space</li> <li>• Preference for alternative site to be considered</li> <li>• No net loss of Park Lands</li> </ul>	Consult
Broader community	Low	<ul style="list-style-type: none"> <li>• That the Code Amendment supports the development of a centre that meets their needs</li> <li>• Desire to see the concept or master plan before being able to form an opinion on the Code Amendment</li> <li>• No net loss of Park Lands</li> </ul>	Consult
<b>Other</b>			
Utility providers - SA Power, ElectraNet, APA Group, SA Water, Epic Energy, NBN	Low	<ul style="list-style-type: none"> <li>• Interest in change of land use and interaction/ impact with existing utility infrastructure to support.</li> </ul>	Consult

## 4. Community Profile

The Adelaide Aquatic Centre's users are spread across Metropolitan Adelaide. Less than 8% of visits are made by City of Adelaide residents. As can be seen in the two figures below, visitors from Port Adelaide Enfield, Charles Sturt and Prospect are most common, and centre members live widely across Adelaide.



**Figure 2 Current Adelaide Aquatic Centre visitation breakdown by Local Government Area**

This diversity of users indicates that consultation on the new Adelaide Aquatic Centre should be equally as diverse. Engagement should target diverse geographical locations and cater to all ages, cultural backgrounds, socio-economic backgrounds and abilities.

## 5. Engagement Activities

Our approach aims to provide convenient and easily accessible ways that stakeholders and the community can be informed about the project and provide their feedback. The consultation period will run for 6 weeks.

The specific ways that we will inform stakeholders of the Code Amendment, and the ways we will receive their feedback is specified in table 4 below. Critically, the approach is bespoke for each stakeholder/group to ensure it is convenient and accessible for them.

The key ways that we will do this includes:

- **Fact sheet** – our fact sheets are designed to explain what a Code Amendment is, and why it is relevant to stakeholders in plain English. It attempts to remove jargon and clearly explain the potential future impacts of the Code Amendment, so that stakeholders are well informed.
- **Face to face or online meetings by request ('Listening posts')** – providing an opportunity for face-to-face discussion is important. We offer the option of face to face (or online) meetings by request, so that they can be offered at a time that is convenient to the stakeholder. This is considered a more genuine and fit for purpose activity rather than hosting a public meeting, that may be intimidating or inconvenient for some stakeholders. We will directly request meetings with some key stakeholders whose views we need to capture.
- **Webpage on the Plan SA Portal** – the Plan SA portal will be used as the 'one stop shop' webpage for all engagement collateral and information on the multiple ways we will accept feedback.
- **Submission Form/Online survey** – the online survey orientates feedback specifically to the elements of the Code Amendment that are able to be influenced. This ensures that feedback is more useful and targeted in consideration of the Code Amendment and any changes that may need to be considered. It also allows for some evaluation questions to be posed – increasing the chance of participation in the evaluation. Experience shows that lower participation rates can be expected from follow up evaluation surveys after the consultation.
- **Onsite displays and signage** – these are used to capture stakeholders that are difficult or unreasonable to contact directly (for example the broader community). Signs and displays on site or near the Centre will build awareness of the Code Amendment and clearly promote how feedback can be provided.
- **Letters/Electronic Direct Mail** – letters will be sent affected and adjacent landowners, relevant state and local government agencies, members of parliament, first nations and park lands authorities as well as utility providers.
- **Social Media** – we will use existing social channels to promote the Code Amendment consultation, drive interaction and optimise participation.
- **Phone and email enquiries** – planning and engagement staff are available to receive feedback or enquiries by phone and email throughout the consultation period through dedicated phone and email channels.
- **Multiple feedback points** – we will receive, count and report on feedback received in all ways, to reflect genuine engagement that is convenient to stakeholders. This includes phone conversations, meetings, emails, written submissions, survey forms.

## 6. Consultation Period Activities

Table 4 Engagement activities by stakeholder

Stakeholder	How we will provide information / engage
Internal (government) stakeholders	
Premier of South Australia – Peter Malinauskas MP	<ul style="list-style-type: none"> <li>Correspondence to the Premier’s Office informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
Minister for Planning – Nick Champion MP	<ul style="list-style-type: none"> <li>Via Plan SA portal</li> </ul>
Minister for Tourism – Zoe Bettison MP	<ul style="list-style-type: none"> <li>Correspondence to the Minister’s Office informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback</li> </ul>
Minister for Infrastructure and Transport – Tom Koutsantonis MP	<ul style="list-style-type: none"> <li>Correspondence to the Minister’s Office informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
Minister for Recreation, Sport and Racing – Katrine Hildyard MP	<ul style="list-style-type: none"> <li>Correspondence to the Minister’s Office informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
State Planning Commission / Planning and Land Use Services in the Department for Trade and Investment	<ul style="list-style-type: none"> <li>Via Plan SA portal</li> </ul>
Office for Recreation, Sport and Racing	<ul style="list-style-type: none"> <li>Via regular project team meetings</li> </ul>
Department for Environment and Water	<ul style="list-style-type: none"> <li>Correspondence to the Department CE informing that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
Environment Protection Authority	<ul style="list-style-type: none"> <li>Correspondence to the EPA CE informing that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>

Stakeholder	How we will provide information / engage
State Member for Adelaide - Lucy Hood	<ul style="list-style-type: none"> <li>Correspondence to the Member informing her that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
Federal Member for Adelaide – Steve Georganas	<ul style="list-style-type: none"> <li>Correspondence to the Member informing him that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
<b>First Nations</b>	
Kaurna Yerta Aboriginal Corporation	<ul style="list-style-type: none"> <li>Correspondence to the Kaurna Yerta Aboriginal Corporation (KYAC) informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
<b>City of Adelaide</b>	
Council Lord Mayor	<ul style="list-style-type: none"> <li>Correspondence to Council Lord Mayor informing her that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
Council CEO & staff	<ul style="list-style-type: none"> <li>Correspondence to the CEO informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
Kadaltilla / Park Lands Authority	<ul style="list-style-type: none"> <li>Correspondence to the Kadaltilla / Park Lands Authority informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
City of Adelaide Reconciliation Group	<ul style="list-style-type: none"> <li>Correspondence to City of Adelaide Reconciliation Group informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
<b>LGA &amp; Neighbouring Councils</b>	
Local Government Association	<ul style="list-style-type: none"> <li>Correspondence to the CEO informing that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
City of Prospect	<ul style="list-style-type: none"> <li>Correspondence to the CEO informing that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
City of Charles Sturt	<ul style="list-style-type: none"> <li>Correspondence to the CEO informing that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
Town of Walkerville	<ul style="list-style-type: none"> <li>Correspondence to the CEO informing that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
<b>Aquatic Centre Users</b>	

Stakeholder	How we will provide information / engage
Aquatic Centre members and staff	<ul style="list-style-type: none"> <li>• Correspondence informing members and staff that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> <li>• Signage on the Adelaide Aquatic Centre site and surrounds promoting the consultation.</li> </ul>
Registered Clubs	<ul style="list-style-type: none"> <li>• Correspondence informing clubs that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> <li>• Signage on the Adelaide Aquatic Centre site and surrounds promoting the consultation.</li> </ul>
Peak sporting associations	<ul style="list-style-type: none"> <li>• Correspondence informing associations that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> <li>• Signage on the Adelaide Aquatic Centre site and surrounds promoting the consultation.</li> </ul>
Allied Health Service Providers	<ul style="list-style-type: none"> <li>• Correspondence informing providers that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> <li>• Signage on the Adelaide Aquatic Centre site and surrounds promoting the consultation.</li> </ul>
<b>Pardipardinyilla / Denise Norton Park (Park 2) Users</b>	
Blackfriars Priory School	<ul style="list-style-type: none"> <li>• Correspondence informing the school that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> <li>• Signage on the Adelaide Aquatic Centre site and surrounds promoting the consultation.</li> <li>• Offer to assist with communication to sub-tenants.</li> </ul>
<b>Community</b>	
Neighbours – adjacent property owners and occupiers on Barton Terrace West and Fitzroy Terrace	<ul style="list-style-type: none"> <li>• Letterbox drop to homes along Barton Terrace West (between Jeffcott Road and Prospect Road/O’Connell Street) and Fitzroy Terrace adjacent Park 2 with a covering letter that informs residents that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> <li>• Door knocking during week 2 of consultation to further promote the consultation and seek direct feedback.</li> <li>• Signage on the Adelaide Aquatic Centre site and surrounds promoting the consultation.</li> </ul>



Stakeholder	How we will provide information / engage
City of Adelaide ratepayers/residents	<ul style="list-style-type: none"> <li>Request permission for promotion of the consultation through a display board to be placed in the North Adelaide Library, linked to QR Code to the Plan SA portal.</li> <li>Signage on the Adelaide Aquatic Centre site and surrounds promoting the consultation.</li> <li>Invite neighbours to provide feedback via a written submission, online survey, email, face to face engagement (listening post).</li> </ul>
Adelaide Park Lands Association	<ul style="list-style-type: none"> <li>Correspondence to the Adelaide Park Lands Association informing them that the Code Amendment has commenced, how and who we are engaging and methods for feedback.</li> </ul>
Broader community	<ul style="list-style-type: none"> <li>Signage on the Adelaide Aquatic Centre site and surrounds promoting the consultation.</li> <li>Via Plan SA Portal</li> </ul>
<b>Other</b>	
Utility providers - SA Power Networks, ElectraNet, APA Group, SA Water, Epic Energy, NBN & other providers	<ul style="list-style-type: none"> <li>Correspondence to utility providers informing them that the Code Amendment has commenced and methods for feedback.</li> </ul>

## 6.1 Closing the Loop

At the conclusion of the formal engagement period, a letter/email will be sent to those involved in the engagement with a link to an evaluation survey.

Once the Minister has provided approval or refusal on the Code Amendment the following will occur:

- Website updates (SA Planning Portal) with the final Code Amendment and engagement report
- A close the loop letter/email will be sent to participants with links to the SA Planning Portal.

## 7. Reporting and Evaluation

### 7.1 Reporting

An Engagement Summary Report will be prepared at the conclusion of the consultation period and will summarise:

- How the consultation was communicated
- What engagement was undertaken
- Feedback received across all mechanisms
- What was heard
- How feedback influenced the final Code Amendment.

### 7.2 Evaluation

A link to an evaluation survey through Survey Monkey will be sent by email (or posted) to participants following the completion of the consultation.

In addition, the project manager(s), with assistance from communications and engagement specialists, will assess the success of the engagement against criteria five to nine:

1. Engagement is genuine
2. Engagement is inclusive and respectful
3. Engagement is fit for purpose
4. Engagement is informed and transparent
5. Engagement processes are reviewed and improved
6. Engagement occurs early
7. Engagement feedback was considered in the development of planning policy, strategy or scheme
8. Engagement includes 'closing the loop'
9. Charter is valued and useful.

Refer more detail regarding the approach to measuring success at **Appendix A**.

Results will be reported in the Engagement Summary Report.

## Appendix A - Charter Engagement Evaluation and Tools for Measuring Success

Charter criteria	Charter performance outcomes	Respondent (to answer the evaluation question)	Indicator	Evaluation tool Exit survey / follow-up survey	Measuring success of project engagement (prepared by project manager of engaging authority for inserting in engagement report)
Principle 1: Engagement is genuine	People had faith and confidence in the engagement process.	Community	1. I feel the engagement genuinely sought my input to help shape the proposal	Likert scale - strongly disagree to strongly agree	Percent from each response.
	Engagement occurred before or during the drafting of the planning policy, strategy or scheme when there was an opportunity for influence	Project Manager or equivalent	2. Engagement occurred early enough for feedback to genuinely influence the planning policy, strategy or scheme	Engaged when there was opportunity for input into scoping	Project Manager or equivalent
	Engagement contributed to the substance of a plan or resulted in changes to a draft	Project Manager or equivalent	3. Engagement contributed to the substance of the final plan		Project Manager or equivalent

Charter criteria	Charter performance outcomes	Respondent (to answer the evaluation question)	Indicator	Evaluation tool Exit survey / follow-up survey	Measuring success of project engagement (prepared by project manager of engaging authority for inserting in engagement report)
Principle 2: Engagement is inclusive and respectful	Affected and interested people had the opportunity to participate and be heard.	Community	<b>4. I am confident my views were heard during the engagement</b>	Likert scale - strongly disagree to strongly agree	Per cent from each response.
		Project Manager or equivalent	<b>5.The engagement reached those identified as community of interest.</b>  Note: The Community of Interest are those Community groups identified in the stakeholder analysis in the engagement plan.	Representatives from most community groups participated in the engagement  Representatives from some community groups participated in the engagement  There was little representation of the community groups in engagement.	Provide chosen answer

Charter criteria	Charter performance outcomes	Respondent (to answer the evaluation question)	Indicator	Evaluation tool Exit survey / follow-up survey	Measuring success of project engagement (prepared by project manager of engaging authority for inserting in engagement report)
<p><b>Principle 3:</b></p> <p><b>Engagement is fit for purpose</b></p>	<p>People were effectively engaged and satisfied with the process.</p> <p>People were clear about the proposed change and how it would affect them.</p>	<p>Community</p>	<p><b>6. I was given sufficient information so that I could take an informed view.</b></p> <p>Note: Sufficient information includes whether the information was understood i.e in plain English language, another language, visuals in addition to the extent of information.</p>	<p>Likert scale - strongly disagree to strongly agree</p>	<p>Per cent from each response.</p>
			<p><b>7. I was given an adequate opportunity to be heard</b></p>	<p>Likert scale - strongly disagree to strongly agree</p>	<p>Per cent from each response.</p>

Charter criteria	Charter performance outcomes	Respondent (to answer the evaluation question)	Indicator	Evaluation tool Exit survey / follow-up survey	Measuring success of project engagement (prepared by project manager of engaging authority for inserting in engagement report)
<b>Principle 4: Engagement is informed and transparent</b>	All relevant information was made available and people could access it.  People understood how their views were considered, the reasons for the outcomes and the final decision that was made.	Community	<b>8. I felt informed about why I was being asked for my view, and the way it would be considered.</b>	Likert scale - strongly disagree to strongly agree	Per cent from each response.
	Engagement includes 'closing the loop' Engagement included activities that 'closed the loop' by providing feedback to participants/ community about outcomes of engagement.	Project Manager or equivalent	<b>9. Engagement provided feedback to community about outcomes of engagement</b>	Formally (report or public forum)  Informally (closing summaries)  No feedback provided	Provide chosen answer
<b>Principle 5: Engagement processes are</b>	The engagement was reviewed and improvements recommended.	Project Manager or equivalent	<b>10. Engagement was reviewed throughout the process and improvements put in</b>	Reviewed and recommendations made	Provide chosen answer

Charter criteria	Charter performance outcomes	Respondent (to answer the evaluation question)	Indicator	Evaluation tool Exit survey / follow-up survey	Measuring success of project engagement (prepared by project manager of engaging authority for inserting in engagement report)
reviewed and improved			place, or recommended for future engagement	Reviewed but no system for making recommendations  Not reviewed	
Charter is valued and useful	Engagement is facilitated and valued by planners	Project Manager or equivalent	Identify key strength of the Charter and Guide  Identify key challenge of the charter and Guide	General Comments	

## Example community evaluation survey to meet minimum performance indicators

**Activity:** e.g. stakeholder workshop, submission, open day

**Date:**

**I am a:** resident, stakeholder, etc

Please indicate the extent to which you agree or disagree with the following statements:

(1 = strongly disagree and 5 = strongly agree)

Evaluation statement		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1	I feel the engagement <b>genuinely sought</b> my input to help shape the proposal	1	2	3	4	5
<i>Comment:</i>						
2	I am <b>confident my views were heard</b> during the engagement	1	2	3	4	5
<i>Comment:</i>						
3	I was given an <b>adequate opportunity to be heard</b>	1	2	3	4	5
<i>Comment:</i>						
4	I was given sufficient <b>information</b> so that I could take an informed view.	1	2	3	4	5
<i>Comment:</i>						
5	I felt <b>informed</b> about why I was being asked for my view, and the way it would be considered.	1	2	3	4	5
<i>Comment:</i>						



## Example project manager evaluation exercise to meet minimum performance indicators

This exercise can be completed by the engaging entity (planner, proponent or engagement manager) following an engagement activity or at the end of the entire engagement process.

It may be completed online or in hard copy.

Please consider your engagement process as a whole and provide the most appropriate response.

Evaluation statement		Response options
1	The <b>engagement reached</b> those identified as the community of interest	<input type="checkbox"/> Representatives from most community groups participated in the engagement <input type="checkbox"/> Representatives from some community groups participated in the engagement <input type="checkbox"/> There was little representation of the community groups in engagement
	<i>Comment:</i>	
2	<b>Engagement was reviewed</b> throughout the process and improvements put in place, or recommended for future engagement	<input type="checkbox"/> Reviewed and recommendations made in a systematic way <input type="checkbox"/> Reviewed but no system for making recommendations <input type="checkbox"/> Not reviewed
	<i>Comment:</i>	
3	Engagement <b>occurred early enough</b> for feedback to genuinely influence the planning policy, strategy or scheme	<input type="checkbox"/> Engaged when there was opportunity for input into scoping <input type="checkbox"/> Engaged when there was opportunity for input into first draft <input type="checkbox"/> Engaged when there was opportunity for minor edits to final draft <input type="checkbox"/> Engaged when there was no real opportunity for input to be considered
	<i>Comment:</i>	
4	Engagement <b>contributed to the substance of the final plan</b>	<input type="checkbox"/> In a significant way <input type="checkbox"/> In a moderate way <input type="checkbox"/> In a minor way <input type="checkbox"/> Not at all
	<i>Comment:</i>	

Evaluation statement		Response options
5	Engagement provided <b>feedback to community about outcomes</b> of engagement	<input type="checkbox"/> Formally (report or public forum) <input type="checkbox"/> Informally (closing summaries) <input type="checkbox"/> No feedback provided
	<i>Comment:</i>	
6	Identify <b>key strength</b> of the Charter and Guide	<input type="checkbox"/> Provide drop down list with options based on charter attributes (in future)
	<i>Comment:</i>	
7	Identify <b>key challenge</b> of the charter and Guide	<input type="checkbox"/> Provide drop down list with options based on charter attributes (in future)
	<i>Comment:</i>	

SHAPING  
GREAT  
COMMUNITIES

