

Engagement Report

Engagement Report for the City of West Torrens *Glandore Code Amendment*

Project lead

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KNet Reference: **To be completed by Department**

Executive Summary

The Code Amendment sought to reduce maximum allowable building heights from eight storeys to three storeys for eight sites along Anzac Highway within the suburb of Glandore.

The Code Amendment sought to reflect the desires of the City of West Torrens and community and protect the established character of the abutting Glandore Character Area by remedying a policy anomaly that was translated into the Planning and Design Code.

The Code Amendment was approved for Early Commencement by the Minister for Planning, allowing the policies proposed within the Code Amendment to be applied for 12 months from the commencement date - 8th December 2022.

Community engagement for the Code Amendment spanned eight weeks from 19 January 2023 to 16 March 2023 and was managed jointly by Council and Jensen PLUS who had prepared the investigations supporting the Code Amendment. From the variety of engagement activities held over this period, 235 stakeholders submitted a response to the proposed Code Amendment (both through an online survey and through hard copy surveys, separate emails and correspondence).

Engagement outcomes indicated that there was strong support for the proposed Code Amendment with 74% of respondents agreeing to reduce the affected site's maximum allowable building heights from eight to three-storeys. With the community expressing concerns that the taller buildings would impact on Glandore's character and streetscapes, as well as impacting on amenity due to overshadowing and overlooking. Therefore, due to the community's strong support, the proposed policy amendments have not been altered post engagement.

Introduction

Why was this project being initiated?

The purpose of this Code Amendment is to remedy a policy anomaly that was contained in the now revoked City of West Torrens Development Plan and as a result has been translated into the Planning and Design Code. The anomaly relates to the Maximum Building Height Technical and Numeric Variations (TNV) for specific sites, which supports structures up to 8 building levels and/or 32.5 metres in height to be developed on certain allotments along the southern side of Anzac Highway at Glandore, when the surrounding allotments are limited to a maximum of 3 storeys and/or 12.5 metres.

The anomaly was a result of specific wording used within policy put in place by Council's Housing Diversity Development Plan Amendment (DPA), which in effect changed the intent of what was proposed (which was to transition higher building forms to the low scale surrounding neighbourhood) and resulted in taller/ higher than desired permissible building heights being applied to specific allotments along and near Anzac Highway (affected areas of this Code Amendment).

What does it hope to achieve?

The Code Amendment sought to change maximum building heights for eight properties along Anzac Highway at Glandore from 8 building levels (or 32.5 metres) down to a maximum of 3 building levels (or 12.5 metres). This amendment applied to the following identified land parcels along and near Anzac Highway, Glandore:

- 118A Anzac Highway
- 130-132 Anzac Highway
- 144 Anzac Highway
- 158 Anzac Highway
- 186 Anzac Highway
- 188 Anzac Highway
- 192 Anzac Highway
- 2A Stuart Street



Image: Map of affected sites

The allowable building heights were considered to be excessive for this location and contrary to previous strategic and policy work undertaken by Council. Importantly, reducing the building heights will better protect the existing Glandore Character Area, and align with heights allowed for other properties along this part of Anzac Highway at Glandore. Additionally, the Code Amendment seeks to lower the maximum desired building heights within these locations of the zone in order to:

- align development with the intent of the Urban Corridor (Boulevard) Zone
- better accord with limitations imposed by the transitional and scaling policies that exist within the zone and the limited sizes of the sites to address these
- better reflect the community's desires (confirmed from previous engagement) about character of value and the desire to better manage the character interface, and impacts on amenity of the neighbouring Glandore Character Area.

What was the purpose of the engagement?

The purpose of the engagement was to achieve good input from directly affected land owners and the surrounding community to understand if Council's intent was supported.

There had been clear direction from the community during the first two consultation phases of the Code, which was echoed by the Council. Notwithstanding this, it was deemed important that the engagement achieved good input from the surrounding community to support Council's intent.

The Code Amendment's engagement plan was guided by IAP2 procedures and apply different levels of engagement, activities and methods throughout the project's stages. Each stage's engagement method(s) was based on the intent of the stage and how key stakeholders needed to engage to achieve the best results for the project.

The Council aimed to be transparent, open, accountable and responsive to the community it serves, with consultation assisting in the achievement of these objectives. The community's knowledge and position assisted Council to make decisions that were more informed, credible and acceptable to ratepayers, stakeholders and the Council.

Engagement objectives

The engagement objectives were to:

- Provide an appreciation of the local context, intent and hopes for the project, with the project's continuing engagement used to further refine the project and inform relevant stakeholders of the project's progress.
- Undertake a transparent, open and accountable process which is responsive to the community.
- Provide community's knowledge and expertise to the project to assist Council to make decisions that are more informed, credible and acceptable to ratepayers, stakeholders and the Council.
- Provide information to the community about how the Code has impacted the area through 3D models and visualisations, and how the Code is intended to be amended to achieve desired outcomes.

Engagement activities

Summary of the engagement

Public engagement for the Glandore Character Area Protection Code Amendment spanned from 19 January 2023 to 16 March 2023 - 8 weeks. Engagement activities included:

- 1 – Dedicated City of West Torrens YourSAY webpage. The webpage included all relevant Code Amendment material, drop-in session information, email and postal addresses, Council contact information, links to online survey, downloadable survey form and what stage the Code Amendment is currently undertaking.

- 3 - Social media posts (20 January 2023, 8 February 2023 and 9 March 2023) to inform a wider audience of the proposed Code Amendment and direct users to Council's YourSAY website and online survey.
- 10 – Letters sent out to affected landowners.
- 1,398 – Letters sent out to adjacent landowners/ occupants
- Display posters at Council's venues
- 1 – Querying email submitted and replied to by Council
- 10 – Affected sites doorknocked. Occurred on the 28th February 2023
- 1 – Drop-in session held on 9th February, 5 attendees.
- 1 – Survey available online or through hardcopy form.
- 1 – Consultation feedback survey
- 1 – Fact sheet
- Relevant information uploaded on PlanSA website
- Letters, emails and phone calls with Department for Infrastructure and Transport and Planning and Land Use Services.
- Meetings with Council staff
- Briefing with Elected Members / Council's Advancement and Prosperity Committee
- 235 Post-engagement survey invites

Mandatory Requirements

The following mandatory requirements were met:

- The proposed Code Amendment was only relevant to the City of West Torrens and did not directly impact other Council areas, therefore the Local Government Association was not engaged. However, as the policy is adjacent to the City of Marion, the Council was briefed on the Code Amendment and made a submission in general support of the Code Amendment.

Initial engagement

Letters were sent to owners and occupiers of 1,398 properties in the affected area. Letters were sent to land-owners and occupiers for properties considered directly affected by the proposed Code Amendment and properties adjacent the affected properties.

The engagement catchment for this Code Amendment was expanded to include the properties to the south of the subject affected areas were adequately included in the Code Amendment process. The properties in the additional catchment area were included as they were part of the same character area and deemed likely to be impacted by the subject policy.

The purpose of the letter was to explain the Code Amendment process and help explain how the land-owner or occupier may be impacted and get involved. The mail out prompted people to view council's Your Say web site to learn more and take part in an online survey. The letter also invited community members to a drop-in feedback session on the Code Amendment.

Partly through the consultation period, it was noted by Council and the planning consultants that there had been no responses to the survey from directly affected property owners and occupiers. As a result, Council staff door-knocked the affected properties, handing out a letter to inform of the Code Amendment consultation and the ways people can be involved. One phone call was made to inform a large landowner of an affected site yet no response was received from them. The purpose of the follow up was to ensure that directly affected persons and entities were aware of the Code Amendment and current consultation process.

Drop-in feedback session

A drop-in session was held at the West Torrens Auditorium, 1 Brooker Tce, Hilton on Thursday 9 February 2023 from between 5:30pm to 7:30pm, 5 people attended this session. The purpose of the drop-in session was to provide more information to people who needed it, to make the Code Amendment process accessible to more people and to receive feedback.

Posters were created of the subject area and with explanation of the Code Amendment policy to provide attendees of the drop-in session with more information. Council staff and planning consultants were available at the drop-in session to field queries and record feedback.

People in the consultation area catchment were invited to participate via the informative letters and when Council staff door-knocked affected properties. As there was a general notice on the Council website with the drop-in session details, members of the general public could also have attended.

People attending the drop-in session were asked to provide evaluation of the session.

Survey

A survey prompted community’s insights and feedback relating to the Code Amendment and the associated outcomes of the policy.

The survey was available online through a web address included within the Code Amendment’s engagement material (e.g., letters, Council’s YourSAY webpage, factsheet) or via a hardcopy submission that was manually acquired from Council’s office, available at drop-in session, downloadable form website or sent out to participants if requested. Majority of participants responded though the online survey.

The online survey had two peaks of high engagement, as displayed in the below figure. The first peak understandably coincided at the start of the engagement period, peaking on January the 19th and dropping-off by the 27th of January, with the second peak spanning over two days from Wednesday the 8th to Thursday the 9th of February. During the engagement period the online survey was regularly visited with only three days not experiencing any visitors.

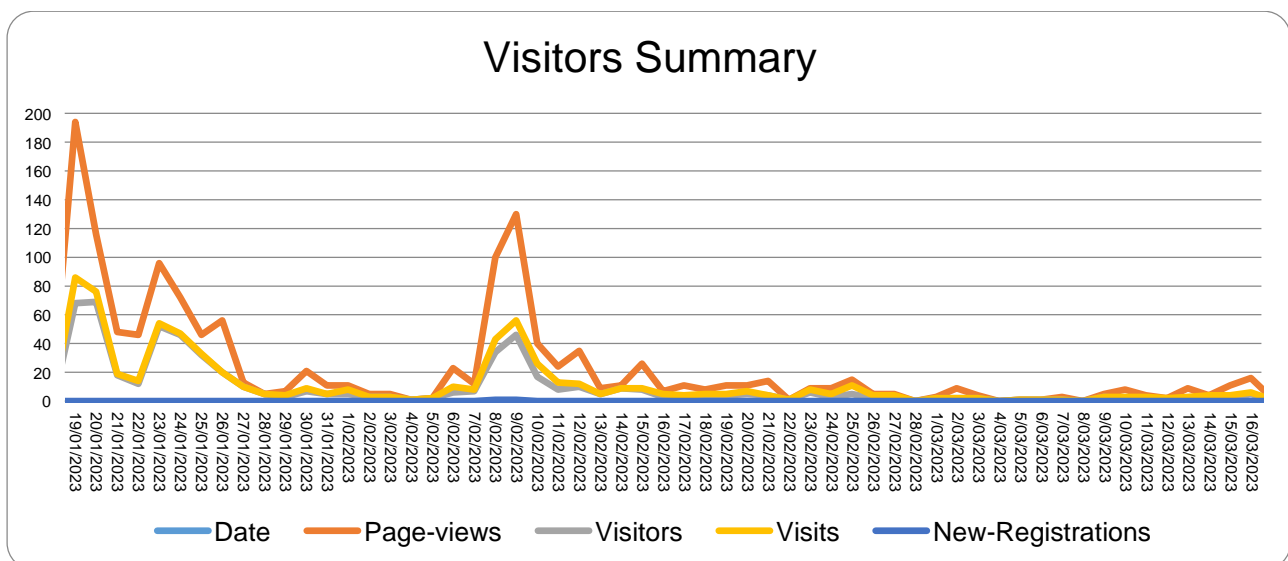
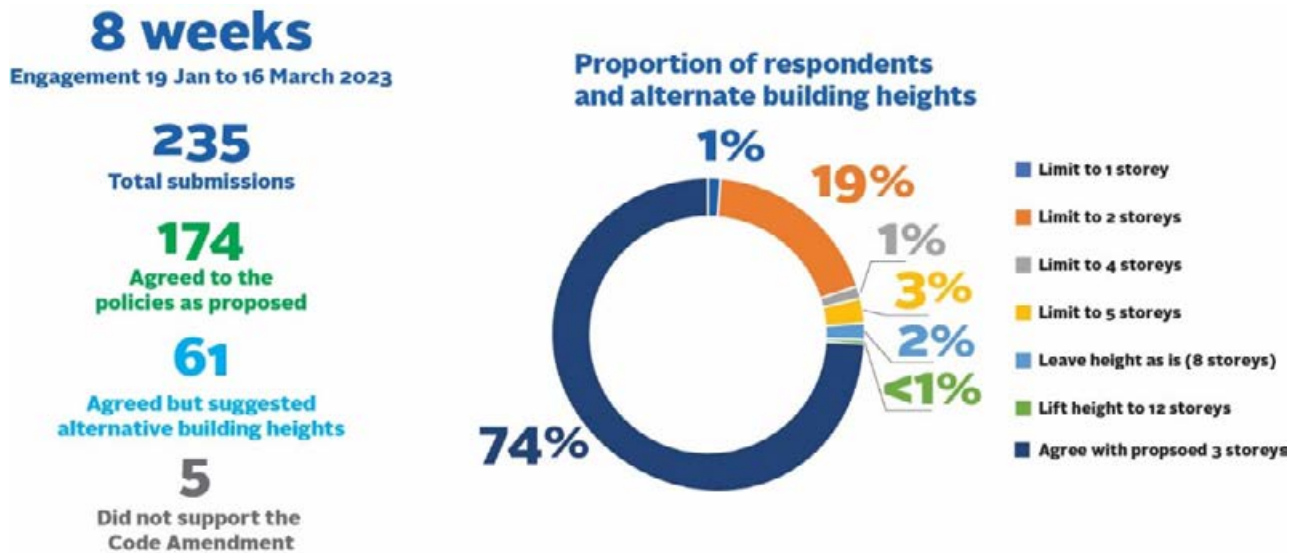


Image: Breakdown of online survey engagement

Engagement outcomes

As a result of the letters and promotion of the consultation, 235 submissions were received about the proposed Code Amendment (noting that several people made multiple submissions).

There was overwhelming support for the Code Amendment, as documented below.



Key themes in support for the amendment related to:

1. The need to protect the established character of the Glandore Character Area
2. Impacts on amenity from potential buildings up to 8 storeys (principally overlooking and overshadowing)
3. Impacts of traffic and parking in neighbouring streets from the taller building forms
4. Impacts on infrastructure capacity as a result of more dwellings on the sites.

Below are a variety of participant comments taken from the survey that represent the overall sentiment regarding the proposed Code Amendment:

“Glandore has a unique character of a small suburb close to the city. Maintaining a two story limit would sit well with existing houses and not threaten the visual environment of those already living with Ug. No one wants to be overshadowed by multi story complexes that contrast with the nature of the suburb.”

“8 story development directly abutting the Glandore Character Area would have a huge negative impact on the character zone. Overshadowing, lack of privacy through overlooking into private backyards from the 8 story towers. Increased vehicle traffic in back streets etc. Visually, the bulk and scale of the 8 story towers will ruin the skyline of the predominately single story skyline.”

“The development of buildings greater than 3 stories will have an extremely negative impact on the unique built heritage and character of Glandore.”

“Pleasant leafy streets of character dwellings will be overshadowed by monstrous tower blocks out of character with the area, detracting from the attractive homes that are well maintained and also creating parking problems, overcrowding, loss of privacy and pressure on local amenities.”

Those who did not support the Code Amendment advised:

1. That they did not consider there to be character of value to be protected

2. They considered the need for more housing to be of greater importance and this location was suitable for this given access to public transport.

Although there was little support for the existing policies remaining, below are comments taken from the survey that are in favour of keeping the status quo.

“Development and infill residential properties are needed.”

“We have an opportunity to increase housing supply on a public transport corridor on one of Adelaide’s major commuter roads. There are three primary benefits to retaining the 8 storey development limit. Firstly, amenities for local residents will be improved by moderate densification that will support employment opportunities, new businesses and additional income for existing businesses. Secondly, we will be enabling the City of West Torrens to be more sustainable by building up population in areas that are close to employment, with the CBD only a tram or bus ride away, on a major public transport corridor. Thirdly, we will put downwards pressure on increased rental and property costs by allowing more supply in high demand areas. The alternative is that we keep restricting development and continue to price out people who live, work and have grown up in West Torrens. Young people are already significantly disadvantaged with casual and fixed term employment, significant increases in housing costs and lack of available rental properties in communities with employment opportunities. We should be encouraging higher-density sustainable development in areas like this. Our community will be better for it.”

Our response to the common themes

Character

Although a few respondents did not consider the area to contain any character, let alone character worth protecting, there was a strong response from the majority of the survey’s respondents for the need to protect the area’s character through lowering allowable building heights.

Respondents voiced their concern that the status quo would lead to structures that would visually dominate the area and detract people from observing Glandore’s historic character, dwellings and streetscape, leading to poor and jarring visual amenity. Feedback noted that developing individual taller structures neighboured by three-storey structures would create a visually jarring skyline.

The investigations demonstrated that a three-storey building form, facilitated by the Code Amendment will preserve streetscape views from within the Glandore Character Area, with the three storey building form is considered to respond appropriately to the interface with the adjacent Character Area.

It should be noted that some responses incorrectly thought that properties along Anzac Highway, which were not the affected sites, are part of the Glandore Character Area. This could indicate that the Code Amendment engagement materials were not clear on this matter or suitably documented.

Amenity – primarily overlooking and overshadowing

Respondents expressed concern that allowing the affected sites to construct buildings up to eight-storeys in height, would lead to overshadowing surrounding properties / dwellings and reduce the amount of light entering living areas and backyards. Respondents also were concerned that the maximum allowable heights would reduce privacy through permitting overlooking into surrounding dwelling’s backyards and living areas.

The Code provides policies to address potential for overshadowing and overlooking during development assessment. These specific design and amenity matters are outside of the scope of the Amendment.

Some respondents raised concerns relating to rentals and qualities of tenants and associated increases in crime. These positions are not substantiated and not supported by Council.

Traffic and parking

Respondents are concerned that if the affected sites are allowed to develop to their full eight-storey potential, the additional traffic they could generate might not be accommodated by the residential area's existing road network. There were also concerns that the residential area would not be able to accommodate the additional carparking required to service the taller structures.

Concerns about additional traffic and parking volumes on street are noted but are outside the scope of the Amendment. The Code does provide policies to address how traffic and carparking during development assessments.

Impacts on infrastructure capacity

Concerns were expressed that developing eight-storey structures on the affected sites would negatively impact on the area's existing services and infrastructure, such as, water and sewer and services.

Although developing eight storey structures would generally have a greater impact on services and infrastructure than three-storey developments, the rationale for the Code Amendment does not relate to infrastructure capacity. In addition, there are existing policies within the Code to appropriately provide for infrastructure.

Increase housing supply

Respondents who were supportive of the existing maximum allowable building heights cited the need to supply additional housing near public transportation, shops and services, especially considering the affected area's proximity to the CBD and high-frequency public transport. They also expressed the need to provide more housing to lower rental prices and provide opportunities for young people.

We agree that multi-storey buildings close to amenities is an appropriate policy response to address housing needs and provide greater diversity in housing stock. This is accommodated for sections along Anzac Highway and the rationale for the zone running along Anzac Highway. However, in this instance, a more contextual building height is desired to suitably address the interface, and this is reflected in the neighbouring sites to the affected areas along this section of Anzac Highway.

Additionally, Council has identified where increases in yield in appropriate locations can, and are, occurring through Code Amendments and additional development potential generated by the Planning and Design Code implementation. These will more than offset any loss in housing yields as a result of the reduced building heights across the affected area sites.

Engagement evaluation

Engagement reach

Stage of engagement	Engagement or promotion activity	Number reached e.g. sent to, invited, distribution extent, webpage hits.	Number participating e.g. number participants, submissions (breakdown public versus professional organisations) and surveys completed.
Early engagement-information sharing	Letters mailed out to affected and adjacent property owners and occupiers by the City of West Torrens.	1,398 properties were sent letters.	Unknown. A small number of "return to sender" letters were received by Council.
Community consultation	Drop-in information session	1,398 property owners and occupiers were invited.	5 individual groups (couples) attended.

Stage of engagement	Engagement or promotion activity	Number reached e.g. sent to, invited, distribution extent, webpage hits.	Number participating e.g. number participants, submissions (breakdown public versus professional organisations) and surveys completed.
	Doorknock and phone calls to affected properties to ensure knowledge of the process underway.	General public were able to see the details of the session on Council's website. Eight affected properties received follow-up contact.	Of those who were present at doorknock, all had knowledge of the Code Amendment.
Community Consultation	Survey	This was open to the public	235 submissions were received.
Post engagement period	Glandore Code Amendment online survey	The link to the survey was emailed to people who responded to the Code Amendment	Survey link was emailed to the 235 people who supplied their details along with their submission. 72 of these people completed the survey.

Consistency with the agreed engagement plan

The engagement occurred in accordance with the Engagement Plan with exception of the below variances:

Variance	Justification
Early engagement of government agencies did not take place prior to public consultation.	This was undertaken due to urgency and need to resolve the Code Amendment prior to the commencement of Caretaker Period associated with local government elections. The position of the agencies was considered to not likely significantly influence the draft policy outcomes.

Engagement evaluation results

Summary of the Evaluation

The post-engagement evaluation survey link was provided to 235 respondents, which were the people who provided their contact information when submitting responses to the proposed Code Amendment. 72 out of these 235 community members completed the survey, which equates to 30.6% of respondents.

Each of the Post-engagement survey questions provided an area to allow respondents to submit detailed comments. The positive responses included how a variety of stakeholders were consulted and the quality material and engagement experienced during the drop-in sessions and community meeting. These comments responded to the knowledge and genuine engagement they experienced when talking to Council staff regarding a matter that is historically very important to the local community.

The survey did receive some negative comments. These comments could help identify ways to improve engagement in the future. The following table summarises the main themes and our responses.

Theme	Response
Didn't get any information	Information was provided through a variety of engagement materials, supported by drop-in sessions. The answer may have been outside of the Council area.
The survey was in name only and the minority will win (Answer provided for Q 1, 2 ,3 & 4).	Concern that the engagement won't alter the existing policies. This sentiment will be addressed when the final Code Amendment is released
Council to provide additional channels to inform public	Although there were a variety of engagement activities and sources, there could be other to explore, for example, was social media used enough for the Code Amendment messaging?
Council could look into other ways of restricting infill development	Although not related to this Code Amendment, it provides Council with community sentiment going forward

However, as majority of the people who completed the evaluation survey generally found the Code Amendment's engagement to be a positive experience, with no answer averaging less than 79% when combining the 'agree' and 'strongly agree' results together. The surveys strong response rate of 30.6% could indicate that the survey's findings reflect the rest of the Code Amendment respondent's sentiments and therefore, it could be concluded that majority of the engaged community were satisfied with the Code Amendment's engagement process.

How evaluation was collected

During Engagement Period

Data to evaluate the community consultation activities was collected through an evaluation survey provided to participants at the drop-in session. The survey identified participants were generally satisfied with the engagement activity and their ability to be included in the process. Five people completed the drop-in session evaluation survey, with each respondent having an overwhelming positive experience.

This outcome was reflected in the post-engagement survey where respondents providing the following comments:

"I really liked the display at the Hamra Library and the opportunity to speak to representatives"

"Very supportive representatives at the Hamra Library, keen to hear and discuss our concerns"

"Discussion with Staff present at the Evening Presentation I attended at the West Torrens Library premises came as a surprise to me. My experience with such matters is that such Decisions have already been made before the Discussion is opened up to Members of the Public. I was made aware at that evening Presentation that Community input had already been received from proactive Ratepayers in the Glandore area, and was taken on board by Council, prior to the present Council consideration."

Post-engagement Period

An evaluation survey was forwarded to respondents of the online survey and written responses received on the 22nd of May, with a reminder email sent out on the 25th of May. A total of 235 people were provided with a link to the survey, with 72 people completing the survey. The online survey ran from the 22nd of May to the 30th of May.

Results of the community mandatory evaluation indicators

72 number of community evaluation surveys were received, the results of the survey are provided in the below table.

	Evaluation statement	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1	I feel the engagement genuinely sought my input to help shape the proposal (Principle 1)	4.17% (3)	1.39% (1)	8.33% (6)	41.67% (30)	44.44% (32)
2	I am confident my views were heard during the engagement (Principle 2)	2.78% (2)	1.39% (1)	16.67% (12)	41.67% (30)	37.5% (27)
3	I was given an adequate opportunity to be heard (Principle 3)	2.78% (2)	0% (0)	13.89% (10)	48.61% (35)	34.72% (25)
4	I was given sufficient information so that I could take an informed view (Principle 3)	2.78% (2)	1.39% (1)	8.33% (6)	48.61% (35)	38.89% (28)
5	I felt informed about why I was being asked for my view, and the way it would be considered (Principle 4)	2.78% (2)	5.56% (4)	50.00% (36)	40.28% (29)	2.78% (2)

Note: Values in parentheses are the number of respondents that chose the respective answer.

From the above table, most of the 72 people who responded to the evaluation survey generally found the Code Amendment's engagement to be a positive experience, with no answer averaging less than 79% when combining the 'agree' and 'strongly agree' results together. Therefore, people genuinely felt their input was genuinely sought (86% agreed or strongly agreed), they were confident that views were heard (79%), they were given adequate opportunity to be heard (83%), were provided with sufficient information (87%) and felt informed about why they were being asked and how it would be considered (90%).

After finding engagement a positive experience, the consistent second highest group were the "not sure" respondents, with 16.67% of respondents weren't confident that opinions would be heard, 13.89% people feeling they were not given adequate amount of time and the other results representing less than 10% of responses. Regarding "not being heard" this number could be reduced when respondents see the outcome of the final Code Amendment. The Code Amendment went for six-weeks which is an appropriate amount of time for a Code Amendment of this nature, therefore, the 13.89% of people who wanted more time may have experienced more detailed/ complex Code Amendments or could be their first experience of a Code Amendment.

Results of the Engagement Entity's ('project manager') evaluation

The engagement was evaluated by the project manager/project team/engagement manager. The results of this evaluation are shown in the table below.

	Evaluation statement	Response options (Select answer)
1	The engagement reached those identified as the community of interest (Principle 2)	<ul style="list-style-type: none"> ▪ Representatives from most community groups participated in the engagement

	Evaluation statement	Response options (<i>Select answer</i>)
2	Engagement was reviewed throughout the process and improvements put in place, or recommended for future engagement (Principle 5)	<ul style="list-style-type: none"> ▪ Reviewed and recommendations made in a systematic way
3	Engagement occurred early enough for feedback to genuinely influence the planning policy, strategy or scheme	<ul style="list-style-type: none"> ▪ Engaged when there was opportunity for minor edits to final draft
4	Engagement contributed to the substance of the final plan	<ul style="list-style-type: none"> ▪ In a significant way
5	Engagement included the provision of feedback to community about outcomes of their participation	<ul style="list-style-type: none"> ▪ Informally (closing summaries)
6	Identify key strength of the Charter and Guide	A key strength of the charter is the need to tailor engagement activities, and evaluate and review its effectiveness. This was evidence by the additional door knocking undertaken to ensure key stakeholders were aware of the Code Amendment and the consultation process giving them an opportunity to have a say.
7	Identify key challenge of the charter and Guide	<p>The timing for the feedback evaluation is tricky as it requires communicating with participants before Council has formally endorsed the final position and response.</p> <p>Feedback and closing the loop process are valued and agree should form part of the process, however, perhaps do not need to form part of this Engagement Summary process.</p>

Applying the Charter Principles in practice

The Charter Principles were applied to the engagement as outlined below.

Charter Principle	How the engagement approach/ activities met the principle
Engagement is genuine	<ul style="list-style-type: none"> • Engagement timelines will be sufficient, allowing people to have adequate opportunities to have their say and participate in engagement. • Targeted at affected stakeholders and applying a range of methods to maximise engagement. • The project will grow on previous work and engagement done by the Council, which relates to the intent of this Code Amendment. • Continued communication with Council's project manager, which includes informing them of outcomes from engagement and how to refine the Code Amendment. • All communication, including written material will be in a clear and easy to follow manner, and easy to access. This will help audiences to understand the relevance of this Code Amendment, what it means for the affected areas and the wider community and how they can have their say. • An Engagement Report will be prepared in accordance with section 73(7) of the Planning, Development and Infrastructure Act 2016 (PDI Act), outlining what was heard and how it was responded to and the evaluation of engagement. This will be published on the PlanSA Portal.
Engagement is inclusive and respectful	<ul style="list-style-type: none"> • A range of engagement methods and materials will be made available including provisions for people unable to travel. • Opportunities exist for stakeholders and the community to input their thoughts to shape the project.
Engagement is fit for purpose	<ul style="list-style-type: none"> • Engagement is based on IAP2 and the Community Charter. • A range of engagement activities/ methods will be incorporated throughout the project, to reflect the specific requirements of the project's stages and respective groups to be engaged, including: • Continued engagement with Council's project manager, staff and committees. With presentations used at key milestones to inform and shape the project. • Stakeholders, including landowners and neighbours will be directly contacted in line with the Act.

Charter Principle	How the engagement approach/ activities met the principle
	<ul style="list-style-type: none"> • The general public will be informed of the project through different methods including, online, newsletters, advertisements. • There will be adequate time notifying stakeholders of when engagement will occur. • Engagement activities will be long enough to allow people to comfortably contribute.
Engagement is informed and transparent	<ul style="list-style-type: none"> • Continuous engagement with stakeholders, including informative presentations at key milestones. • Information materials will include clear language and provide adequate information explaining the details of the project. • Engagement report will be presented to the client summarising key findings and outcomes.
Engagement is reviewed and improved	<ul style="list-style-type: none"> • Measures of success are identified and measured at the conclusion of the engagement and reported on in the Engagement Report. • Recommendations to improvements or amendments to the engagement plan that are brought up during the project will be reviewed and incorporated into the engagement plan where appropriate. Any updated plan will be approved by the Client and distributed as needed. • The engagement plan will be reviewed based on changes to project circumstances and anticipated changes to schedules e.g., COVID outbreaks and timing related to caretaker mode.