

ADELAIDE PARK LANDS MANAGEMENT STRATEGY

Engagement Plan

January 2024

ACKNOWLEDGEMENT OF COUNTRY

The City of Adelaide acknowledges that we are located on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.

DOCUMENT PROPERTIES

Contact for enquiries and proposed changes

If you have any questions regarding this document or if you have a suggestion for improvements, please contact:

Contact Officer: Kadaltilla / Adelaide Park Lands Authority Advisor
Title: Adelaide Park Lands Management Strategy Engagement Plan (Phase 3)
Program: Governance
Phone: (08) 8203 7974
Email: A.Ackland@cityofadelaide.com.au

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TABLE OF CONTENTS

- Acknowledgement of Country.....i
- 1. Background Information..... 1
 - 1.1 Recent History..... 1
 - 1.2 Phase 1 and 2..... 2
- 2. Purpose Of Engagement..... 4
- 3. Engagement Objectives 5
 - 3.1 Engagement Outcome..... 5
 - 3.2 Negotiables and Non-Negotiables..... 5
- 4. Stakeholder And Community Analysis 6
- 5. Engagement Summary 7
 - 5.1 Key Messages..... 7
 - 5.2 Tools and Techniques 8
 - 5.3 The Program 9
 - 5.4 Risks 10
 - 5.5 Reporting Back..... 11
 - 5.6 Evaluation 12

1. BACKGROUND INFORMATION

1.1 Recent History

Adelaide Park Lands Act 2005

The *Adelaide Park Lands Act 2005 (SA)* (the Act) identifies a function of the Kadaltilla / Adelaide Park Lands Authority (Kadaltilla) as being:

To ensure that the interests of South Australians are taken into account, and that community consultation processes are established, in relation to the strategic management of the Adelaide Park Lands.

A key component of the strategic management of the Adelaide Park Lands is the creation of the Adelaide Park Lands Management Strategy (APLMS). The current APLMS is entitled “Adelaide Park Lands Management Strategy 2015-2025”. It was prepared by the Board in 2014-2015, adopted by Council on 15 November 2016, and adopted by the Minister for the City of Adelaide on 7 August 2017.

The Act requires that the APLMS be comprehensively reviewed at least every five years.

In developing or amending the APLMS, the Act requires Kadaltilla to:

- Refer the proposal to the Minister, the Adelaide City Council, and any State authority or adjoining council that has a direct interest in the proposal.
- By public advertisement, invite any interested person to make written submissions to the Authority at least one month from the date of publication, and to attend a public meeting to be held in relation to the proposal.

The Act, therefore, identifies South Australians, State Government, Adelaide City Council and adjoining councils as stakeholders of this project.

APLMS Consultation Requirements

In accordance with section 18(4) of the Act, in order to vary the APLMS Kadaltilla must:

- Refer the proposal to the Minister, the Adelaide City Council, and any State authority or adjoining council that has a direct interest in the proposal; and
- Invite any interested person to make written submissions to Kadaltilla within a period specified by Kadaltilla (being not less than 1 month from the date of publication of the advertisement), and to attend a public meeting to be held in relation to the proposal.

Kadaltilla may, based on any consultation undertaken or submissions received, amend the proposal in accordance with section 18(6) of the Act.

Section 18(11) of the Act requires that a State authority and the City of Adelaide must provide such information as Kadaltilla may reasonably require for the purposes of preparing or revising the APLMS.

Once the draft APLMS has been finalised, it is a requirement under section 18(7) of the Act that Kadaltilla must then prepare a report on the finalised APLMS and furnish copies of the report to Council and the Minister. The Council and Minister must confer on the proposal and adopt the proposal with or without amendment or refer the proposal back to Kadaltilla for further consideration. Within 6 sitting days after the proposal is adopted, the Minister must cause copies of the APLMS to be laid before both Houses of Parliament.

City of Adelaide Consultation Policy

The City of Adelaide (CoA) has been engaged by Kadaltilla to carry out the review of the APLMS.

CoA's consultation policy outlines that, when engaging the community in a decision-making process, CoA will:

- Seek out and encourage contributions from people who may be affected by or interested in a decision
- Provide relevant, timely and balanced information so people can contribute in a meaningful way
- Provide a variety of appropriate and accessible ways for people to have their say and to speak honestly
- Actively listen so that people's ideas and input assist in making the final decision
- Consider the needs and interests of all people in the decision-making process
- Tell the community about the final decision, and how their input was considered
- Collaborate with peak bodies and other levels of Government to achieve common goals for CoA.

The Policy encourages a proactive approach to delivering diverse engagement activities guided by timely and relevant information. It also identifies the potential for alignment with government and peak bodies and the importance of 'closing the consultation loop'.

1.2 Phase 1 and 2

Phase 1 Engagement Summary

In early 2022, a comprehensive review of the APLMS was commenced in line with the Act following the creation of an APLMS Engagement Plan.

The APLMS Engagement Plan defined three phases of engagement:

1. Phase 1 – Call for Ideas
2. Phase 2 – Test and Shape
3. Phase 3 – Challenge and Refine

The draft APLMS was informed by Phase 1 with over 2,500 community engagement participants over a nine-month consultation window. This included:

- 246 people participated in person
- 438 responses received in person
- over 2,500 individual responses received via post, email, social media or Your Say.

Phase 1 engaged with 18 stakeholder groups representing three distinct communities categorised by their level of interest, impact, and knowledge. The purpose of Phase 1 was to test the vision, outcomes and priorities contained in the APLMS 2005-2015 and explore new ideas and opinions to inform the review.

Methods of engagement were tailored to each stakeholder group, including workshops, Kadaltilla Board meetings, online surveys (Your Say Adelaide), advisory/reference groups and public forums. This strategic and comprehensive approach successfully captured community feedback across three levels of involvement (consultation, involvement, and collaboration) relevant to the knowledge base, areas of interest and technical capacity of each group.

Engagement gained insight on how communities value and use the Park Lands and actively sought input about issues and opportunities with the current APLMS and future visions for the Park Lands.

Feedback was categorised in 14 Consultation Themes that were common across stakeholder groups and identified the four key idea topics of Climate change, Kaurna cultural heritage, Societal change and COVID, and Technology as Investigation Areas.

Consultation Themes and Investigation Areas reflect the analysis of a thorough consultation phase that represents a wide variety of stakeholders. Feedback indicated the vision, outcomes, and priorities of the APLMS remain relevant, appropriate and important. The analysis also revealed key areas to focus future investigations.

Phase 2 Engagement Summary

The draft APLMS was informed by Phase 2 in which there was a chance to test and shape early project ideas and respond to, and build upon, an overarching vision for the APLMS. Phase 2 of the APLMS strengthened the representation from under-represented stakeholders and groups. Phase 2 engaged with seven stakeholder groups including:

- Kaurna
- Surveyor-General
- Department for Environment and Water
- Office for Recreation, Sport and Racing
- City of Adelaide - Access and Inclusion Advisory Panel
- Kadaltilla Board Meetings
- General Public via Community Forums

Methods of engagement were tailored to each stakeholder group, including workshops, meetings, presentations, and public forums. This strategic and comprehensive approach successfully captured community feedback across three levels of involvement (consultation, involvement, and collaboration) relevant to the knowledge base, areas of interest and technical capacity of each group.

The level of input to the draft APLMS indicates that this project has a strong interest to a wide range of stakeholders.

2. PURPOSE OF ENGAGEMENT

The purpose of engagement is to present a draft document for testing, challenging and refinement through open consultation in early 2024.

3. ENGAGEMENT OBJECTIVES

The engagement objectives are shaped by legislation, CoA policy, previous engagement activities, and feedback from Kadaltilla.

Key objectives therefore include:

- Engaging State Government, CoA, adjoining councils, and key stakeholders as active contributors to proposals and outcomes of the APLMS
- Proactively approach a range of communities to obtain diverse insights and values on the draft APLMS
- Employ a mix of online and in person engagement techniques that optimise opportunities for communities to influence the draft APLMS
- Supply timely and relevant information in plain language or visual formats that supports meaningful and relevant input from engagement participants.

3.1 Engagement Outcome

A wide range of varied feedback received and enhanced awareness and appreciation of the Park Lands, the challenges faced by the Park Lands, and the contributions the Park Lands make to Adelaide and the State.

3.2 Negotiables and Non-Negotiables

Negotiable:

- Refining the proposed content including vision, context, identification of projects, and priority of projects.

Non-negotiable:

- Elements of the final product are dictated by legislation and will not be negotiable.

4. STAKEHOLDER AND COMMUNITY ANALYSIS

Engagement will be tailored towards three main communities; (1) communities of interest; stakeholders with an interest in the project and its outcomes, (2) communities of impact; stakeholders that will be affected by the project and its outcomes, and (3) communities of knowledge; stakeholders with a working and technical knowledge of the contemporary drivers for the Park Lands.

Stakeholder	Community of Interest	Community of Impact	Community of Knowledge
Council members			
State Government Agencies			
Kaurna			
Neighbouring Councils			
Council businesses (e.g. Golf, Aquatic Centre)			
Tenure holders			
Lease holders			
Residential community (including new residents)			
Adelaide Park Lands Association and other representative bodies			
Resident and business precinct associations			
Education institutions			
Visitors			
Committees - Reconciliation and Access and Inclusion			
Adelaide Economic Development Agency			
City institutions - zoo, museum, galleries, libraries			
General public			
Council volunteers			
Council service consumers			
Youth			
Major festival and event holders			

5. ENGAGEMENT SUMMARY

5.1 Key Messages

The following sequence captures the 'story' for consultation:

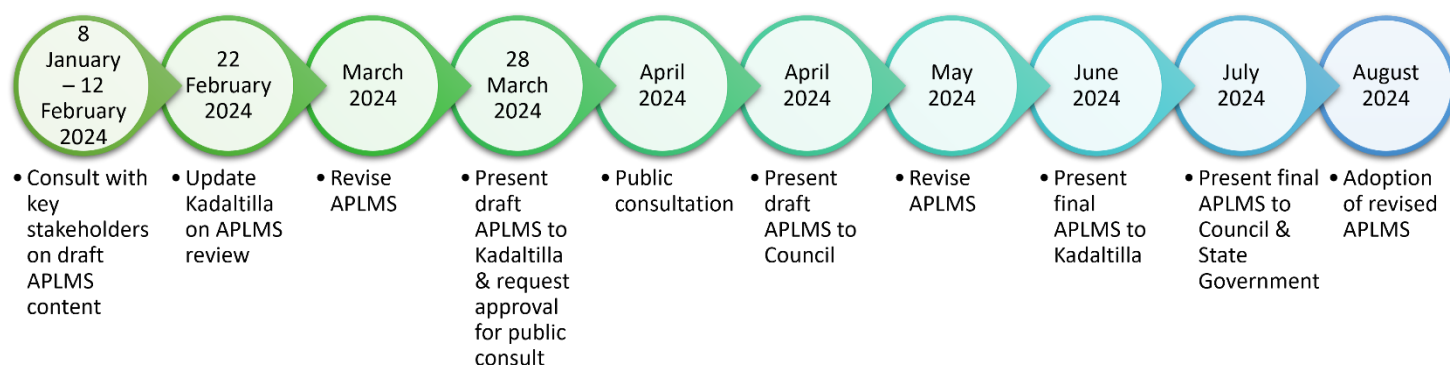
- In 2005, the Adelaide Park Lands received protection when the State Government passed the *Adelaide Park Lands Act 2005 (SA)*
- The Act:
 - Defined the Park Lands
 - Established principles for the management of the Park Lands
 - Set out the need for a Management Strategy for the Park Lands
 - Established the Kadaltilla / Adelaide Park Lands Authority
- Kadaltilla is the principal advisory body to the City of Adelaide and State Government on the Park Lands
- A key responsibility of Kadaltilla is the development and review of the Adelaide Park Lands Management Strategy (APLMS)
- The APLMS is reviewed every five years to capture new ideas and challenges for the Park Lands
- Kadaltilla is currently embarking on an update of the APLMS
- This will involve identifying goals, setting priorities, and identifying strategies to guide special projects across the Park Lands
- Among other things, special projects:
 - Contribute to the identity and liveability of our city
 - Attract visitors
 - Improve events
 - Protect our native plants and animals
 - Demonstrate or celebrate the culture of our recent past
 - Recognise Kaurna connection to Country
 - Add value to our local economy
 - Provide places to connect and participate in community life
- The current APLMS identified a long list of potential projects across every part of the Park Lands
- Over five years between 2017 and 2022 18 'Big Moves' (major projects) were delivered and 39% of smaller projects were either completed or commenced
- The updated APLMS will place a focus on projects that can have an impact for the Park Lands
- It will also need to respond to new challenges and opportunities. Such as:
 - City activation
 - Climate change
 - Societal changes (e.g. COVID)
 - Changes in technology

- Government policy
- Connecting to Country
- Population and economic growth and change
- Delivery of the APLMS relies on investment from government and private partners that share the ambition and see the benefits of delivering the projects
- In Phase One and Two the draft APLMS was informed by over 2,500 community engagement participants
- We will be seeking community and stakeholder input over Phase Three to:
 - Review the proposed compelling vision for the Park Lands and either support or propose alternatives
 - Review prioritised projects and either support or propose alternatives
 - Review the proposed APLMS and either support or help to shape the final product.

5.2 Tools and Techniques

TECHNIQUE / TOOL	PURPOSE/DESCRIPTION
Advertisement	To inform and make people more broadly aware of the project, capture paper-based and e-readers.
Media Release	Manage public communications and proactively present a position on the project and proposals to local media.
Social Media	Posts and updates and visual media showing engagement activities.
Onsite signage / Poster	Attract attention from commuters, visitors and users of the Park Lands as well as people visiting, working or living in the city. Corflute signs at sports club venues, Park Land hubs, entry points to the city, and at commercial lessees.
Public Meetings / Pop-up Sessions	Hold a pop-up listening and engagement session in the Park Lands at or between key Park Lands hubs. Attend and have a presence at Council events and programs and participate in other CoA consultations.
Your Say	Online project portal to form the online project interface that provides information to participants and receives feedback.
Distribution Lists	Utilise existing email distribution lists from across the organisation to spread the message to audiences that may be more likely to show interest in Council contact on projects and initiatives.
Interview / Face to Face / Door Knocking/ Phone calls	Interviewing is to be used as a more targeted approach to engaging communities of impact or communities of knowledge. This will be to build relationships and credibility for the project and obtain more detailed contextual insights.
Workshop (facilitated)	Workshops with adjoining Councils, State Government, and key partners.
Advisory/Reference Group	Steering Committee of project partners and critical stakeholders including Council and State Government.

5.3 The Program



STAKEHOLDER	ENGAGEMENT LEVEL	TECHNIQUE	TIMING
Kadaltilla	Collaborate	Workshop/Report	February 2024, March 2024 & June 2024
Kurna	Collaborate	Workshop	January/February 2024 & April 2024
Adjoining Councils	Involve	Workshop	January/February 2024 & April 2024
State Government agencies	Collaborate	Meeting	January/February 2024 & April 2024
Tenure holders	Involve	Meeting	April 2024
Council businesses (e.g. Golf, Aquatic Centre)	Consult	Pop-up Sessions/Interview	April 2024
Residential community (including new residents)	Consult	Pop-up Sessions/Interview	April 2024
Representative bodies	Consult	Pop-up Sessions/Interview	April 2024
Resident Associations and Business precincts	Consult	Pop-up Sessions/Interview	April 2024
Education institutions	Consult	Pop-up Sessions/Interview	April 2024
Visitors	Consult	Pop-up Sessions/Interview	April 2024
Committees - Reconciliation and Access and Inclusion	Consult	Pop-up Sessions/Interview	April 2024
Adelaide Economic Development Agency	Consult	Pop-up Sessions/Interview	April 2024
City institutions - Zoo, museum, galleries, libraries	Consult	Pop-up Sessions/Interview	April 2024
General Public	Consult	Your Say & Pop-up Sessions	April 2024

Council volunteers	Consult	Pop-up Sessions/Interview	April 2024
Council service consumers	Consult	Pop-up Sessions/Interview	April 2024
Youth	Consult	Pop-up Sessions/Interview	April 2024
Council Members	Collaborate	Workshop/Report	April 2024 & July 2024

5.4 Risks

#	POLITICAL RISK	RESPONSE
1	New governments	Early and effective engagement that provides an opportunity to deliver on Park Lands election promises could engender cooperation and involvement from the State Government
2	Messaging and methods of engaging with Council and the State	Council and the State Government are identified as critical stakeholders. A stakeholder management approach will be taken so that relationships, expectations, and communications are appropriate, meaningful, and frequent
3	The potential for lobby and interest groups to run a parallel communications strategy	The project will prioritise communications so that consistent and frequent messaging and updates are released via a range of media

#	REPUTATIONAL RISK	RESPONSE
1	Potential concern from Park Lands users, lease and license holders that the APLMS is being reviewed and what it could mean for them	Communities impacted by the APLMS will be identified and contacted at the commencement of the project, prior to the public release of information
2	Potential for participants to feel that their ideas have not been properly considered or view the process as biased	All responses will need to be comprehensively reported so that no ideas are lost, and participants can recognise their input
3	Potential for participants to lose touch with the project and not understand the outcomes of their input	Regular updates will be issued through the same communication channels used to attract participants
4	Management of potentially privileged information obtained through key stakeholder and partner interviews	The sensitivity of content will be tested prior to any report being developed for public presentation and responses will be de-identified

ADELAIDE PARK LANDS MANAGEMENT STRATEGY

5	IT system failures such as the online Your Say page not working properly	Prepare and provide hard copies for viewing in the Customer Centre until IT issues have been resolved
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#	PARTICIPATION RISK	RESPONSE
1	Potential over-representation of singular ideas or themes for the Park Lands	It will be important to engage communities of knowledge to understand contemporary drivers for the Park Lands so that the engagement program is informed by a balanced and technical assessment of contextual priorities
2	Lack of involvement from important hard-to-reach voices for the Park Lands	The engagement program will need to be proactive in going out to and seeking input from key stakeholders and communities of interest and impact. The engagement program will need to be mobile and tailored to encourage participation by these stakeholders with a variety of communication and engagement techniques
3	Potential for existing users and uses to dominate planning for future users and uses - limited engagement of people and groups that don't currently use the Park Lands	Diverse online and in-person techniques will be employed to obtain as many unique views as possible with the objective to reach new or potential users of the Park Lands
4	Generating sufficient ownership from stakeholders who will be responsible for delivering, implementing, and communicating the APLMS project outcomes	Stakeholder management will include structures that support systematic input, influence and decision-making opportunities by stakeholders that will be impacted by the implementation of the APLMS. This will be in the form of a Project Steering Committee, Project Reference Group, and Project Control Group

5.5 Reporting Back

HOW	WHO	WHEN
Phone call/email follow-up with participants as issues raised during the engagement process	Project Team	During the engagement period in 2024
Build on FAQs online and update them during the engagement process as appropriate	Project Team	During the engagement period in 2024
Report to Kadaltilla Board	Project Team	June 2024
Final APLMS	Project Team	July 2024

5.6 Evaluation

Phase	Measure
1	<ul style="list-style-type: none"> » Steering Committee established and functioning » Stakeholder meetings undertaken » All users contacted and responded » Diversity of input » Your Say is up and running - number of visitations and number of responses » Number of emails distributed » Number of people attending on site set ups » Number of peak body meetings conducted » Participation by adjoining Councils » Delivery of a representative consultation report
2	<ul style="list-style-type: none"> » Annual Community Forum conducted » Consultation outcomes report distributed and available online » Level of promotion » Numbers in attendance » Diversity of feedback
3	<ul style="list-style-type: none"> » Feedback provided » Number of changes required » Stakeholder commentary » Number of interviews and workshops conducted
OVERALL	<ul style="list-style-type: none"> » Balance of perspectives » Level of participation » Engagement of delivery stakeholders » Media coverage positive and negative » Sentiment of participants » Confidence of direction » Acceptance of document by critical stakeholders.