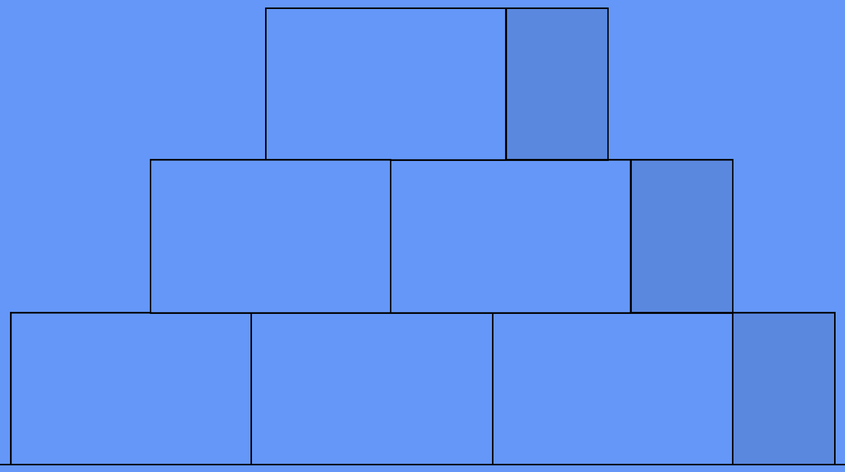
City of Melbourne

New Ways of Working with Community



17th September 2021

Who are Craig Walker

Jeremy Walker has led human centred design teams for IAG and Westpac. He started his career in London where he was the lead consultant at live|work, a service design agency. His clients have included the BBC, Proctor & Gamble, Aviva, Barclays, Experian, Faber & Faber and the UK Home Office.

Kernow Craig is a design director with 20 years of practice, having worked with some of the most recognised institutions around the world. He has led project teams, client side and agency side, in the delivery of customer centred strategy, service design, and digital innovation. His experience spans media, health care, government, private sector, and trans-national institutions.

Together they founded Craig Walker in 2016.

Project Brief

“How might we create a fair, inclusive and equitable method for citizen involvement that genuinely and transparently guides testbed activity?”

This piece of work is an early avenue to test and learn on how to build on the future aspirations of Melbourne as laid out in the COVID-19 Recovery and Reactivation plan , the Economic Development Strategy and the 10 year Community Vision.

It is an aspiration to engage with and have a discourse with a wider portion of the City of Melbourne community and step beyond those who have the literacy, intent and time to engage in the current formats.

We see opportunity in understanding how we can:

- Broaden the citizen base with which we have a conversation
- Define and design new engagement models to help connect with a greater number of communities
- Design and provide the broader community a central role in helping shape what the City of Melbourne works on next

Our Solution

Our approach was to focus on a select community within the City of Melbourne to develop a clear understanding of how communities prefer to connect, share knowledge and provide input into emerging directions.

The project was centred around the Powers of Ten approach — to understand the context, needs and interactions of communities.

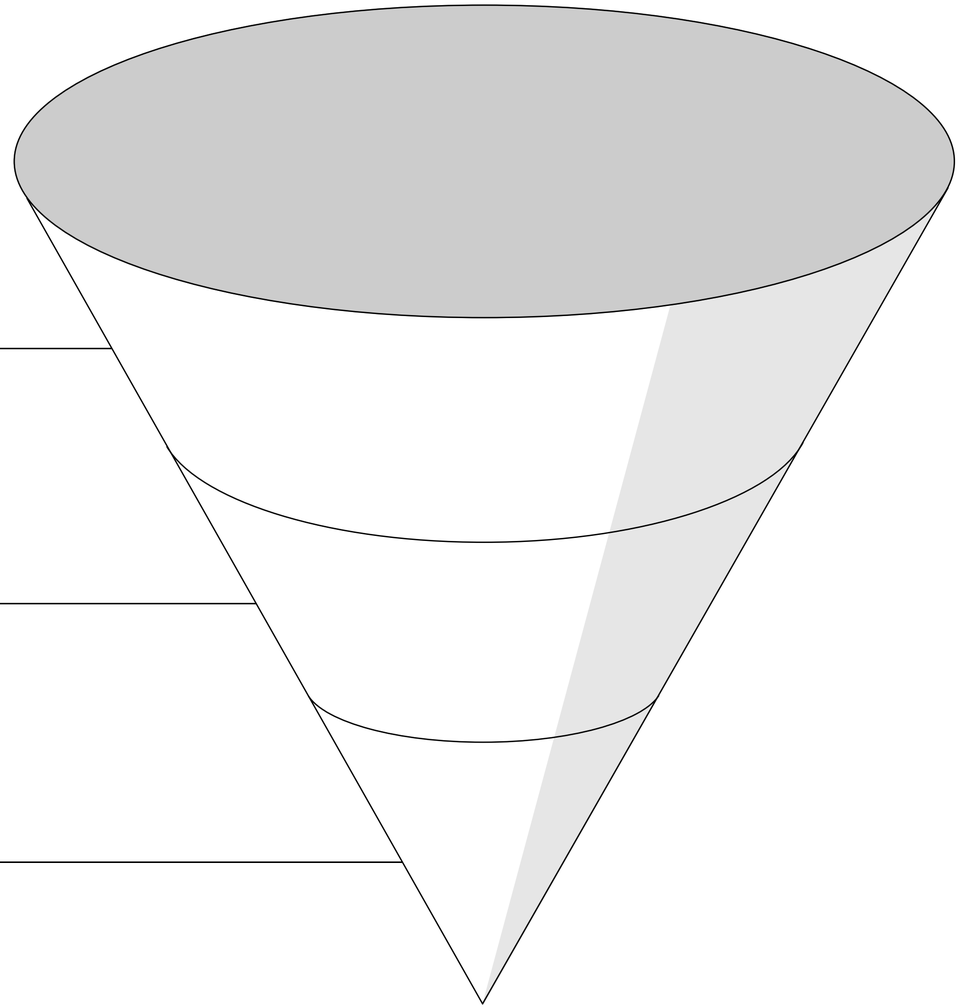
We targeted an under-represented community that we then focused on and attempted to define new and effective mechanisms to get them involved in a discussion around data transparency and use.

Our Research Approach: Powers of 10

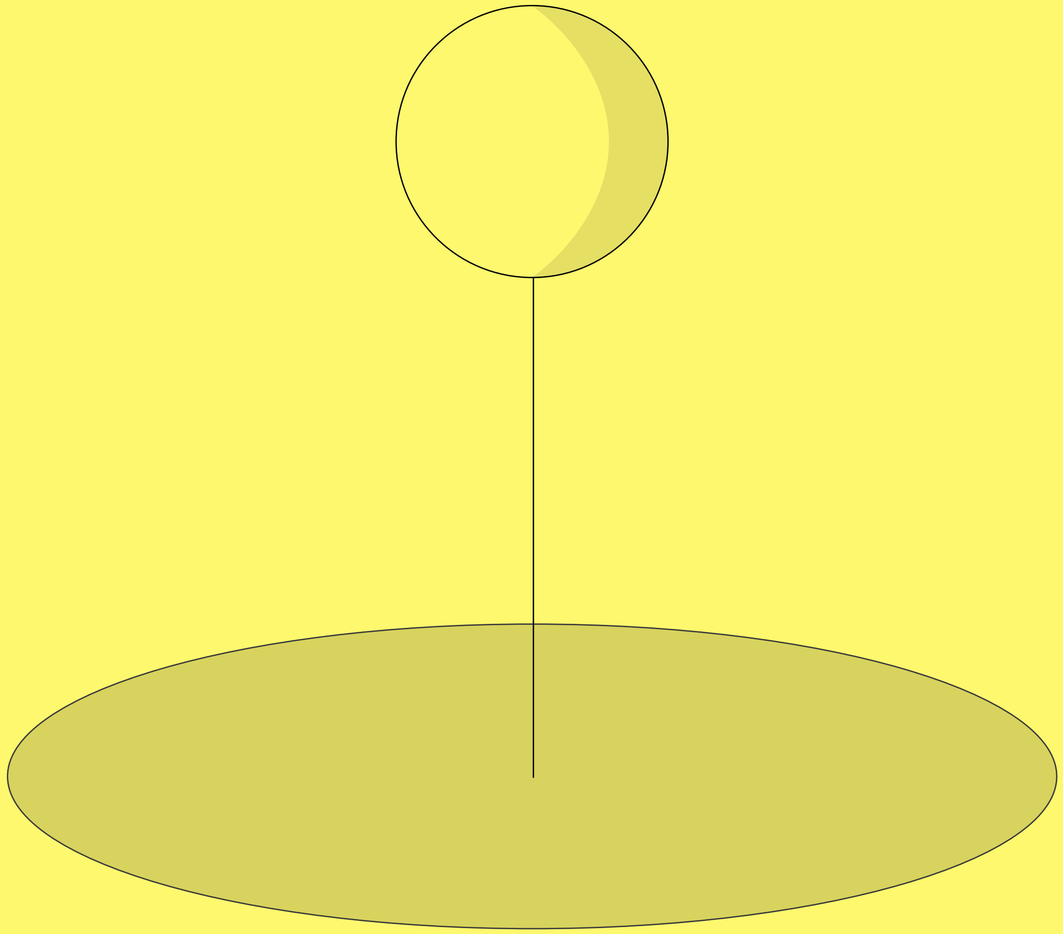
Understanding communities at a city scale

Understanding communities at the local scale

Understanding communities at a human scale



The Current Landscape



Overview

Diving right into the world of smart cities, we searched high and low for examples that amplified voice, provide opportunity to create and reviewed a wide range of case studies.

It led to a view that to actively connect with community around emerging topics and trends, we had to first live with the community.

To help define a space to research from, we looked at Data, Communication and Community as pillars the work must evolve from.

Communication & Content

We found in other city examples a clear separation in success and failure with the level of clarity in language. Cities that could articulate their program simply, often gained support from their communities.

Communication style around levels of understanding seemed to determine to what extent different groups and individuals may desire to engage. The level of information appropriate in communication attempts can range from simple and concise, to more detailed and theoretical explanations.

No level of understanding

Unclear of impact, intent or use of data collection

Base level of understanding

Understands core aspect of data collection

Comfortable level of understanding

Understands data collection and how it will be used.

Deep level of understanding

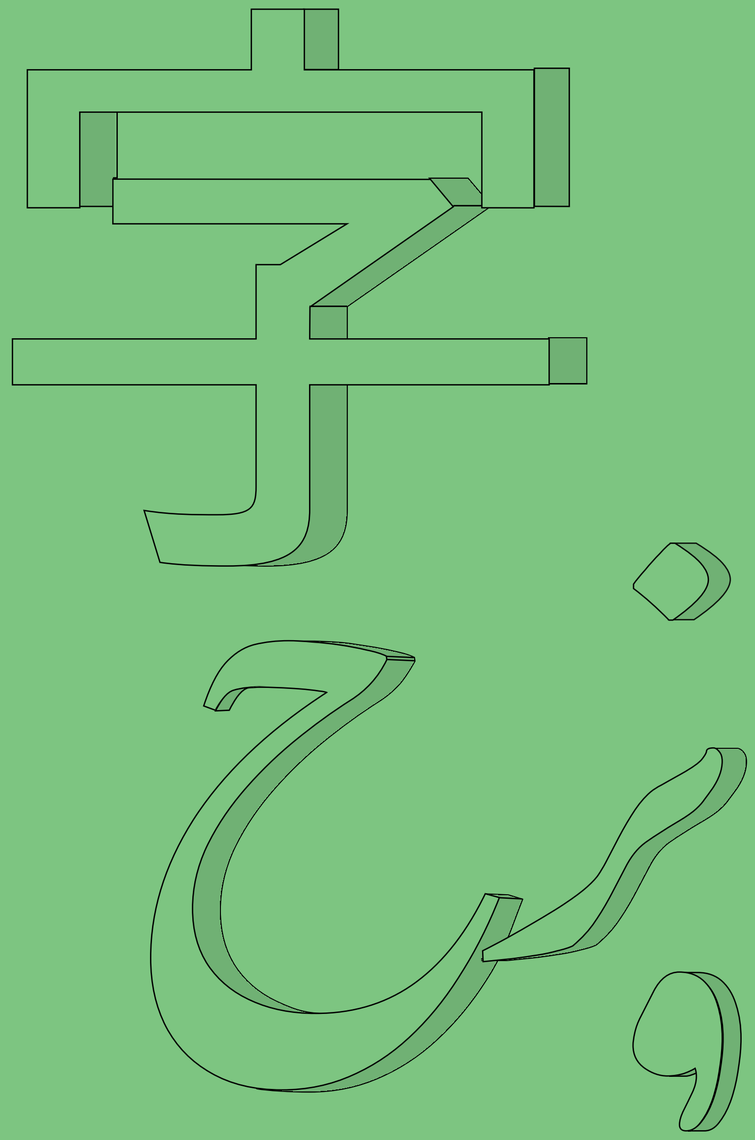
Understands the impact both negative and positive.

Community

A community can be defined as "groups of people connected by geographic proximity, special interest or similar situations".

A community centred approach is appreciated by many to be the key to long-term and sustainable outcomes, processes, relationships, discourse, decision-making, or implementation. Community engagement is "about conversations, strengthening relationships, building capacity, empowering people and coming up with worthwhile outcomes for the benefit of the community." (Engage2Act)

Research Findings



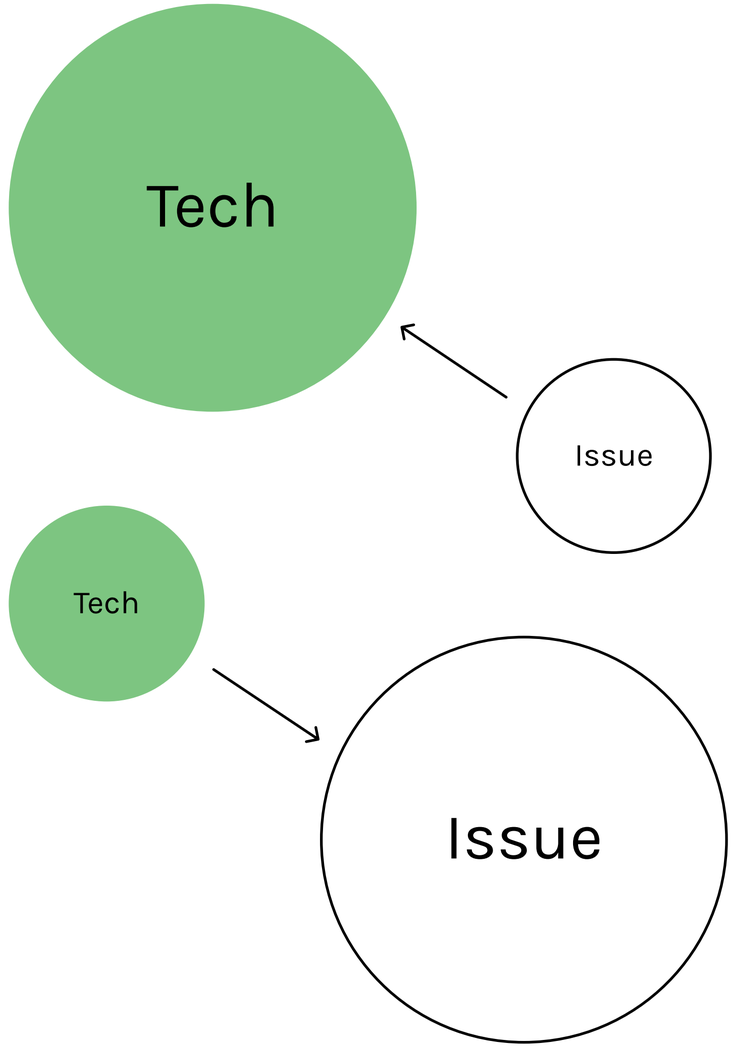
22
interviews

4
days

2
communities

What we tested

With an onsite visit, a deep dive online and long day in the library, we figured out that to create an engagement framework that works for the community, we need to take a few steps back and clarify the components that the City of Melbourne want to test, ideate and gain valuable feedback on.



Who we spoke to

To do this, we spoke to a diverse range of people both in the Carlton social housing estate, a group of international and local students and to key teams within the City of Melbourne to understand each component required.

This allowed us to develop a clear map for the framework to live within.

13

social housing residents

5

international students

4

City of Melbourne teams

What we heard

We went out to have conversations with community members to learn how we could have a conversation around technology.

Having these conversations, difficult at first, forced us to refocus around issues that mattered to community members which led us to have a richer dialogue and a pathway to talking about technology issues we needed to.

“It’s hard to have a conversation if people are still learning how to use a mouse.”

“People don’t need new phones, they need shelter, warmth and food.”

How we pivoted

This really shifted the focus away from a project perspective to a localised, issue bound one.

In order to have a meaningful conversation around emerging technology and related topics, the dialogue needed to reflect tangible issues that are impacting the community and individual.

By connecting an issue to the topic, we found the opportunity to discuss abstract concepts possible, meaning a rich and engaging conversation could be had.

What we learnt

During this dive into multiple groups, 5 key insights highlighted the demands of connecting with community.

Themes of boundaries, conversation and repeated actions rose to the top as important factors when connecting directly with community and individuals.

1.
Meet people on their level, at a time that they want to.

2.
Technology itself is not conversation worthy, but real tangible issues are.

3.
Conversations fall apart if you're speaking at different levels.

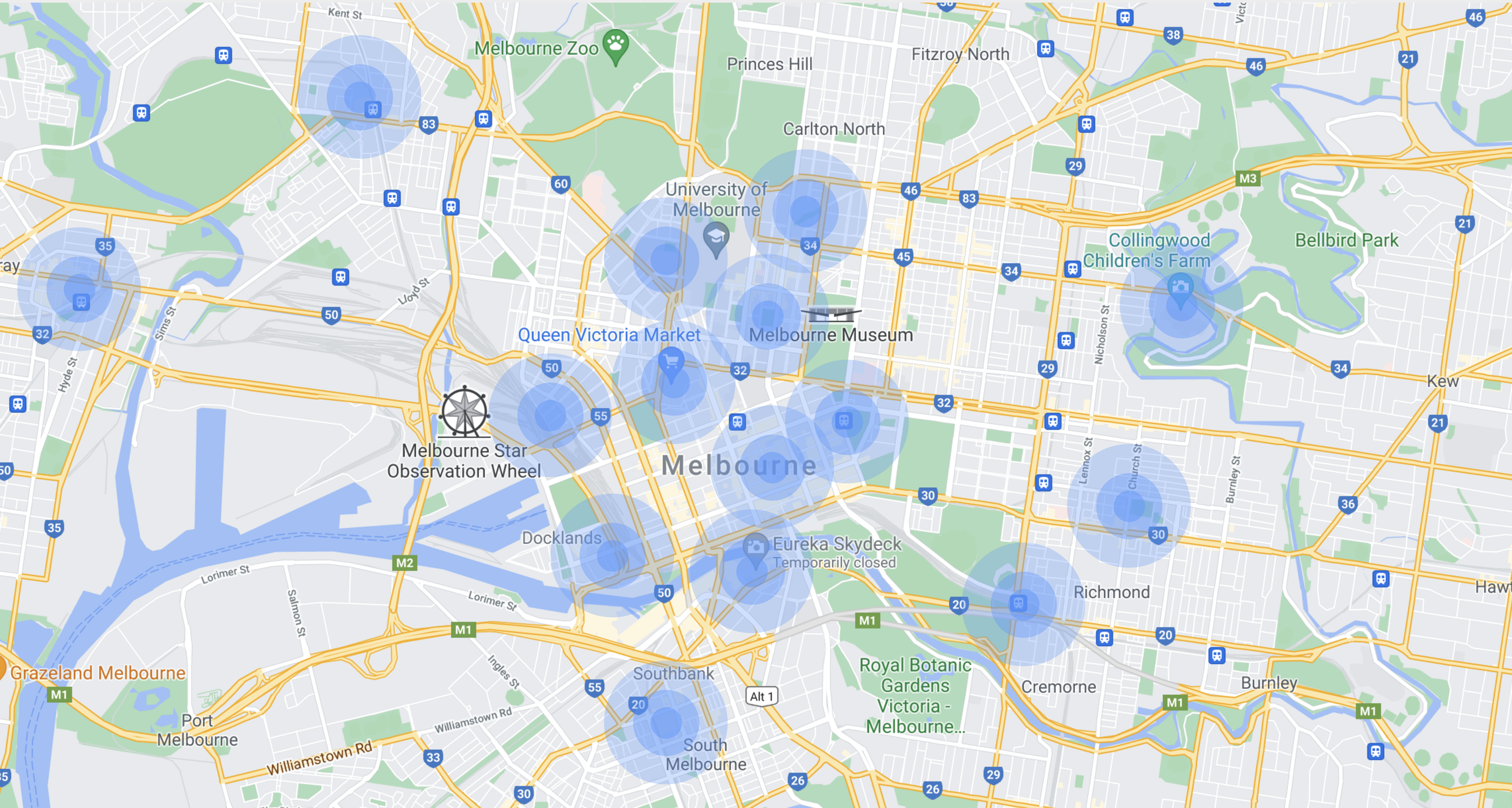
4.
It's not a single interaction but a continuous connection.

5.
Multiple communities not a single community.

Listening Posts

We conceived of a notion of a learned knowledge of community issues, derived from the constant interaction of city and resident, enabling us to build an understanding of the issues they face.

This knowledge helped create the bridge necessary to link intangible to tangible, abstract discussion to focused conversation.

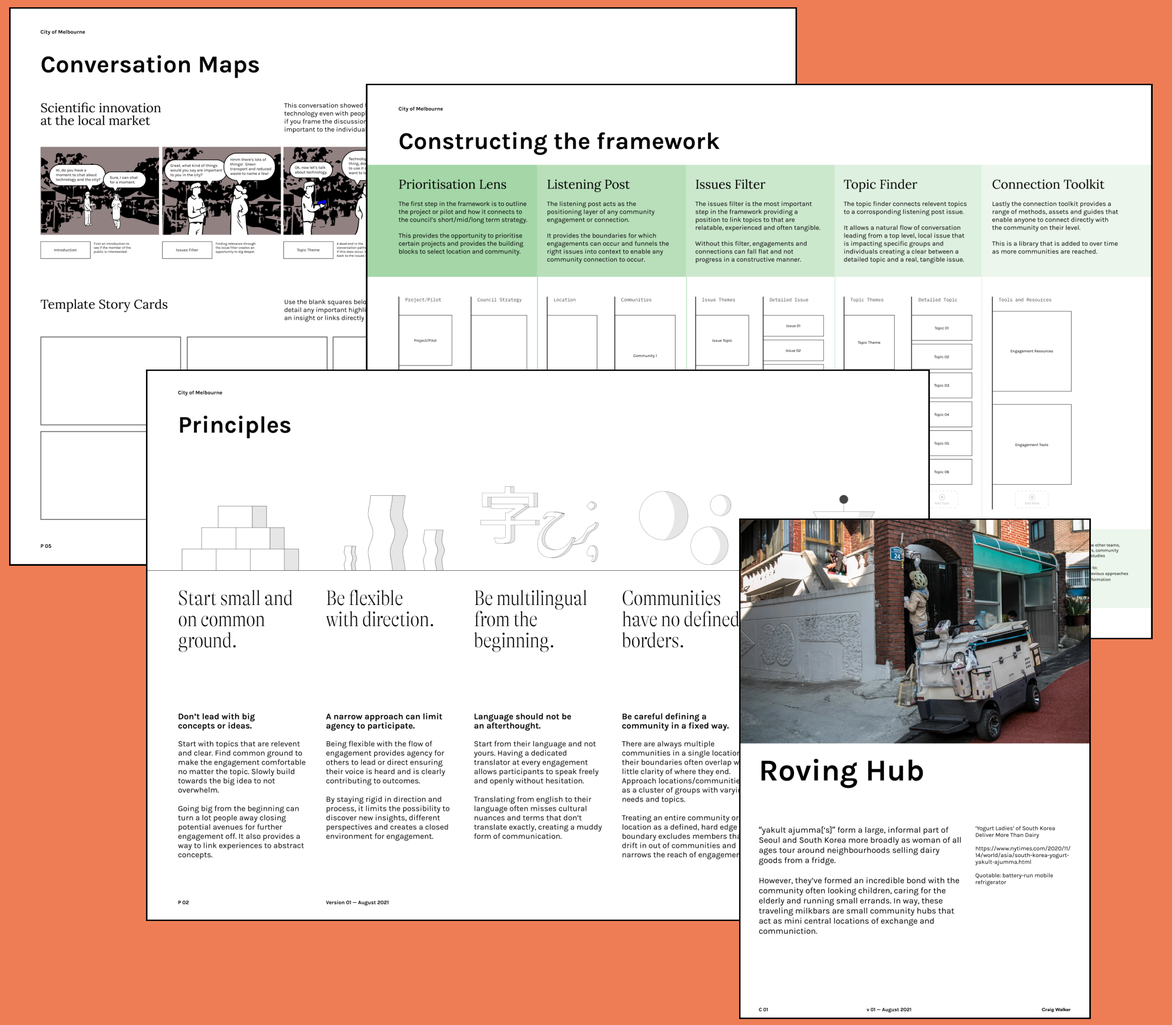

Kent St
Melbourne Zoo
Princes Hill
Fitzroy North
Carlton North
University of Melbourne
Collingwood Children's Farm
Bellbird Park
Queen Victoria Market
Melbourne Museum
Melbourne Star Observation Wheel
Melbourne
Kew
Docklands
Eureka Skydeck
Temporarily closed
Richmond
Cremorne
Burnley
Southbank
South Melbourne
Royal Botanic Gardens Victoria - Melbourne...
Grazeland Melbourne
Port Melbourne
Williamstown Rd
Lloyd St
Sims St
Hyde St
Lorimer St
Salmon St
Ingles St
Nicholson St
Lennox St
Church St
Burnley St
M1
M2
M3
Alt 1

Outcomes

What we made

We created a set of principles, conversation maps and connection opportunities that allow the New Way of Working with Community framework to come to life.

These outcomes help direct and foster connection right down to the individual level creating quality insights that better inform testbed activities.



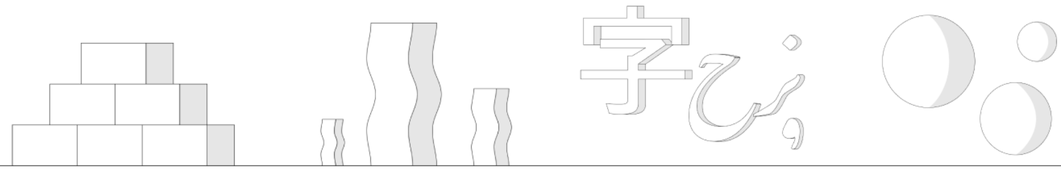
Principles

A set of 7 principles helps guide alignment across the framework ensuring that key insights and learnings are reflected throughout the process.

Each of these principles demonstrate the way to approach community connection backed by our insights.

City of Melbourne

Principles



Start small and on common ground.

Don’t lead with big concepts or ideas.

Start with topics that are relevent and clear. Find common ground to make the engagement comfortable no matter the topic. Slowly build towards the big idea to not overwhelm.

Going big from the beginning can turn a lot people away closing potential avenues for further engagement off. It also provides a way to link experiences to abstract concepts.

Be flexible with direction.

A narrow approach can limit agency to participate.

Being flexible with the flow of engagement provides agency for others to lead or direct ensuring their voice is heard and is clearly contributing to outcomes.

By staying rigid in direction and process, it limits the possibility to discover new insights, different perspectives and creates a closed environment for engagement.

Be multilingual from the beginning.

Language should not be an afterthought.

Start from their language and not yours. Having a dedicated translator at every engagement allows participants to speak freely and openly without hesitation.

Translating from english to their language often misses cultural nuances and terms that don’t translate exactly, creating a muddy form of communication.

Communities have no defined borders.

Be careful defining a community in a fixed way.

There are always multiple communities in a single location, their boundaries often overlap with little clarity of where they end. Approach locations/communities as a cluster of groups with varying needs and topics.

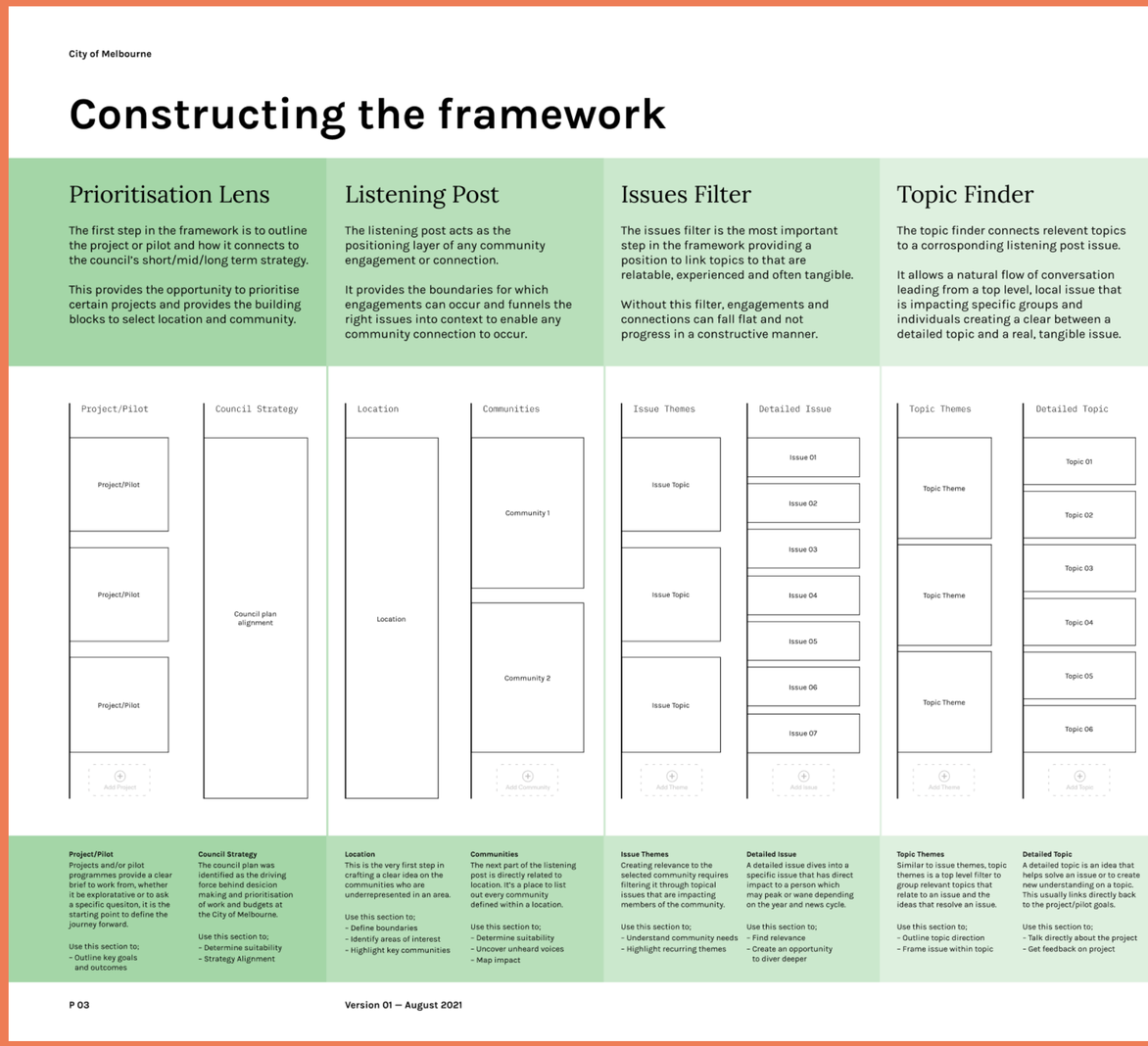
Treating an entire community or location as a defined, hard edge boundary excludes members that drift in out of communities and narrows the reach of engagement.

Version 01 — August 2021

NWOWC Framework

The framework is a way to specify, define and develop an approach to gain quality feedback on CoM projects.

It can be utilised in multiple locations to build a library of resources, knowledge and understanding from a city to local to individual scale.



City of Melbourne

Constructing the framework

Prioritisation Lens

The first step in the framework is to outline the project or pilot and how it connects to the council's short/mid/long term strategy.

This provides the opportunity to prioritise certain projects and provides the building blocks to select location and community.

Project/Pilot
Projects and/or pilot programmes provide a clear brief to work from, whether it be explorative or to ask a specific quesiton, it is the starting point to define the journey forward.

Use this section to;
- Outline key goals and outcomes

Council Strategy
The council plan was identified as the driving force behind desicion making and prioritisation of work and budgets at the City of Melbourne.

Use this section to;
- Determine suitability
- Strategy Alignment

Listening Post

The listening post acts as the positioning layer of any community engagement or connection.

It provides the boundaries for which engagements can occur and funnels the right issues into context to enable any community connection to occur.

Location
This is the very first step in crafting a clear idea on the communities who are underrepresented in an area.

Use this section to;
- Define boundaries
- Identify areas of interest
- Highlight key communities

Communities
The next part of the listening post is directly related to location. It's a place to list out every community defined within a location.

Use this section to;
- Determine suitability
- Uncover unheard voices
- Map impact

Issues Filter

The issues filter is the most important step in the framework providing a position to link topics to that are relatable, experienced and often tangible.

Without this filter, engagements and connections can fall flat and not progress in a constructive manner.

Issue Themes
Creating relevance to the selected community requires filtering it through topical issues that are impacting members of the community.

Use this section to;
- Understand community needs
- Highlight recurring themes

Detailed Issue
A detailed issue dives into a specific issue that has direct impact to a person which may peak or wane depending on the year and news cycle.

Use this section to;
- Find relevance
- Create an opportunity to diver deeper

Topic Finder

The topic finder connects relevent topics to a corrosponding listening post issue.

It allows a natural flow of conversation leading from a top level, local issue that is impacting specific groups and individuals creating a clear between a detailed topic and a real, tangible issue.

Topic Themes
Similar to issue themes, topic themes is a top level filter to group relevant topics that relate to an issue and the ideas that resolve an issue.

Use this section to;
- Outline topic direction
- Frame issue within topic

Detailed Topic
A detailed topic is an idea that helps solve an issue or to create new understanding on a topic. This usually links directly back to the project/pilot goals.

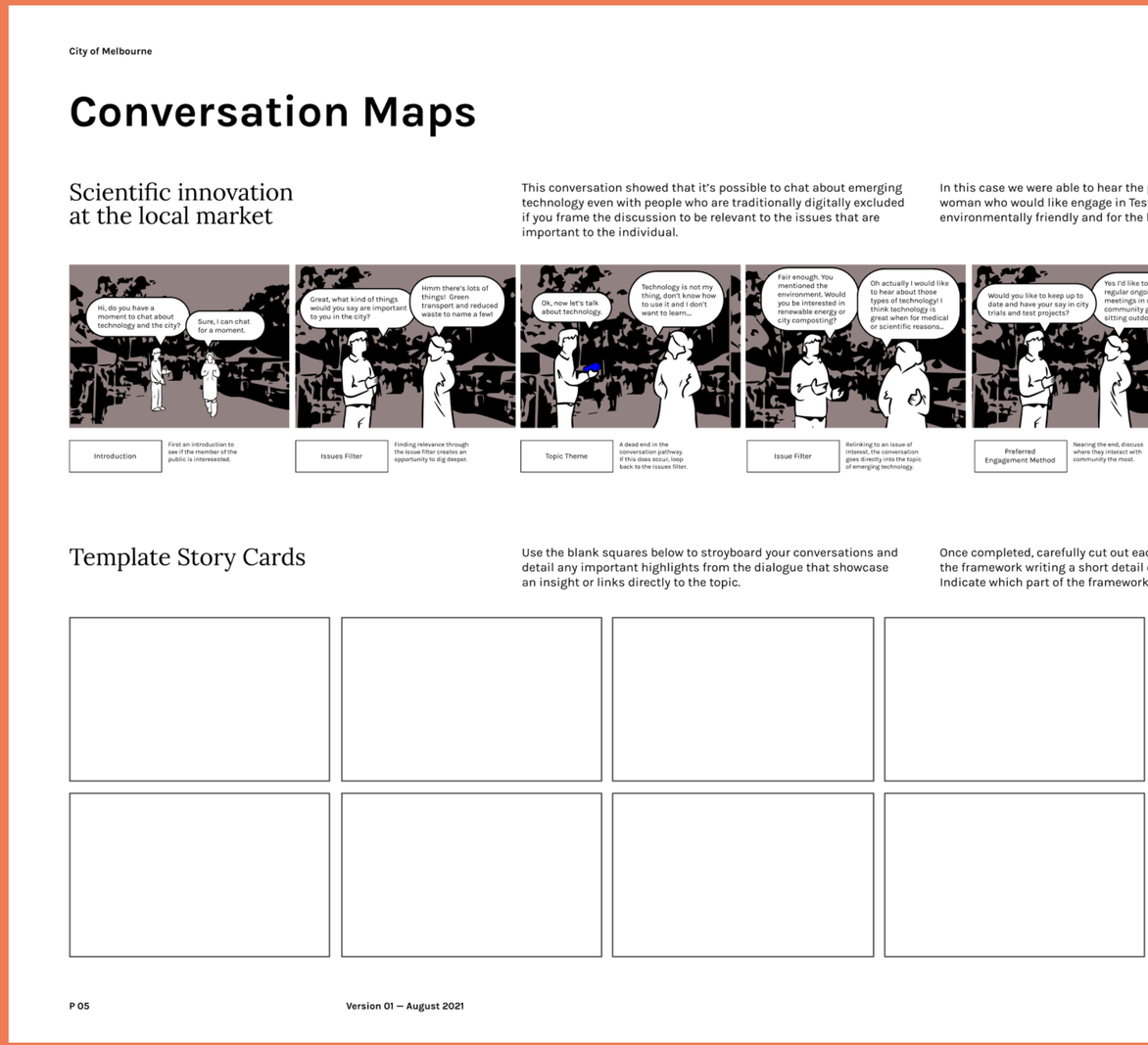
Use this section to;
- Talk directly about the project
- Get feedback on project

Version 01 — August 2021

Conversation Maps

Bringing together the principles and framework, the conversation map is a tool to identify gaps in conversation and a device to share research and insights beyond a particular project.

It can be used to drive examples of good, bad or edge cases showcasing a range of scenarios.



City of Melbourne

Conversation Maps

Scientific innovation at the local market

This conversation showed that it's possible to chat about emerging technology even with people who are traditionally digitally excluded if you frame the discussion to be relevant to the issues that are important to the individual.

In this case we were able to hear the
woman who would like engage in Tes
environmentally friendly and for the

Introduction	Issues Filter	Topic Theme	Issue Filter	Preferred Engagement Method
First an introduction to see if the member of the public is interessested.	Finding relevance through the issue filter creates an opportunity to dig deeper.	A dead end in the conversation pathway. If this does occur, loop back to the issues filter.	Relinking to an issue of interest, the conversation goes directly into the topic of emerging technology.	Nearing the end, discuss where they interact with community the most.

Template Story Cards

Use the blank squares below to stroyboard your conversations and detail any important highlights from the dialogue that showcase an insight or links directly to the topic.

Once completed, carefully cut out eac
the framework writing a short detail
Indicate which part of the framework

P 05

Version 01 — August 2021

Engagement Methods

Building from the landscape review, we collated a suite of methods that are being employed with success around the world in different cities.

It provides a starting point for potential activities and approaches that can suit various scenarios and unique situations.

Roving Hub

"yakult ajumma['s]" form a large, informal part of Seoul and South Korea more broadly as woman of all ages tour around neighbourhoods selling dairy goods from a fridge.

However, they've formed an incredible bond with the community often looking children, caring for the elderly and running small errands. In way, these traveling milkbars are small community hubs that act as mini central locations of exchange and communiction.

'Yogurt Ladies' of South Korea Deliver More Than Dairy

https://www.nytimes.com/2020/11/14/world/asia/south-korea-yogurt-yakult-ajumma.html

Quotable: battery-run mobile refrigerator

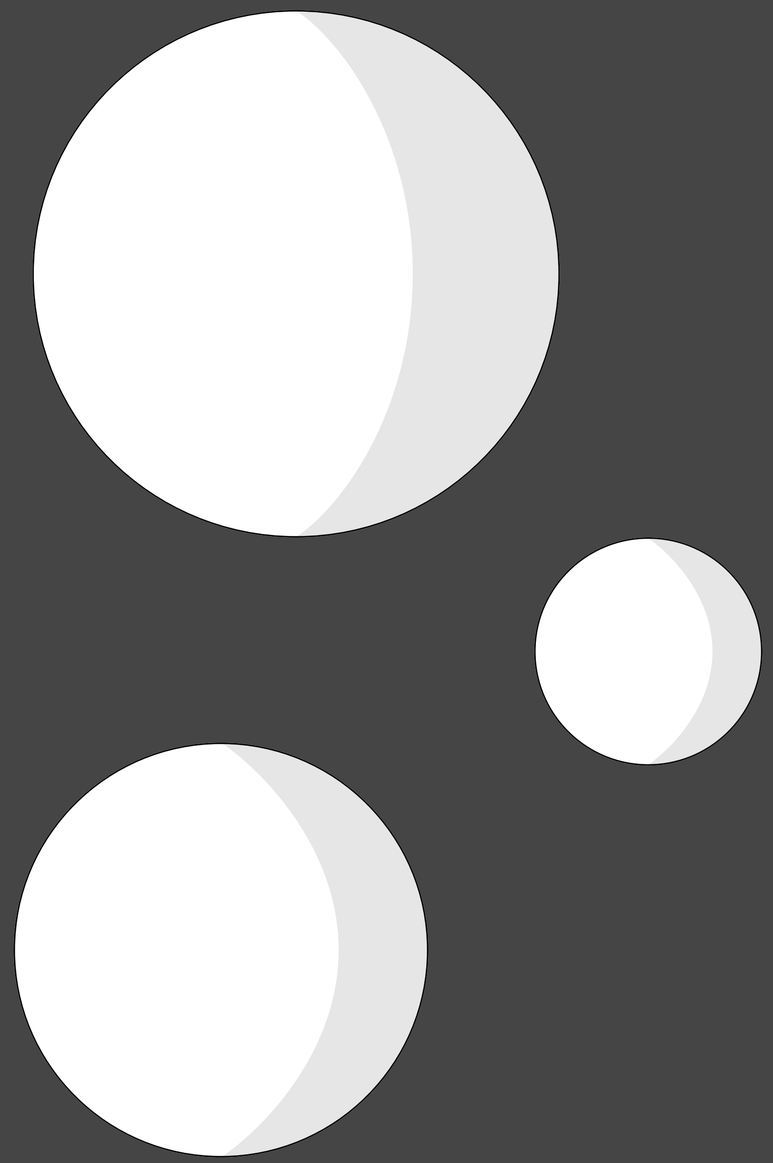
C 01 v 01 — August 2021 Craig Walker

How it works

This toolkit can be used in a multitude of ways, expanded upon and refined further as gaps begin to be closed. Its main purpose is to drive a new form of community connection that allows for quality insight to be developed.

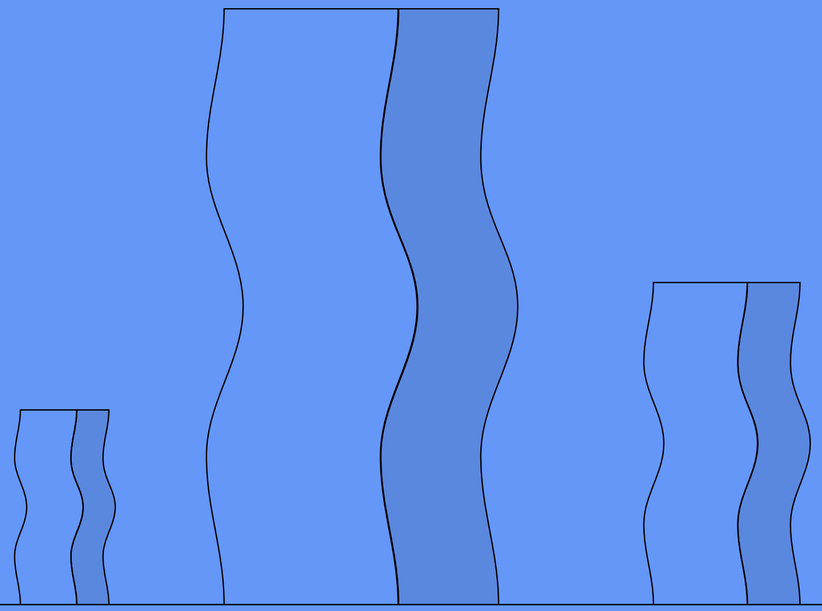
Using the framework as the central starting point, each tool provides a starting point to define an approach that can be framed with the principles and then deployed to the community.

Toolkit Showcase



City of Melbourne

Thank you



Prepared by;

Jeremy Walker, Dalton Bruyns
& Charlotte McCombe

17th September 2021