

CASE STUDY

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CITY OF LAUNCESTON

# Tomorrow Together

# Giving every person a voice.

## Capire Consulting Group

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In the spirit of reconciliation Capire acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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# Tomorrow Together

CLIENT City of Launceston

TIME FRAME 24 months

PROCESS Community Engagement

AUDIENCE Launceston community  
and businesses

## PROJECT TEAM



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#### PROJECT OUTLINE

## Council's largest engagement program ever.

In 2018 the City of Launceston faced a common local government challenge where it needed to engage on 40 plus projects simultaneously with constrained resources. With Capire's help, Council made the bold decision to try something different. Through a robust cross-organisation, co-design process, we developed Tomorrow Together.

The program brought together over 40 significant projects into one streamlined engagement campaign. The engagement approach was one of the first of its kind in Australia.

Tomorrow Together demonstrated a new way of engaging on complex and big-picture conversations through a community-centric process. Rather than asking for feedback on each of the 40 plus projects separately, we provided a single-entry point for the community to learn about the issues, provide further insights and feedback, and see how Council uses the engagement findings to develop plans and strategies.

**Meaningful:** we made it clear as to why this engagement was different, what the community would expect to explore and the themes they would be influencing.

We reduced the engagement touch points and repetitive engagement through a bigger and deeper conversation with the community.

**Easy:** we made engagement accessible, age and stage appropriate and provided flexibility for people to choose how they wanted to engage.

**Fun:** we created engagement that was memorable, shareable, describable, post-able and readable.

**Valuable:** we made sure the people who would be incorporating the engagement in their decision making were involved from the start.

## A THEME BASED APPROACH

Tomorrow Together was designed around six overarching themes that were explored with the community. Each had a bespoke engagement approach that suited the target stakeholders, the content, and the engagement level for different projects.



1

### A RESILIENT CITY

To ensure Launceston can continue to thrive no matter what stresses or challenges the city experiences.



2

### A WELL-DESIGNED CITY

that cleverly plans for new residential and business development while preserving character and liveability.



3

### A UNIQUE AND PROSPEROUS CITY

To ensure Launceston can attract and sustain a solid performing economy that builds on the city's uniqueness.



4

### A MOBILE AND ACCESSIBLE CITY

Where people and businesses have access to greater transport choices and can access the things they need.



5

### A SOCIAL, INCLUSIVE, AND FAIR CITY

A Launceston that offers access to services and spaces for all community members and celebrates diversity.



6

### A FOCUSED AND SUSTAINABLE COUNCIL

To help Launceston deliver on Council's commitment to continually improving sustainability and drive a Launceston to be proud of.





#### OBJECTIVES

Council was committed to creating a compelling story and genuine authority to change the way it engages through:

- Implementing, supporting, and nurturing an engagement awareness for ALL Council staff.
- Delivering appropriate systems, tools, information, and data to underpin a deeper understanding of community needs and views.
- Establishing, embedding, and executing a sustainable and high performing approach to engagement.

#### PARTICIPATION: COMMUNITY COMMENTS

**“This was the best engagement event the Council has ever had.”**

#### CHALLENGES



**Many divisions within Council were involved. This meant differences in the design, development, and execution of multiple engagement activities.**

To deal with this, we kept elements of each theme’s engagement approach consistent. For example, all themes had an online space as part of Council’s engagement platform and a set of questions that were consistent across all surveys such as demographics.

**Council tends to hear from the same people in their engagements.** We developed creative engagement activities and in doing so went beyond the usual suspects.

**Skepticism towards Council.** Capire worked to build internal capacity within council and foster more meaningful engagement.

- Council was ready for increased community expectations on how and what level they are engaged in local government decision making.
- Council was asked to nominate their community engagement champions who were then trained to support engagement activities across the program.
- We avoided the risk of over consultation, engagement fatigue and muddying the message by creating a single-entry point for engagement.
- We made engagement sustainable and changed methods as we learned to make it better for future themes and beyond.

## WIDE AND TARGETED COMMUNICATION

Communication and education material was central to building informed participation and reach a broad audience, including people who had not previously engaged with Council. The campaign included:



'Your Voice Your Launceston' online engagement platform



Foundation document



Pavement decals and banners



Pop Ups: informal "drop-in" events at public spaces



Postcards



Social media posts



Community radio advertisements



Fact Sheets

## PARTICIPATION: COMMUNITY COMMENTS

**"To share concerns and to be heard by lovely, down to earth, interested people was delightful and very informative."**

## HOW PEOPLE ENGAGED

Overall, we engaged with over 3500 community members and stakeholders — above and beyond what was anticipated.

The online platform Your Voice Your Launceston was the centre point of the engagement. Ages ranged from 12 to over 85.

### ONLINE

**1615**  
engagements

### EVENTS

**879**  
attendees

### MAPPING TOOL

**308**  
users

### POP UPS

**50**  
attendees

### SYMPOSIUMS

**125**  
attendees

### BUDGET TOOL

**483**  
submissions



## METHODOLOGY

# Tomorrow Together was designed through an iterative co-design process.

While there was an overarching engagement strategy, each theme also had a strategy that identified:

- theme-specific stakeholders
- the projects that will draw on the engagement findings
- the negotiables and non-negotiables of projects
- what information needed to be shared with the community to build informed participation
- the right engagement and communication tools and techniques.



## ENGAGEMENT TOOLS

# The following tools were used through the delivery of the program.



**Internal baseline survey:** explored culture, systems, and capacity in relation to community engagement.



**Internal evaluation survey after each theme:** included questions of the baseline survey to track change over time as well as their evaluation of the engagement associated with each theme.



**Participant evaluation survey:** this was available at in person events which asked people to provide feedback on the engagement.



**A standard set of civic participation questions asked across all theme surveys:** by asking these questions each time, we were able to develop time-series data to track how their engagement efforts impact these important indicators.

Conversations were bigger and bolder and presented in fun and engaging ways. Engagement events and features included panel discussions, a rare opportunity to meet an endangered river creature, mascots, Lego models and symposiums.

While some tools, like surveys and pop-ups were common across all themes, there were also theme-specific bespoke tools, including:

- **Tomorrow Together launch:** a business breakfast with key representatives.
- **SpeakOut and Symposium:** attracting over 600 participants with activities for all ages around a more resilient Launceston. Watch the vox pop video from the day.

- **Open Streets Event in the CBD:** with the opportunity to have a say on important transport topics through fun and interactive activities including a scooter race. Watch the highlights video.
- **Tomorrow Together Talks – Evening Series:** participants heard from expert speakers on the economic challenges facing the Launceston.
- **Balancing Act:** an interactive budget setting tool where participants could allocate funds in a certain way.



## OUTCOMES

City of Launceston recognised that engagement is part of everyone's role in Local Government, not an add on; it is core to working in any community.

1

The community have confidence that Council cares about giving them a voice in its decision making'

2

A body of research has been developed to inform analysis and next steps.

3

Community feel that they were heard and that their ideas, concerns, and aspirations were acknowledged.

4

Community knows how their feedback was used to inform decision making.

5

Community is excited about the future of Launceston.

## PARTICIPATION: COMMUNITY COMMENTS

“This was an excellent opportunity for the public to **engage with** and **understand council projects and departmental focuses.**”



### KEYS TO INCLUSIVE ENGAGEMENT

- Education methods were diverse to support different learning styles, including videos, written materials, expert presentations, and conversations with council officers.
- Multiple ways to provide input including online, written, and discussions with team members.
- For people who were unable to attend events, videos of presentations and slides were shared online.
- Specific activities were designed for gathering feedback from young people including graffiti walls, drawings and a video where young people explored what resilience meant to them.
- Events for small children such as face painting and silent discos to support parents.
- Accessible venues for events.



#### NEXT STEPS

Rather than centralising engagement to one team, Council is working to provide training and learning opportunities across the organisation.

Council has been able to demonstrate that this approach is sustainable through the value it brings to the community, resourcing, and decision-making.

Council now has a robust source of data to use when making decisions and will be able to build off this data in the following phases of the program. City of Launceston will use the feedback and information to inform projects across Council.

For updates and details of events please visit [yourvoiceyourlaunceston.com.au](https://yourvoiceyourlaunceston.com.au)



CLIENT FEEDBACK

“We’ve seen reduced fatigue, deeper engagement, and hugely increased participation rates. Embedding this theme-based practice into the way we engage with our community makes sense.”

– Michael Stretton, CEO - City of Launceston

#### TIMELINE



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