

ONLINE & REMOTE SERVICES

DELIVERING YOUR PROJECT/S & MILESTONES IN A CHANGING ENVIRONMENT

With the recent influence of COVID-19 our environment is changing. In order adjust to these changes and in preparation for any future disruption, now is the time to sensibly **plan** and **adapt**.

MosaicLab is closely monitoring and continually adjusting to what is a rapidly shifting situation. We are working to integrate all official guidelines into our practices as they become available, and we are **looking ahead** in anticipation of further change.

Our **priority** is always the health and safety of everyone we work with. We're also here to **support** you to work and communicate with stakeholders, staff and communities through uncertain times and continue to deliver key project outcomes and milestones.

CHANGES TO OUR CURRENT PRACTICE

HEALTH AND HYGIENE - REDUCING THE RISK TO OUR COMMUNITY IN ENGAGEMENT SESSIONS

While today (as of the publishing of this information pack on 12 March) Australia remains in a containment phase in response to COVID19, we're integrating new hygiene practices into our face-to-face meetings, workshops and sessions.

What we are doing

- Cleaning and sanitising shared equipment.
- Educating and informing our team around best practice preventative health measures.
- Adjusting our session practices to increase hygiene practices and reduce close contact.
- Communicating clearly with participants and clients about changes and expectations.
- Providing hand sanitiser and information at all our sessions.

What we're encouraging our participants to do:

- Wash hands thoroughly and regularly, particularly before and after eating or using the restroom and after coughing or sneezing.
- Wave hello and smile instead of shaking hands (or greet people in another creative and friendly non-contact way!).
- Sit a little further apart when talking with someone or we are working in groups (around a meter minimum).
- Cough or sneeze into our elbows and dispose of tissues immediately
- Bring your own water bottles and coffee keep cups to sessions.
- Stay away if you are feeling unwell in any way, to avoid putting any fellow participants at risk.



We are reminding our participants to be mindful of these new practices both prior to and during sessions.

READINESS FOR IMMINENT CHANGE

HOW WE CAN WORK WITH YOU TO DELIVER YOUR PROJECT/S AND MILESTONES IN A DISRUPTED ENVIRONMENT

COVID-19 is predicted to have significant impacts across our community. We're aware of the pressures organisations will be under to **adjust, adapt and continue delivering outcomes** within a changing environment.

Despite the current uncertainties, we know **organisations still have projects to progress** – projects that may be funded, promised and announced, or are mid-way through delivery. This likely includes key milestones due over next 1-6 months. Milestones are often dependent on each other and require continued input from stakeholders and the community (regardless of the circumstances) in order to be delivered.

These challenges will be heightened if your staff are working from home and/or future health advice indicates smaller public gatherings should be postponed. **We believe planning early is the key.** We recognise that it will be important to think about different ways to gather input that will inform decision making for your projects so you can continue to move forward through the next couple of months (or more).

At MosaicLab **we offer a range of online and remotely delivered services.** We have been further developing and refining these services in order to meet differing project needs within the current environment and they could be used to help you, your organisation and your project/s to stay on track.



ONLINE STRATEGY CO-DESIGN WORKSHOPS (2-3 HOURS)

Our co-design workshops offer an opportunity to plan or design communication and engagement strategies and processes. Just like a face-to-face workshop, these co-design sessions would:

- be approximately 2-3 hours in length
- include sharing of key information
- involve small group discussions around key intelligence about the project and the communities/stakeholders involved
- support whole group sharing and decision making.



The data produced during these sessions will be used by our team to develop key strategy documents tailored to your project.

SESSION	OBJECTIVES AND PROCESS OUTCOMES
Engagement Strategy Development	Engaging people in these changed times will be tricky and require some lateral thinking. The focus of these workshops will help build an understanding of the stakeholders/communities involved and ensure an adaptable strategy is developed that will work during the next few months and for the long-term. A high-level, detailed engagement strategy will be produced for your team using workshop outputs.
Communication Strategy Development	As above, however, instead, the content/conversation will focus on communication needs. Messaging around key projects and aligning communication efforts with engagement activities effectively over this disrupted time will be key to the successful continuation and delivery of projects.

MosaicLab can also offer online co-design workshops to support other types of organisational strategies and plans – see our online sessions section (for sessions which support productive conversations around any content).

ONLINE ENGAGEMENT SESSION DELIVERY (ANY CONTENT)

Just like our face-to-face workshops, our online, facilitated sessions can be tailored to any issue, dilemma or objective.

They are ideal for engaging both internally with your staff or team, and externally with stakeholders and community members.



SESSION	OBJECTIVES AND OUTCOMES
<p>Online Webinar (any content) 1 hour</p>	<p>If you have key information that you need to share with your staff, community or stakeholders, and you want to connect and engage more effectively or build interest, understanding or a conversation around a topic, you may wish to move beyond sending out a simple email or document to your audience.</p> <p>An interactive webinar will help you:</p> <ul style="list-style-type: none"> ■ share key information in a live, engaging and interactive way ■ gather and respond to feedback/questions live ■ build a greater, shared understanding of the information. <p>Our specialist facilitation team plans and delivers each session to a high/professional quality and provides lead and support facilitators working in parallel streams.</p> <p>MosaicLab:</p> <ul style="list-style-type: none"> ■ plans and designs the process, including detailed runsheets and scripted elements ■ prepares/disseminates pre-webinar communication to participants ■ hosts the webinar and facilitates discussion and Q&A session (via the lead facilitator) ■ supports small group conversations within the live format ■ manages integrated technologies and digital elements such as live polls and screen sharing ■ manages online chat rooms and question logs ■ captures, records and reports on data and outputs ■ provides live/real time tech support through a dedicated team member/hotline <p>These sessions can be recorded for those who can't make the time/date and are also easily repeated multiple times to suit participant needs and ensure you connect with as many people as possible.</p>
<p>Online Workshops (any content) 2-3 hours</p>	<p>If you need to progress your team's collective thinking about the project and can't delay, or you have a public session that needs to be delivered to ensure your project progresses and meets timeline pressures, then running an online workshop is the next best thing to a face-to-face session.</p> <p>These online workshops will:</p> <ul style="list-style-type: none"> ■ be designed around your aims ■ ensure maximum discussion, sharing and building up of ideas in an online environment. <p>As with webinars, our specialist, multi-functional team works together in parallel to manage and deliver the online process. We can reflect the dialogue and interaction experienced in an in-person session online, while combining facilitation skills, digital tools and technological management and support.</p> <p>One workshop may be enough. Or, you can split the time over 2-3 workshops in order to process data and bring it back to the group for further refinement.</p>

ONLINE ENGAGEMENT TRAINING (2-3 HOURS)

Training is an ongoing necessity, especially so when our working environment changes dramatically (even for a short period of time).

Our online training courses are efficient, effective and ensure your team is upskilled during a time when staff may not be able to meet face-to-face or work on-ground out in the field. The following list of courses provides a summary of some of the online training modules we can offer. Each course is 2-3 hours in length.



SESSION	OBJECTIVES AND LEARNING OUTCOMES
Deliberation 101	Building skills around and understanding of: <ul style="list-style-type: none"> ■ the drivers behind the increase in deliberative engagement within the public sector ■ how you can scale deliberation for your project ■ when to deliberate and when not to.
Outrage and High Emotion	Building skills around and understanding of: <ul style="list-style-type: none"> ■ the drivers of anger and outrage ■ understanding who the 'publics' are associated with a high emotion issue ■ guidelines for working with different people/stakeholders ■ key strategies for reducing outrage/high emotion.
Stakeholder Motivations & Group Dynamics	Understanding stakeholder/community needs and motivations is key to deciding how to respond. This session will cover: <ul style="list-style-type: none"> ■ the three main reasons people make demands of decision-makers ■ the key approaches for working with people with different motivations ■ how this will play out individually and within groups ■ what you can do as an organiser to reach the 'sweet spot' with your communication and engagement approach.
Other training courses and modules	Many of our MosaicLab training sessions are adaptable for an online environment. From community engagement planning to facilitation fundamentals - contact us to discuss your needs. Go to www.mosaiclab.com.au/training to explore an overview of our training options.

All our training courses include provision of useful, actionable content and materials tailored to that subject/topic.

OTHER ONLINE AND REMOTE ENGAGEMENT ACTIVITIES AND SERVICES

Below is a selection of services we can offer remotely or via online and digital platforms.

Each option can be tailored to your timelines and requirements and may be integrated with other sessions or services such as training, webinars or online workshops.



ACTIVITY/SERVICE	OBJECTIVES AND OUTCOMES
<p>Broad online engagement</p>	<p>Online engagement needs to be planned, tailored and effectively managed in order to be successful. MosaicLab can support your organisation to design and facilitate broad community and stakeholder engagement via online and digital activities. We can build and deliver a strategy with you that aligns with and takes advantage of your current online capabilities and/or includes working with other third-party platforms.</p> <p>Online activities we can support you to design and deliver include (but are not limited to)</p> <ul style="list-style-type: none"> ■ Surveys and survey alternatives ■ Online forums and discussions ■ Idea gathering/prioritising techniques ■ Submission processes ■ Q&A processes (including webinars – see section above) ■ Online participatory budgeting processes
<p>Data collation, analysis and reporting</p>	<p>MosaicLab can offer independent data analysis and reporting services. This includes reviewing feedback and collating it into a 'what was said' report or a coherent narrative to help inform next steps in a project/plan or strategy. We produce easy to read, graphically designed reports that can be published publicly.</p>
<p>Strategic engagement and communication advice and mentoring</p>	<p>We offer one-on-one or small group mentoring sessions over the short or long term to help you to:</p> <ul style="list-style-type: none"> ■ build communication and engagement skills, manage a particular project or tackle organisation specific issues ■ guide you at a key point or points in a process, or regularly over a longer process, to help keep you strategically on track ■ draw on independent, specialist and objective advice and support drawn from thousands of hours of collective experience ■ identify and mitigate potential risks and identify and harness opportunities. <p>Strategic advice can be facilitated via on-phone design sprints, video meetings or other platforms and is tailored to your needs.</p>

ACTIVITY/SERVICE	OBJECTIVES AND OUTCOMES
<p>Risk communication and support/mentoring for communicating around uncertainty/emotion</p>	<p>We offer individual or group/team support and advice to assist you to communicate effectively around complex and sensitive issues.</p> <p>In times of change and uncertainty in particular, risk (perceived or real) can cause communication challenges, particularly for public service organisations. Traditional public relations and communications approaches don't always meet the mark, and can, in some circumstances, inflame the problem.</p> <p>Our support helps you to</p> <ul style="list-style-type: none"> ■ uncover and understand the core risks ■ develop effective messaging and communication ■ avoid common errors that exacerbate issues ■ calm people down appropriately ■ build trust and enhance transparency ■ prepare people for hazards and risk.
<p>Engagement audits</p>	<p>We can support you to review your engagement framework, strategy or plans so that they align with the International Association for Public Participation (IAP2) and the Victorian Auditor General's Office (VAGO) standards for engagement.</p> <p>Independent auditing will ensure good alignment with these key requirements, and lead to better, more effective processes going forward.</p>
<p>Background research</p>	<p>Reviewing and collating background information, including past engagement approaches, can:</p> <ul style="list-style-type: none"> ■ help to inform the design of an engagement project going forward. ■ form an input into a co-design process (see session information above) ■ allow you to compare your project or approach with others that have been completed elsewhere on the same topic ■ provide a good informed basis for making decisions.
<p>Recruitment of randomly selected participants</p>	<p>Recruiting a random selection of participants for a future citizens panel or jury is conducted remotely/digitally and can be completed in 'down-time' – i.e. while you plan and prepare for a future deliberative or high influence engagement project.</p> <p>This step in the process is detailed and time/resource intensive. Conducting this key piece in advance of a future process means a key milestone and large component of your deliberative process will be complete in readiness for future delivery.</p>
<p>Engagement framework/policy development</p>	<p>MosaicLab can deliver online sessions (see relevant section above) that are built around developing internal engagement frameworks and policies.</p> <p>Embedding these approaches effectively within an organisation is reliant on a collaborative design/development process that engages your staff.</p>
<p>Communications content development</p>	<p>Our communications specialist can provide tailored copywriting and editing services.</p> <p>While we specialise in developing communication content that supports engagement delivery, we can also offer content development services around any issue or topic. This might include development/refinement of copy for a range of platforms, channels and purposes including (but not limited to):</p> <ul style="list-style-type: none"> ■ key messages ■ media releases ■ social media posts ■ website/digital platform copy ■ newsletter content ■ blogs and other articles ■ reports, policies, plans and other long-form documents ■ video and animation storyboards and scripts.

CASE STUDIES

2019

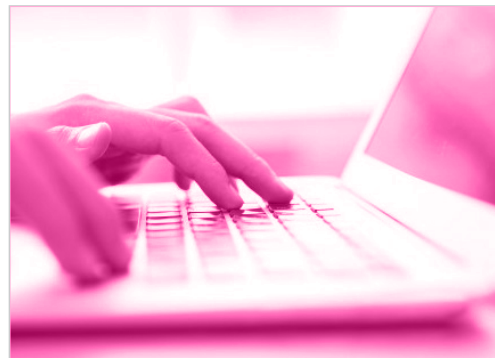
LAUNCH HOUSING STAFF AND LEAG ENGAGEMENT

Launch Housing, a homelessness service provider, was established in 2015 and operates across 14 sites in Victoria. Internal surveys in 2017 and 2019 revealed low levels of engagement and satisfaction among staff; less than half believed their potential was being utilised in the organisation.

Launch Housing engaged MosaicLab to help understand what changes needed to be made to help Launch Housing deliver on its promises (to staff and their clients). The six-month internal engagement program aimed to activate staff and gather input on the strategic direction of the organisation.

Through a series of **three webinars with 350 staff**, senior management shared background research and draft strategic propositions for the organisation. During these facilitated sessions participants were able to discuss and ask questions of management live. These activities helped inform staff and prime their thinking for a full day forum that followed.

The resulting recommendations are shaping Launch's strategic direction for the next three years.



2019

INFRASTRUCTURE VICTORIA NETWORK TRANSPORT PRICING

Infrastructure Victoria (IV) undertook community consultation to inform its research into reforming how Victorians pay for the transport network. In a 30-year strategic released in 2016, IV recommended the introduction of a comprehensive transport network pricing scheme within 5 - 15 years to help tackle congestion and create a fairer, more efficient and sustainable way of paying for Victoria's transport system.

MosaicLab designed and facilitated two and a half days of face-to-face meetings which were preceded by **two webinars**, for a **community panel of 41** independently recruited citizens. The panel responded to the question: 'under what conditions, if any, would the community accept a change to the way they pay for the roads and public transport?'.



CASE STUDIES

2019

DEPARTMENT OF HEALTH AND HUMAN SERVICES GENDER EQUALITY BILL

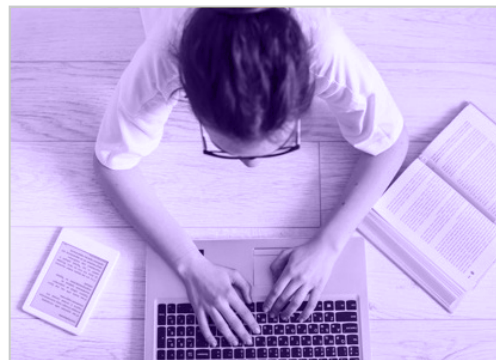
In 2018 the Department of Health and Human Services (DHHS) commissioned MosaicLab to design and facilitate a Citizens' Jury to help respond to the question around using quotas to help increase the number of women in positions of leadership within the Victorian public sector.

The 80-person citizens' jury, which included representatives from across Victoria, collaborated over one weekend about the future of gender equality quotas for the public sector.

Their task was to help DHHS answer the following remit: *'The Victorian Government is drafting a Gender Equality Bill. The setting of quotas for public sector organisations is a key part of this. What Gender Equality quotas are fair? How can they be best implemented?'*

The jury made 11 practical and 4 aspirational recommendations to the Minister for Women.

Following the completion of the jury, MosaicLab facilitated an **online process debrief** for key members of the facilitation and project teams. The experience mirrored key elements of a face-to-face session, integrating interpersonal collaboration and conversation with technology. MosaicLab provided an online space for a supported, reflective conversations, offering a comparable level of dialogue to an in-person workshop. This was complemented by capture and sharing of outputs and data in real time during the session.



2019 (and ongoing)

CITY OF KINGSTON WARD COMMITTEES

The City of Kingston is partnering with the community to ensure peoples' voices are heard in decision making. In 2019, Council launched three new Ward Committees, which feature a (broadly) demographically representative sample of citizens from across each ward.

The committees provide input and feedback directly to Councilors on key Council initiatives and issues that directly impact them. To date, their meetings have covered a broad range of issues, ranging from a parking strategy and a library strategy through to planning guidelines.

75 citizens, who were randomly selected through an independent recruitment process, meet both online and face-to-face on a regular basis over a two-year period.

MosaicLab was engaged to lead the design and facilitation of committee meetings, which included development of an 'enabling environment' that would support and enhance the committees' face-to-face sessions. This has included conducting a webinar program, with **online sessions** being facilitated prior to every in-person meeting.

These online meetings have seen the group interact with presenters (including guest speakers), participate with Q&A sessions and engage with key content. All online sessions and session outputs (such as key questions raised) are recorded/captured, and posted in the group's online discussion area, where they use them as a base for ongoing conversation prior to their next meeting.

