

What is Co-Design?

1. Phase 1 – Planning

Co-design is a framework/model that engages people who are either impacted by or have direct experience with an issue alongside professionals/technical experts to design a solution.

Co-design centres on the people involved in the process, drawing on their experiences to develop a deep understanding of the issues and solve problems. By doing this, the co-design process accesses fresh ideas and thinking from a diverse range of people whose relevant experiences lead to the development of relevant solutions.

The method of co-design provides a framework to work within as well as an open and creative way of thinking. Co-design is used in communities all over the world to tackle wicked problems and create impactful, systemic change.

By creating shared ownership and a sense of responsibility within the people who take part, co-design leads to alternative, sustainable models and resources that are more likely to have long-term effects.



Image. <https://www.yacwa.org.au>

"When people work together with organisations to find solutions, they become valued collaborators in achieving great outcomes for the community. This is good community governance in action. The impact of using co-design is an investment in helping to build stronger, trustworthy, and more resilient communities."

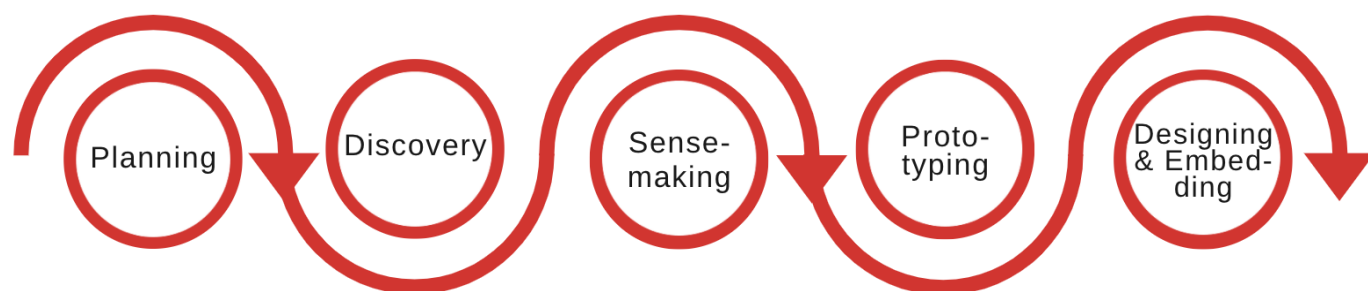
Julie Andersson, Clarence City Council

Why Co-Design?

- ☐ Builds people's capability.
- ☐ Strengthens community connections, leading to ongoing partnerships.
- ☐ Creates an environment of shared power and ownership.
- ☐ Increases community awareness and participation.
- ☐ Builds momentum and community change.
- ☐ Creates space for community members to step up and share.
- ☐ Provides opportunities for new ideas and solutions to challenges.
- ☐ Offers sustainable, long-term solutions to systemic issues.
- ☐ Provides opportunities for community members to work together and build networks.



The 5 Phases of Co-Design



1. **Planning** We define the problem, surface/identify assumptions, identify stakeholders, shape the team and plan the work.
2. **Discovering** We test the assumptions surfaced in phase 1 (Planning), involve others in the process, listen to what people have to say, observe and find out more.
3. **Sensemaking** We review the data that we have collected and accessed, find patterns and meaning, develop insights and shape ideas.
4. **Prototyping** We design and run experiments, test our own assumptions and learn as we practice our work.
5. **Designing & Embedding** We learn and adapt, design our work, processes and resources, work with people to create lasting change, evaluate what we have done and continue to learn and iterate.

Key Principles of Co-Design

- ☐ **Shared Power** All voices have the same level of influence when we balance power dynamics and shift hierarchical structures.
- ☐ **Prioritising Relationships** We build and maintain strong relationships across the community.
- ☐ **Use Participatory Means** We make sure members of the community have the chance to participate in whatever way works for them.
- ☐ **Builds Capability** We support people to increase knowledge and capability.

For more information on the principles of co-design visit [beyondstickynotes¹](https://www.beyondstickynotes.com/what-is-codesign)

Next Steps

Check if co-design is suitable for your circumstances by consulting the *Co-Design Checklist*



¹ <https://www.beyondstickynotes.com/what-is-codesign>

Co-Design Checklist

2. Phase 1 – Planning

This resource will help you to assess the suitability of a co-design framework for the activity/project you have in mind. Co-design is a specific way of working and thinking. It is a community participation model that focuses on shared decision-making and community collaboration and you will need to gain participant commitment and buy-in in order for it to succeed.

Test if your circumstances are suitable for co-design by reviewing the conditions listed below:

- ☐ The current services/activities/projects do not meet the objectives or achieve the desired outcomes.
- ☐ There is capacity to change existing structures.
- ☐ Dedicated staff/personnel and resources are available to drive the co-design process.
- ☐ The issue or problem to be addressed does not have an obvious solution/or the problem is not being solved by current methods.
- ☐ There is an issue of concern that needs to be addressed and the community is supportive of change.
- ☐ There is a commitment to following the principles of co-design:
 - Shared power
 - Prioritising relationships
 - Community participation
 - Building capability
- ☐ The lead organisation has commitment from all management levels to support delivery of a co-design model and investment to support the outcomes/recommendations achieved through the co-design process.
- ☐ There is understanding of the time required to deliver a co-design framework with integrity.

What's Next?

If you believe conditions are appropriate, move onto the Phase 1 – *Getting Ready* resources to get started!

Getting Ready

3. Phase 1 – Planning

Now that you've determined that a co-design approach is suitable for your community by using the Phase 1 – *Co-Design Checklist*, it's time to start planning the project and gain a thorough understanding of the community landscape and environment you're working in.

What is the purpose?

Be clear about the problem you are trying to solve/the challenge you are tackling with the project. Make sure you understand why you need to take action and can communicate that need.

Turn the problem/challenge into an opportunity with a '*How might we...*' question.

Example: Safeguarding Volunteering Project

What is the challenge? The Tasmanian volunteering sector is rapidly changing and if we continue on the same trajectory, in 2029 we will have a 42% gap between people willing to volunteer (supply) and the need for volunteers (demand).

The 'How might we' question: "*How might we make sure there are enough volunteers to meet future demand in our community?*"

Gather the data: What do we already know?

First, gather the information you already know about the topic.

Consider:

- ☐ International, national, state and local data and research
- ☐ Historical, future, and current trends/information
- ☐ Both positive and negatives that impact the situation

Use this information as your starting point to:

- ☐ gather information, data and evidence that supports the reason action is needed, and
- ☐ paint a picture of the current landscape.





What is the project scope?

It's important to identify what is within the project scope before engaging people on your co-design team. Revisit the scope throughout the project and realign it if you need to.

This includes having a sense of what is possible to implement/action because of political pressures, resources and budget limits.

Example: Safeguarding Volunteering Project

When discussing project scope, we identified that the end product (our Volunteer Sustainability Strategy) would aim to:

- ☐ Support local councils with their volunteer programs.
- ☐ Support local volunteer organisations.
- ☐ Encourage community members and council to work together.

Project timelines

Map out each of the five phases of co-design and the time each stage will need. Co-design can take longer than traditional project delivery because engagement and involvement of community sits at its core. While you'll have a plan to guide you, be prepared to be flexible and alter the timelines to make sure the project has the levels of engagement it needs to succeed. You may need to revisit some stages if you need to gather more information before moving to the next step.

Key stakeholders

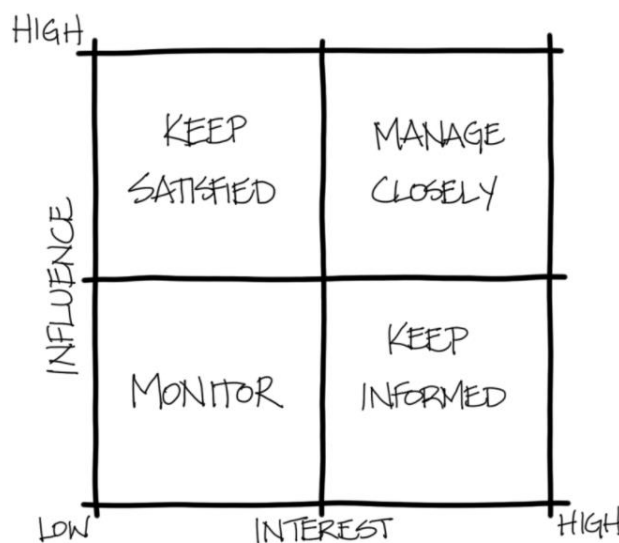
Identifying the key stakeholders relevant for your project will help when building a co-design team and will also help when communicating the project outcomes and progress. When identifying stakeholders, be sure to look to the community as well as within your organisation.

Note which stakeholders need to be involved and which need to be informed – this may change as you move through the co-design phases.

Consider:

- ☐ Influencers
- ☐ Funders
- ☐ Partners
- ☐ Co-design team members
- ☐ End users

When you have developed a list of stakeholders, place them on a matrix like the one on the right to indicate the level and type of engagement and communication will need.



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Setting Up Your Co-Design Team

4. Phase 1 – Planning

This is the most important aspect of co-design. Your co-design team is the group of local experts who will support your project to get the right outcomes for your community and project/initiative. The team should include a diversity of local people with real life experience and knowledge of the situation/problem, as well as professional/technical experts. This mix of team members is most likely to identify solutions that suit the needs of your community and are most likely to work.

Mapping stakeholders

Which community members do you need involved with this project?

Identify:

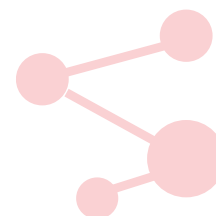
- ☐ Who are the end users, who are you designing for?
- ☐ Who will be impacted?
- ☐ Who has direct experience?
- ☐ Who is an expert?
- ☐ Who will bring a different perspective?

To fully understand an issue, you need multiple and differing perspectives, so it's important to think carefully about the group diversity and membership.

Approaching and engaging team members

Use various means to promote membership in the team and to recruitment members. You may know of a number of suitable candidates, but it pays to reach out beyond your usual networks to ensure new voices are included. This may mean putting out calls through various media platforms or approaching specific groups you have identified.

Keep in mind that engaging in a team like this will be daunting for almost everyone, so be sure to provide additional support to make people feel comfortable and valued.



Example: Safeguarding Volunteering Project

Local Volunteer Network Group membership includes:

- ☐ Small community groups and larger/statewide organisations.
- ☐ Volunteer managers.
- ☐ New volunteers and lifetime volunteers.
- ☐ Local council staff (Executive Managers/Community Development Officers).
- ☐ Elected members.
- ☐ Various sectors such as sports, health, community services, emergencies services, and arts.
- ☐ Diverse membership crossing age, social/cultural backgrounds, geographical reach and physical abilities.



Team structure and roles

A smaller team of key people will be most effective. Keep membership at about 12-15 people by including key representatives of the stakeholder groups you identify. Other community stakeholders you identify can be engaged for their expertise and knowledge throughout the following project phases.

Be clear about the **expectations and commitment required** from the team at the start.

Make sure you're clear on the role of each team member: Are they leading and making key decisions or are they consulting with stakeholders? Are they undertaking activities or providing advice? Being clear on this from the beginning will establish trust and understanding.

Also consider the following:

- ☐ What time commitment is expected? How many meetings will there be? How long is the overall timeline? What activities will they need to be involved in outside of meetings?
- ☐ What is the role of the team as a whole and what are you asking them to do?
- ☐ What expertise are you asking members to bring to the team?
- ☐ What level of decision-making power will they have?

While you may not have all the answers to these questions, be as transparent as possible and share as much information as you can upfront.

Co-design team principles

Each of the five key co-design principles relate strongly to the co-design team. It's important to remember these when working with and supporting the group.



1. **Shared power:** Ensuring all members of the team have the same level of power, influence and responsibility (this can be difficult to manage based on 'roles' / 'positions' outside of the group but is very important to maintain the balance).
2. **Prioritising relationships:** Take the time to get the team 'warmed up'. Some people will find this setting daunting. Taking time in the beginning to build relationships and trust will go a long way.
3. **Use participatory means:** Make sure that the team structure is considerate of people's needs (meetings need to be easy to get to and in a safe/welcoming space).
4. **Build capability:** Make the experience meaningful and useful for team members. This is as much about the end results as the learning and development process.

"[I] felt there was a safe environment. We can express an opinion and not be challenged. It's great to have alternative views and expand on a view."

Co-design team members, Huon Valley

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Sharing the Knowledge

5. Phase 2 – Discovering

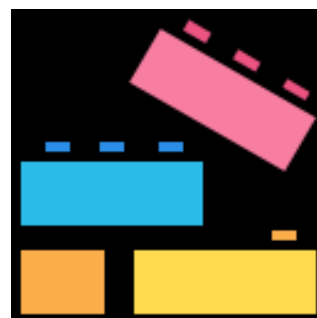
The first action of phase 2 'Discovering' is to convene the co-design team so they can share their knowledge, develop a deeper understanding of the challenge, identify gaps in the collective knowledge and highlight any assumptions that have been made.

The purpose of discovering is to define and deeply understand the problem you are working together to solve.

Set the scene

Consider addressing and using the prompts below to give members of the co-design team clarity of purpose and direction.

- ☐ **State the project's purpose** What is the broad problem you are trying to solve? What are you trying to achieve by doing this work and why?
- ☐ **What are the boundaries?** What can you do? What can't you do? What is within the project's scope?
- ☐ **Outline the process** Make sure team members understand what is required of them and how the phases/activities will unfold throughout the co-design process. Remember: This may be a new way of working for your team members.
- ☐ **Group warm-ups** One of the biggest benefits for people who get involved in co-design is the collaboration and community connections they will make in the team. Take time to let people get to know each other. This will flow onto the next stages of the project and have positive impacts on the work they do.



What is the current situation?

Discuss the challenge/issue/problem in detail with that project team. Identify what the project aims to address.

Share the data and knowledge you gathered in phase 1. This will raise awareness, highlight the need for the project, and outline the urgency for change. As the experts involved draw on the knowledge and expertise of co-design team members, they will provide more context, understanding and dig deeper into the topic. Focus on both the past and present and what helps and hinders the issue.

Example: Safeguarding Volunteering Project

Challenge: Volunteering is declining in Tasmania and if we continue on this trajectory, we will have a 42% gap between supply (volunteers) and demand (need for volunteers).



Consider:

- ☐ What is the team's experience with the issue?
- ☐ What works? What is a challenge?
- ☐ What can they see for the future?
- ☐ What has impacted from the past?
- ☐ What does the current reality look like?

The discussions provoked by these questions will provide a shared understanding of the current situation, including historical impacts, the strengths/positives of the topic, the key elements that prove challenging and will also identify the various views/experiences in the room.

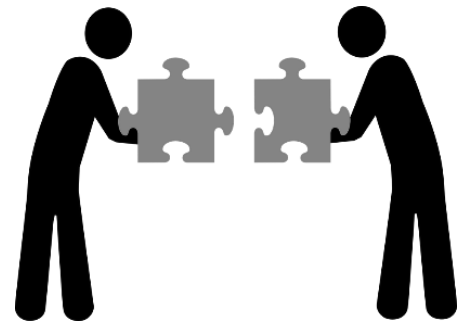
What is our ideal future?

To help the team visualise the purpose, impact and possible outcomes of the project, discuss what an ideal future and best-case scenario would be. **Encourage big and bold thinking here.**

Use prompting questions such as, '*If we succeed...*':

- ☐ What has changed / what is different?
- ☐ What does it look and feel like?
- ☐ Who has it impacted and how?

Continue to revisit the team's answers to these questions as the project progresses to ensure everything is on the right track and continues to align with the desired future the team identified. You may find that the desired future first described by the team needs to be revisited as the project evolves.



Testing assumptions

While membership of the co-design team should be diverse and have a vast knowledge of the topic, it's important to acknowledge and identify any assumptions made during this sharing process so you can highlight where there may be knowledge gaps and bias.

Team members will already know a great deal about the current situation, but to deeply understand the challenges, opportunities and strengths they must hear from the broader community. Undertaking a broad community consultation will support the team to determine the project's focus and direction and will develop a deeper and broader awareness of the topic and the community it impacts.

Next step

Check out the *Community Conversations* resource to work through the next step of phase 2 – Discovering.

Community Conversations

6. Phase 2 – Discovering

Consulting widely with community members will ensure your co-design team has a deep understanding of the topic/challenge being addressed. By gathering information and having conversations with people from all stakeholder groups, you will better understand the challenges and needs of the community; some of which will challenge team member's assumptions.

It's important when planning opportunities for consultation that the team focuses on capturing a diversity of voices with differing experiences. This is also a great way to raise awareness about the project throughout your community.

Who will be consulted?

Work with your co-design team to determine who needs to be consulted across the community and how many people you'd like to talk to (prioritise quality and diversity over quantity).

Consider:

- ☐ Voices missing from the group
- ☐ Age demographics
- ☐ Location/town of residents
- ☐ Experts on this topic vs people with very little knowledge
- ☐ People from diverse backgrounds and ethnicities
- ☐ Different sectors/groups/organisations

How will you consult?

Explore the different ways to capture the information you need from your community. Having a handful of different ways for people to contribute will widen the range of people who respond and reduce barriers to getting involved.

Consider:

- ☐ One-on-one interviews (in person, online and phone calls)
- ☐ Surveys (online and handouts)
- ☐ Group discussions/focus groups
- ☐ Drop-ins and chats
- ☐ Online group sessions

Example:

Safeguarding Volunteering Project

This project focused on conversations with:

- ☐ Volunteer groups: Small, medium and large (statewide).
- ☐ Different sectors: Sports, emergency services, health, community and education, etc.
- ☐ Informal volunteers who weren't part of a specific group.
- ☐ People who don't volunteer or who no longer volunteer.



Make sure all member of the co-design team take part so the work is shared and each of them is contributing to the conversations and hearing from community members. Each team member should take part in a mix of conversations with people in their networks as well as in broader community engagement activities. This will help team members to develop a deeper understanding of the topic and their community as well as challenge their assumptions and increase their ownership of the project.

What will you ask?

Getting the questions right is important. After all, you want to end up with information that provides insights and clarity that will drive the project towards a worthwhile and effective outcome. Make sure co-design team members spend time discussing what they need to know to support building solutions to address the project challenge/topic.

Tips for conversations

Questions are just a starting point. You will need to dig into the answers and experiences of the people you talk with to find the deeper understanding you're after. The following prompts can be useful to build a better understanding during conversations:

"Tell me more about..."

"Can you show me...?"

"What do you mean by...?"

"Can you give me an example...?"

Collect quotes because these words will be powerful story-telling tools later in the project when you start sharing outcomes with stakeholders.

Take good notes during conversations so you don't need to interpret later. If you have to guess at what was said later on, you run the risk of adding your personal bias and letting your own experiences colour the experience.

Capture the data needed to report on how widely you consulted and who you spoke with (this could be the number of people, where you spoke with them, and details about their age, gender and occupation).

Example:

Safeguarding Volunteering Project

To deeply understand the challenges, opportunities and strengths of volunteering locally, and to help determine where the Volunteer Sustainability Strategy needed to focus, we asked the community:

- ☐ What currently works really well in volunteering and what should we continue to do?
- ☐ What are the challenges? What stops people from volunteering?
- ☐ What would you like to see change for volunteering and volunteers?
- ☐ What ideas do you have to strengthen volunteering in your community?

Be curious

Assume nothing

Follow their lead

Dig deeper

Don't rush

Listen

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Making Sense of Your Information

7. Phase 3 – Sensemaking

The sensemaking phase can be the most challenging and 'messy' to work through. This is because it is focused on bringing together all the data, consultation and group knowledge collected in the previous stages to find patterns/themes and commonalities.

By identifying the underlying themes in all this information, your co-design team will be better able to focus on the areas where solutions are needed and likely to be effective.

This stage can sometimes feel 'all talk and no action' but it's vital to stick with it and ensure you have enough knowledge and understanding of the topic/challenge to move forward.

Share insights

Ask each team member to share the insights they've had and the assumptions that were challenged. Share stories from the community conversations you've all taken part in. Make sure you spend time on this so all members can absorb outcomes and community stories.

Consider:

- ☐ Asking questions and encouraging conversations to build a strong team understanding.
- ☐ Capturing this information on sticky notes around the room, noting key findings/insights. This can help people visualise themes and start to identify patterns in the information.
- ☐ Checking in to ensure team members feel confident to move forward with the information available. More conversations may be needed and this is a good time to identify if that is the case.



Note: The co-design team may identify gaps in the information or that certain key stakeholders are missing from the consultation. Be prepared to go back into the community to collect additional information if you need it.



Review and identify themes

When all the information has been shared with the team, it's time to identify the themes/patterns/links within what was heard. This can be done by first sorting the information into broad themes and then sub-themes.

There are many methods and tools for sorting information into themes – this may include software, templates or sticky notes.

This step will take time and is unlikely to be completely 'sorted' the first time around.

Continue to discuss and review theming until the team is happy with how the information is being sorted.

- ☐ During this sorting, you may identify some information that doesn't align with the themes or sits quite independently – don't try to force a link if there isn't one. Keep these outlying issues separate but don't remove them.
- ☐ It is likely there will be overlap and information could sit across a number of themes.
- ☐ Don't remove any information at this stage.
- ☐ Sit with any uncertainty; don't rush ahead.
- ☐ Give people time to walk around the room and review the information.
- ☐ Discuss what stands out, surprises, shocks or inspires people.

Example:

Safeguarding Volunteering Project

Broad theme:

Accessible and Innovative Volunteering

Major barriers to volunteering included time restraints, lack of flexibility in roles and costs to the volunteer. The way people want to volunteer is changing: People want alternative and flexible ways to connect and engage with opportunities and to make volunteering more inclusive and accessible.

Sub-themes:

- ☐ Look at ways to engage younger people.
- ☐ Make volunteering more accessible by removing identified barriers.
- ☐ Explore innovative volunteer roles that accommodate people's needs.

What gets taken to the next stage?

When deciding what information should be taken to the next stage 'ideation', your co-design team can:

- ☐ Develop and use simple criteria to assess the suitability of themes and/or sub-themes (achievable, affordable, within scope, etc.).
- ☐ Have a vote to determine preferences.
- ☐ Decide to take all the information forward.

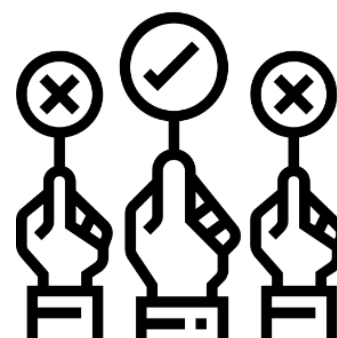


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"It was great to see all the meaningful information captured and converted."

Co-design team member, Devonport

Ideation and Brainstorming

8. Phase 3 – Sensemaking

When the information is collated and themes identified, the co-design team can start developing solutions to address each specific theme and sub-theme. Work with team members to generate lots of ideas and to share your own. It may be appropriate to invite a few extra people along to an ideation/brainstorming session to add people with completely different viewpoints that complement the team. You may also invite experts on specific topics to be there when you tackle them.

Setting up for success

The best solutions come in an environment where people feel free to share big, crazy ideas. It's vital to create a sense that there are no limits and absolutely no dumb ideas during this process. This is your opportunity to capture a diversity of ideas and a lot of them. Unlike other steps of co-design, you should favour quantity over quality during this process. Consider:

- ☐ Establishing rules so people feel comfortable to 'think big' and share bold ideas.
- ☐ Setting up an environment of creativity. This may mean warming the group up or looking for a space that encourages innovation (go outside of your typical meeting space, do some fun and silly warm up activities).
- ☐ Withholding criticism or critical questions and suspending all judgements during brainstorming.
- ☐ Encouraging original and unusual ideas over relevant ideas.

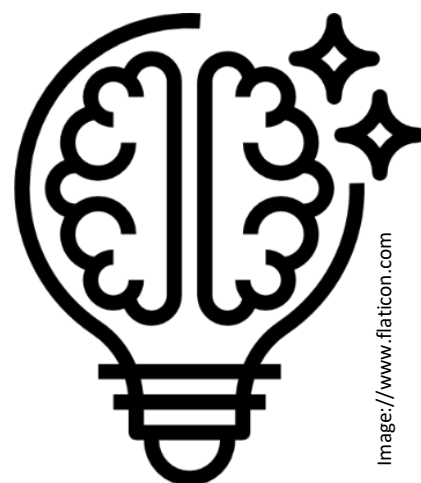


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Define the issues

Begin by turning each of the themes/sub-themes into 'How might we' questions.

These will be used to brainstorm specific solutions for action so ensure that your questions encourage tangible ideas.

Ideation/brainstorming

There are a number of methods/workshop techniques/exercises that can be used to support brainstorming and encourage innovation. Some fundamentals to consider when brainstorming:

Example:

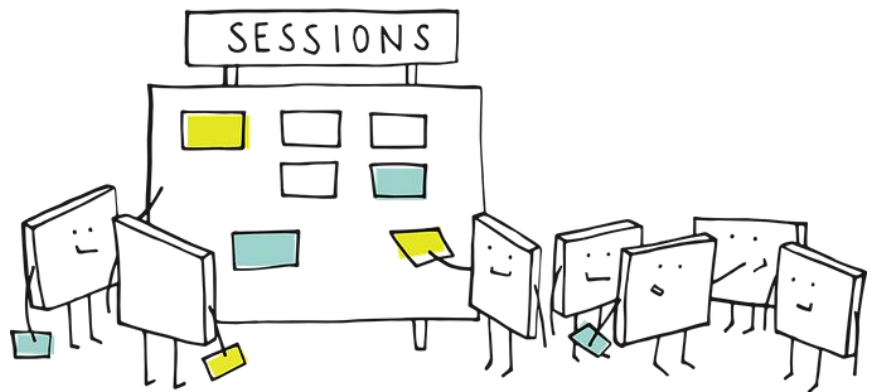
Safeguarding Volunteering Project

Sub-theme: People wanting to join new volunteering organisations found it daunting and intimidating which prevented them from signing up to volunteer.

'How might we make it easy for people to feel comfortable to join a new group/organisation?'



- ☐ Allow time for people to build on each other's ideas. Create time for saying 'Yes and ...'
- ☐ Set time limits. The more time allowed, the more likely it is that critical thinking will get in the way of creativity.
- ☐ Make it fun and light-hearted (move around the room, play music, bring colour and objects into the room).



Ensure everyone has a chance to add ideas to each theme/sub-theme and repeat brainstorming processes if needed.

During your community conversations and other workshops with the co-design team, you may have heard specific solutions/ideas that align with the themes. Include these in the session so they aren't lost.

Check out these websites for some ideas on how to run brainstorming / ideation workshops:

- IDEO U¹
- Board of Innovation²
- Miro³
- Session Lab⁴

Choosing ideas for the next stage

There are a number of ways to decide which ideas are suitable to move into the next stage of prototyping and testing. Consider:

- ☐ Developing and using simple criteria to assess ideas.
- ☐ Taking all your solutions forward.
- ☐ Allowing a vote on individual preferences.

Don't make your criteria too restrictive as that will limit your choices and great ideas might be left behind. Some general criteria for assessing ideas could include:

- ☐ Can this have an impact?
- ☐ Is it relevant to the issue/topic and within scope?
- ☐ Is it exciting and inspiring?
- ☐ Is it something new?
- ☐ How achievable is it (affordable/realistic)?

Next Step

Now that you've decided on ideas/solutions, it's time to move on to the next phase of co-design: Prototyping and Testing.

¹ <https://www.ideo.com/pages/brainstorming-resources>

² <https://www.boardofinnovation.com/tools/brainstorm-cards/>

³ <https://miro.com/guides/online-brainstorming/how-to-brainstorm>

⁴ <https://www.sessionlab.com/blog/brainstorming-techniques/>

Creating and Testing Your Ideas

9. Phase 4 – Testing/Prototyping

During this phase, you will create a prototype of your idea/s and then test it with your end users. It's about experimenting and putting your idea/s through practical tests to see if they work. It's also a time to determine whether the solution you've designed will address the challenge your team is aiming to solve.

Developing your prototype

With your team, consider what can be developed to prototype the idea/s. What is something tangible that can be tested to help identify if the solution/s are going to work?

For example: If you are developing a new induction process for volunteers, run a mock induction to test each step or develop a storyboard to explain the new process.

Your prototype doesn't need to be sophisticated. In fact, it's better if it's easy to use and engage with.

Testing your prototype

You are testing your idea by giving it a go and getting feedback. This process is about learning what works and what doesn't. Don't expect to get it right on the first go and be ready to adjust the solution and test again. When testing, consider:

- ☐ What questions will you need to ask to help your understanding of whether it's working
- ☐ Who do you need to engage with? Again, consider a diversity of users and who the prototype is designed for (the end user).
- ☐ How will you test the idea/s? What experimental methods can be used to test the prototype? Is it a physical model people can use, a process to trial or simply a mock version of a new document?

Testing is about learning and refining to get the right outcome. It's important to let the solution continue to evolve during this phase and it's also important to admit if the results you get mean the solution is not suitable. Be ready for the idea to fail and be willing to go back to previous phases or to prototype other ideas.

Example: Safeguarding Volunteering Project

Prototype: the co-design team developed a set of key focus areas for the strategy with several key actions/ideas to address each of these focus areas.

Testing: during testing, team members spoke to different groups and individual community members to understand which of the ideas resonated, were important and what they thought could make the biggest change. This was done using a variety of methods, including surveys, group discussions and individual conversations.

Implementation

10. Phase 5 – Refining/Embedding

This final phase is focused on reviewing what has been learnt through prototyping and testing and determining a suitable way forward. This could mean starting the ideation process again or looking at what can be changed and adapted to make the tested solution most effective.

As part of this phase, you will also work to determine what is needed to embed the solution into your organisation, community or group.

Reviewing and refining the solution

Use feedback from the prototyping and testing phase (what worked, what needed adjustment) to guide further development and refinement of the solution until it fully suits the needs of the end-users.

Depending on what is being co-designed, this refining process could take time. Refinement may involve developing a project plan, updating policies, seeking funding for materials, changing processes or implementing an entirely new process or service.

It's important to continue to review and adapt the solution even after it's implemented. The needs of communities and individuals will continue to change and your initiative will need to continue to adapt. A flexible initiative that can be reviewed and changed is more likely to provide long-term benefits and meaningful systemic change.

Things to consider during final adjustments:

- ☐ Review all data and check your decision-making to ensure you haven't accidentally missed something.
- ☐ Test it with a small group of 'critical friends' and against your original objectives.
- ☐ Allow time for adoption of the initiative – change can take time.
- ☐ Prioritise action. What will gain momentum and is achievable in the early stages? (Perhaps a staged approach is a good idea). What actions can be achieved early and what are the audacious goals that will take time?
- ☐ Define what success looks like, and how and when it will be measured.
- ☐ Identify who is needed for the solution to be adapted successfully and how to engage with them (if you haven't already).
- ☐ Develop a review and adaptation process.





Embedding your change

Change happens when people take it on and like it. Making this happen can be a challenge but the co-design process will have helped generate significant engagement with key stakeholders, end-users, influencers and experts. This is one of the benefits of using this kind of a collaborative process - you will collect community champions and investment along the way.

Think about who in the broader community needs to be informed and involved in the initiative, especially those who weren't involved in design but will be essential during implementation.

Ensure your co-design team members actively advocate for the change. They can help build momentum and are the local voices likely to have the most influence.

"It is empowering us as ordinary citizens to be involved and lead this."

Co-design team member, Huon Valley

Time to celebrate!

Acknowledging and celebrating the work achieved by the co-design team is essential.

Be sure to recognise the team's work as well as that of the broader community. Doing so can highlight the importance of the co-design process, the results of the work and the plan to implement.

While this might sound trivial, don't overlook the value this will have on maintaining strong relationships, keeping people engaged and raising the profile of the work.

Example: Safeguarding Volunteering Project

Reviewing:

The co-design team reflected on the community testing phase to distinguish key actions that needed to be included as priorities from those that were less important for their community. This allowed the team to develop key focus areas and tangible actions to achieve the change.

Embedding:

Councils undertook formal, internal endorsement processes to adopt the strategy across their organisation. They also supported community groups and organisations to incorporate actions from the strategy into their own practices and used various media platforms and community events to talk about the strategy.