

Meld Studios: Your co-design & change management partner

October 2021



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Who we are, what we do, and how we work

We are one of
Australia's most
established and
awarded
service design
firms.

- Our mission is to **improve the everyday lives of people** as they interact with the world around them
- As **designers by heart and by trade**, we believe that an inclusive, collaborative, iterative design approach is the best way to do this
- Most of our work involves bringing **complex stakeholders** together to tackle **complex problems** like policy, infrastructure, climate change, employment and education
- We have **strong proof points** about the outcomes we've helped other organisations to achieve

Clients hire us
because they
have problems
we can solve
together.

- **What's the real problem or opportunity?** It's on the tip of your tongue but you can't quite see it or describe it. Maybe you're looking at the symptoms, not the core problem.
- **Is this the right solution?** You've invested time and money but you're not sure it's the right thing. You need to explore.
- **We need an external view.** You have a thoughtful, expert opinion of what needs to change but it's an internal or expert-led perspective only; you don't truly understand what your customers or communities want or need.
- **We aren't aligned.** People see the problems and opportunities differently, so work is fragmented.
- **We need a new way of working.** You need new mindsets and practices embedded across your organisation to deliver your the outcomes you're after.
- **We have to keep up!** Citizen, customer and employee expectations are changing faster than ever, and you need to rethink your role or improve the experience you provide to continue creating value.
- **We don't know where to start.** You experience all of the above, it's overwhelming, and you're not sure where to focus first.

Service design

We work with you to design better services, experiences and systems.



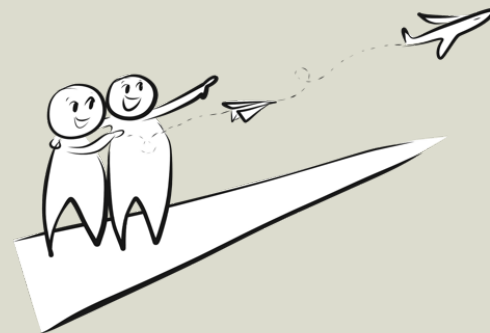
Capability building

We help you to bring design mindsets and practices in-house.

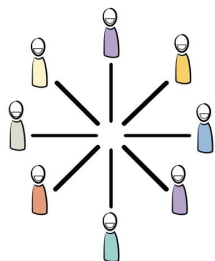


Organisation design

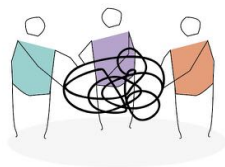
We help you to embed new mindsets and practices across your organisation.



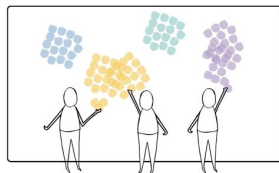
Design *with* to build capability and embed change as we go



Engage the diverse set of people/stakeholders involved in or impacted by the topic



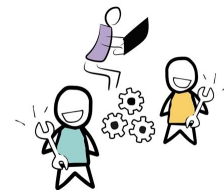
Enable them to collaboratively engage with the topic and define what is important to them and why



Enable stakeholders to share, define and agree on what their collective priorities are



Based on collective priorities stakeholders generate ideas and solutions together



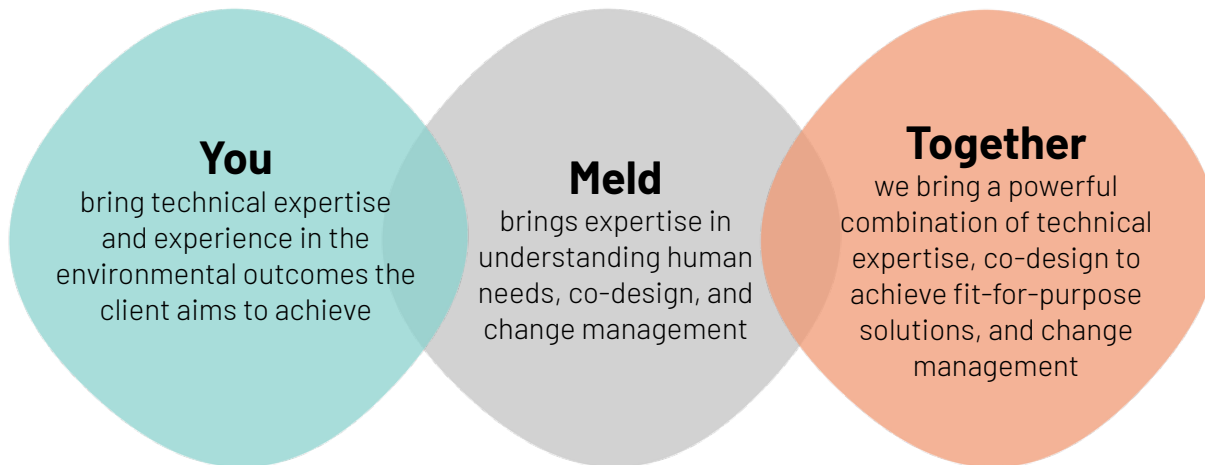
Together stakeholders build solutions or take actions that help them move towards their collective goal and priorities

The role we play in environmental projects

Bring Meld in when clients hint at or explicitly ask for:

- Alignment on vision, strategy or roadmap
- Understanding customer needs
- Stakeholder engagement
- Co-design
- Change management

Our combined value proposition



We're keen to collaborate on:

- Joint proposals
- Joint projects, or a small part of your bigger project to get started
- Vision and strategy workshops, with innovative techniques to engage, educate and help people think differently
- The design and implementation of tools, processes and systems
- Change management and communication strategies

Example technique

Part of our role, and the value we bring, is prompting teams to think differently about the thing they're doing.

Appropriately timed provocation helps teams to push their thinking, identify opportunities, and to reframe their purpose and approach. It also encourages responsible decision-making.

We have a range of **activities and tools** for use throughout our projects to provoke new ways of thinking, and to help teams address some of the many complexities that we need to solve for in our increasing complex projects.

The Provocation Cards shown here is one example.

Sample Provocation Cards

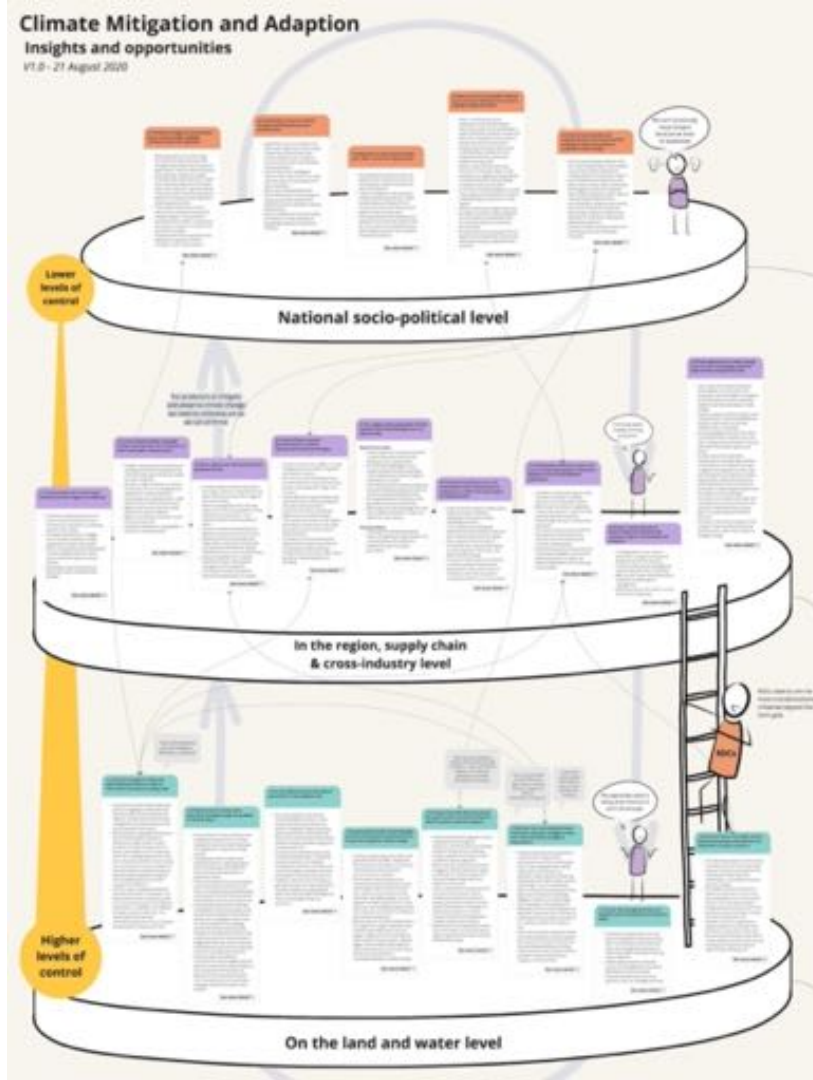


Example outputs

Take a look at the publicly available deliverables we created with the Council of Rural Research & Development Corporations (RDCs) to inform investment in climate initiatives across Australia's primary producers.

- [Insights and opportunities map](#)
- A highly- visual [report](#)
- A visual [roadmap](#) (journey map) to communicate the journey they're going on

See case study below.



Our award-winning experience

We focus on industries and organisations that form the fabric of our society, working with their people, customers, partners and communities to improve what they do. Our work has improved:

Government services: at federal, state & local level

Social services: housing, employment, justice, mental health; support for Aboriginal and Torres Strait Islander peoples, foster carers, gender equity

Health services: government, not-for-profit, private, industry bodies, pharmaceutical and bioceutical

Cultural experiences: at galleries, libraries, archives, museums

Environmental outcomes: sustainability planning, embedding sustainability mindsets & practices, environmental initiatives & campaigns, regulation enforcement

Agriculture: investment in climate resilience initiatives

Education experiences: at public primary, public and private secondary, vocational, and university level

Commercial services: shopping experiences, retail B2B engagement

Financial services: banking, investment, insurance, superannuation

Built environment: public transport stations, precincts, residential & commercial properties; customer engagement in property development; encouragement of sustainable choices

Transport: stations, precincts, train and bus experiences, automotive services

Travel, tourism and hospitality: airline services, accommodation, regional tourism services, hospitality services

Infrastructure: utilities, freight, logistics, post, telecommunications

Since 2009 we've worked with over

200

public and private organisations

across 15 industries

and involved over

12,000

customers and citizens in our work.

Public recognition of our co-design expertise

The following projects have been recognised for excellence in bringing multiple stakeholder groups together to tackle complex challenges involving policy, climate change, financial wellbeing, public transport, ways of working, and service models.

We won our first Good Design Award [co-designing a future state service model with State Library Victoria](#). This work enabled SLV to attract \$81m in implementation funding.

Since then we have won ten more Good Design awards including Good Design of the Year in 2018, coming first overall out of 536 entries for [growing human-centred design capability across Queensland Government](#).

We have won Best in Class for Service Design four times.

2021



[Understanding visitor experience to inform ACMI's architectural and digital transformation](#)



[Co-designing how to communicate the risks of illegally dumped asbestos](#)

2020



[Industry-wide collaboration to help volume builders sell more energy-efficient homes](#)



[Co-creating ASIC's Financial Wellbeing Network](#)



[Co-creating a framework for Delivering Great Policy across the Australian Public Service](#)



[Co-creating Port Authority of NSW's Sustainability Plan](#)

2019



[Customer-led Integrated Transport Plan for Sydney's North West](#)

2018



[Growing human-centred design capability across Queensland Government](#)



[Growing human-centred design capability across Queensland Government](#)



[Co-designing the Fortitude Valley Housing Service Centre](#)

2015



[Co-creating a Future State Service Model for State Library Victoria](#)

Environmental outcomes

We have worked on initiatives to:

- Influence national policy to help homes across Australia to become more energy efficient
- Help builders sell more energy-efficient homes
- Create a climate initiative for Australia's primary producers
- Create a diagnostic tool to help organisations assess their relationship with nature
- Create a local government business case around household problem waste management
- Create and evaluate social media ads to encourage responsible disposal of household problem waste
- Design a digital platform to help kick start Australia's renewables economy
- Communication and evaluate materials to reduce asbestos in landfill
- Measure public confidence in the enforcement of water regulations
- Understand behaviours and identify opportunities for glass recycling.

We've included a few of these case studies below.



Building towards a more sustainable and energy-efficient future

Meld Studios was engaged by the Climate Change & Sustainability Division of the NSW Department of Planning, Industry and Environment to create a set of tools and services to help builders sell more energy efficient homes: thereby reducing the impact of greenhouse emissions from new homes.

We began by designing a one-week sprint to rapidly prototype and test sales conversations and marketing materials focusing on energy efficiency and its benefits to homebuyers. We ran this sprint three times with homebuyers associated with three separate builders (Mirvac, Frasers and Thrive). The result was three sets of bespoke sales conversations and marketing materials designed specifically for each of the builders involved.

We combined the learnings from across our three sprints to prototype *generic* tools and services to support *any* builder looking to increase the sales of their energy efficient homes. These generic/industry-wide tools and services were tested with three new builders and our prototypes were refined based on their feedback, prior to us sharing them at an open forum with a number of other builders. The prototypes from this project are currently being developed, and are expected to be piloted, evaluated and refined over the next six months.

More detail: bit.ly/energyefficientbuilding

IMAGE: Photo by Ricardo Gomez Angel on Unsplash





A collaborative approach to sustainability planning

Port Authority saw the creation of its [Sustainability Plan](#) as an opportunity to shift ways of thinking and working across the organisation. It invested in staff and stakeholder collaboration upfront, with the goal of reducing implementation challenges and improving ownership and pride in the Plan.

We used a range of engagement methods and digital collaboration tools to make the entire process possible and transparent to staff across NSW from Yamba to Eden. This included in-depth interviews using the Natural Inquiry research methodology, surveys, workshops, a digital project wall, regular showcases, and e-newsletters.

Almost 20% of staff (at all locations and representing a diversity of roles, experience and seniority) and key external stakeholders were actively engaged and participated in the co-creation of the Plan.

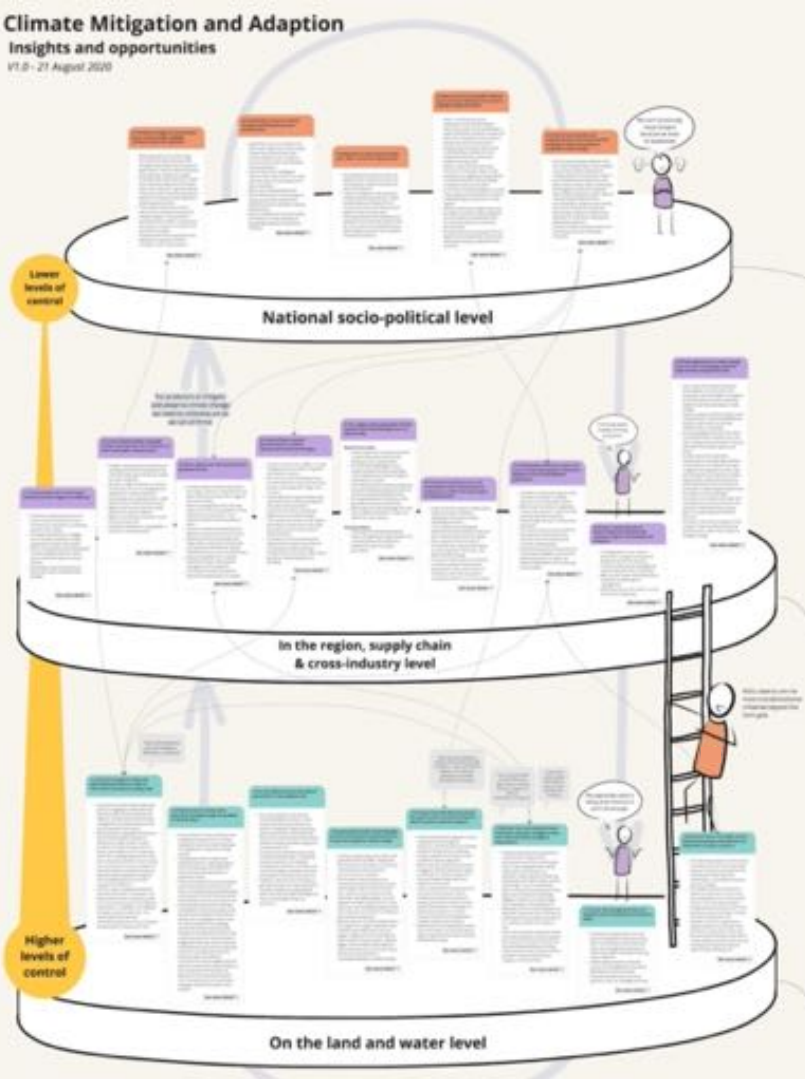
The resulting Sustainability Plan includes:

- 44 social, environmental, economic and organisational initiatives
- A stakeholder engagement framework to help staff co-design and deliver initiatives together with communities and partners
- An operating model for continuous planning, monitoring and transparent public reporting.

Detailed case study: bit.ly/portauthorityofnsw
www.portauthoritynsw.com.au/sustainability

IMAGE: Research with staff and stakeholders





Building climate resilience across Australia's primary producers

Australia's primary producers — farmers, growers, fishers and foresters — face increasing challenges and risks due to climate change and economic uncertainty.

Over a two-week period we ran six online workshops with 71 people, including 36 primary producers and 35 industry stakeholders, to understand priorities and barriers to building climate resilience across Australia's primary producers.

We created four main outputs: an [insights and opportunities one-pager](#) to summarise the workshop outputs; a highly-visual [report](#); a [roadmap](#) to guide ongoing stakeholder engagement; and a short presentation to communicate key points to various stakeholder groups, including the Minister of Agriculture. Our client will use these outputs to prioritise its multi-million dollar investment in climate initiatives over the next 5-7 years.



CASE STUDY - WASTE

Citizen co-creation to communicate risk of asbestos in landfill

We worked with the Environment Protection Agency (EPA) and citizens in semi-rural and rural areas of NSW to improve messaging on the risks of accepting contaminated landfill.

We conducted workshops and quantitative testing with Landowners to develop, test and evaluate communication platforms that would better inform and change behaviours around sourcing and use of fill for works on their properties.

We helped the EPA to:

- Map decision pathways for sourcing fill informed by insights into Landowner attitudes and motivations.
- Prototype territories to communicate the risks to Landowners of sourcing fill for use on their land.
- Evaluate Landowner messaging to show statistically significant change in attitudes and behavioural intent.

There's a [more detailed case study](#) on our website.



Measuring public confidence in enforcement of water regulations

We helped an organisation that is responsible for compliance with water management legislation to understand how confident people are that water laws are being enforced.

We carefully designed a program of quantitative and qualitative research to measure this subjective concept - *public confidence*. This program involved:

- The synthesis of 50+ domestic and global research papers, websites and articles.
- Interviews with 64 people from a range of stakeholder groups in rural, regional and metropolitan areas.
- The creation of a “community benchmarking survey” to issue across the State.

We also identified and articulated three core indicators that this organisation can use to monitor and report on public confidence.



CASE STUDY - WASTE

Evaluating the impact of illegal landfill communications with citizens

We've been working with the NSW EPA and citizens in a human centred way to develop and evaluate communications to inform communities about the risks of receiving contaminated fill.

The engagement with NSW EPA began in 2017 by understanding behavioural drivers for asbestos disposal and continued with citizen co-creation of communicating risks of asbestos in landfill.

This project undertook qualitative and quantitative measurement of the impact of these communications. Our work included:

- An evaluation framework for 3-month socials campaign
- Pre-measurement and post-evaluation of the communications with more than 100 NSW landowners
- Reporting of insights and recommendations for further communications and EPA activities desired by citizens.

The evaluation demonstrated how the campaign gives landowners confidence and knowledge to take positive steps in sourcing fill rather than be stopped by fear of risk, or acting recklessly.

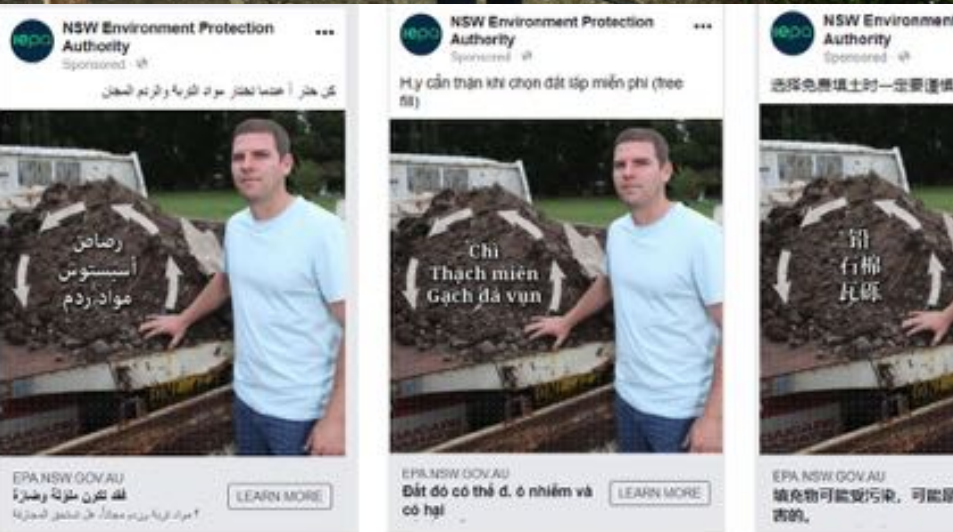


IMAGE: Social media campaign to communicate risks of accepting 'free fill'



CASE STUDY - WASTE

Opportunities to improve glass recycling in Australia

Faced with significant global and local environmental challenges, a government agency asked us to create a holistic view of behavioural barriers and drivers for different stakeholders involved in glass recycling.

We conducted contextual research in NSW and Victoria with 27 people whose activities involved processing, distributing and consuming glass sand and glass cullet.

We helped our client to:

- Understand drivers, barriers and decision pathways for people as processors, distributors and consumers of recycled glass.
- Consolidate a current state view of different glass recycling experiences.
- Identify new market opportunities for recycled glass.



CASE STUDY - WASTE

Business case for infrastructure and services to reduce waste

We helped the Cleansing & Waste Services team at a major City Council to incorporate the needs of internal and external stakeholders into a business case for developing new community recycling infrastructure and services.

Due to COVID-19 restrictions, we conducted all activities as a distributed team using digital collaboration tools.

We co-created 11 concepts for reducing waste—through reuse and recycling—with staff from 15 business units.

We worked closely with a technical consultant who look at land use and created a business case for these 11 concepts. Together we provided an aligned set of deliverables to pitch for further funding.

Next steps include community and external stakeholder engagement to build Council's confidence that these solutions are the right ones to invest in to shift mindsets and behaviours around household problem waste.

IMAGE: Illegal dumping in a residential neighbourhood



CASE STUDY - WASTE

Human centred evaluation of illegal street dumping communications

There is considerable impact on the lives of people who experience illegal street dumping in their local communities.

NSW EPA engaged Meld Studios to undertake a human centred approach to evaluate a pilot campaign informing residents in Sydney local government areas about the problems of illegal dumping. And, to change the way people dispose of unwanted household goods.

Evaluation of the communications activity comprised pre- and post-measurement among over 500 residents of several Sydney LGAs. Metrics included current behaviours and future intent for disposal of household goods, campaign messages, appeal, emotional involvement, and attitudinal shift.

Online qualitative sessions were conducted with residents from illegal dumping 'hotspots'. Additional analysis of household segments and the impact of the campaign on street dumping was also undertaken.

Supported by the rigour of the approach and weight of evidence, the project delivered a set of key recommendations for raising the awareness of illegal street dumping and communicating more appropriate and sustainable means of disposal.

CASE STUDY - COLLABORATION

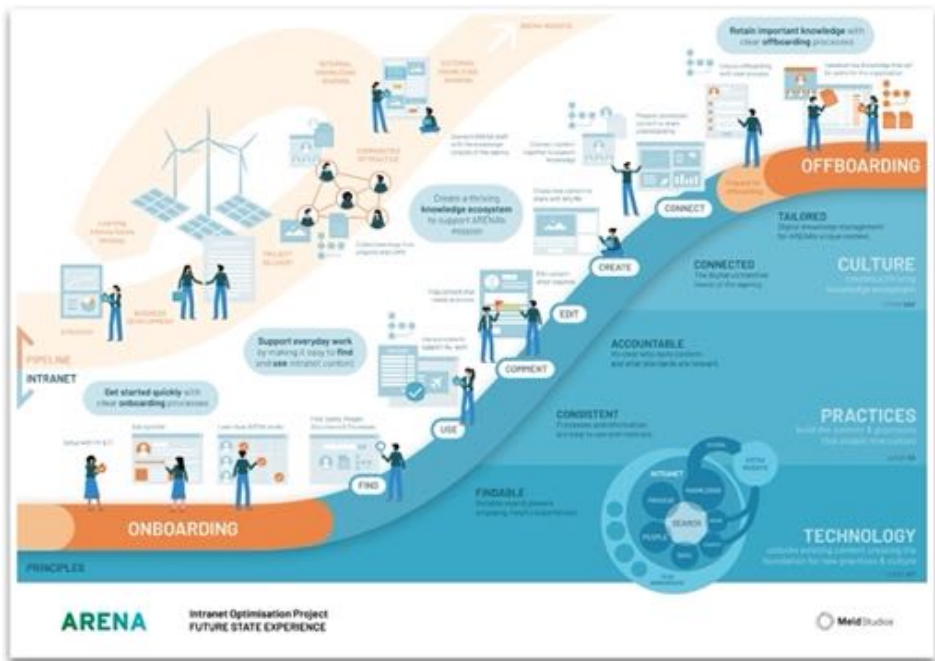
Co-designing knowledge management across ARENA

We partnered with The Australian Renewable Energy Agency (ARENA) to understand the challenges and opportunities for digital platforms to deliver on their national remit to *kickstart Australia's renewable economy*.

We engaged a range of staff via interviews, workshops, and surveys: identifying opportunities and co-designing solutions (via card sorts, tree tests and wireframes).

Deliverables included the co-design of platforms to support ARENA's external knowledge sharing functions, as well ways their internal platforms might:

- Support operational consistency and accountable access to the information staff need to be productive in their varied roles.
- Model the shift in mindset required to enable collaboration and agility within ARENA's unique authorising and labour environments.



Future state map illustrating intranet experiences and the principles that support them.

Change management

We have influenced new ways of working at:

- the Australian Public Service
- ASIC
- Australian Bureau of Statistics
- Queensland Government
- Fortitude Valley Housing Service Centre
- City of Sydney
- Port Authority of NSW.

We've included a few of these case studies below.

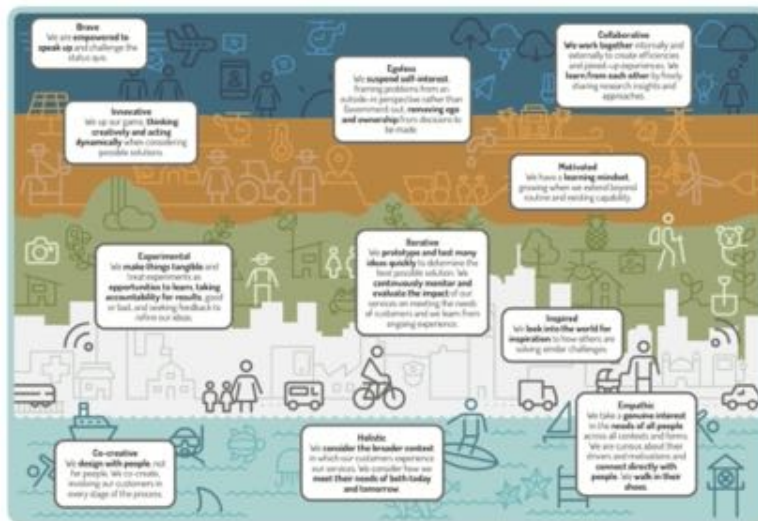
HUMAN-CENTRED DESIGN IN QUEENSLAND GOVERNMENT

Governments are dealing with more change than ever before, with ever shifting priorities in how we live, work, play, travel, learn, and consume. To support changing needs, Queensland Government is increasingly looking to strategic design practices to inform their policy and the design and provision of their services.

The Government is looking to create their service delivery around the needs of the customer, rather than around how government is structured and organised. Good design is about making every part of a product or service offering work better for people, and to do this we need to put people at the centre of the design process.

To achieve this aim, the Queensland Government has adopted a separate, human-centred design approach, and you are champions of the Queensland public, as the enablers of this.

You are a designer: To help you we have defined a set of guidelines that act as guidelines or what is known as a human-centred approach and a toolkit to help everyone overcome, at every level, to put people at the heart of what we do.



CUSTOMERS FIRST EMPOWER PEOPLE IDEAS INTO ACTION BE COURAGEOUS UNLEASH POTENTIAL

What is HCD?	Why do HCD?	How to do HCD?
<p>What is human-centred design? 4</p> <p>Why HCD in government? 5</p> <p>Human-centred design guidelines 6</p> <p>Other design approaches and how they relate to HCD 8</p> <p>What government problems can human-centred design be applied to? 9</p> <p>How HCD fits with other government processes and methodologies 10</p> <p>How does this toolkit fit with other design and innovation toolkits? 13</p>	<p>Benefits of adopting a HCD approach 15</p> <p>Addressing common concerns 16</p> <p>Case studies: examples of HCD design practice 19</p> <p>Where is a HCD design approach being applied in government? 18</p> <p>Case study template 20</p>	<p>HCD up close 22</p> <p>Planning & setting up for success 23</p> <p>The emotional journey of the HCD process 26</p> <p>Understand phase 27</p> <p>Define phase 44</p> <p>Explore & refine phases 48</p> <p>Implement & evaluate phases 53</p> <p>Sharing process and outcomes 58</p> <p>Where to get help 61</p>
<p>This part of the toolkit will help you:</p> <ul style="list-style-type: none"> Form an understanding of what a HCD approach means within government. Gain insight into the benefits and importance of taking a HCD approach to your work. 	<p>This part of the toolkit will help you:</p> <ul style="list-style-type: none"> Raise awareness and create buy-in amongst stakeholders and collaborators. Communicate the outcomes of human-centred design projects across agencies and government. 	<p>This part of the toolkit will help you:</p> <ul style="list-style-type: none"> Practically apply a HCD approach to a challenge and identify the skills needed. Assess capability and skills at different stages of development, across different roles.

Embedding human-centred design capability at scale

Queensland Government is on a journey to deliver better services and outcomes for the people of Queensland. The scope covers all digital and in-person services.

We helped Queensland Government to change the way staff think about collaboration, customers and community engagement. We helped to change behaviours and culture.

How? By co-creating a set of tools to help staff take a human-centred approach to service delivery.

Tools included: training about mindsets and methods, processes for involving complex stakeholder groups from the very beginning of projects, and tactics to overcome common barriers in a government context. To ensure these tools were fit-for-purpose, we tested them on two pilot projects.

This work won best overall at the 2018 Good Design Awards, placing first place out of 536 entries. Detailed case study:

bit.ly/qldgovhcdcapability

Image:
www.forgov.qld.gov.au/human-centred-design-resources





Designing and prototyping new ways of working across the APS

The project goal is to improve the ability of the Australian Public Service (APS) to provide high-quality policy advice to government.

Our initial role was to guide the team through a 10-week co-design process to develop a model for great policy advice. Our approach used existing knowledge as a baseline, and engaged over 170 stakeholders in a series of co-design workshops both inside and outside the ACT.

We weren't just creating a model, we were role modelling new ways of working, mindsets and approaches. These are approaches that underpin the success of the new model - testing them with the team enabled us to learn about the challenges and find ways to work through them.

The process and outputs are public: www.policyhub.gov.au

Following the official launch of the prototype to 250 APS stakeholders, we will start testing the model on real-life policy projects—and we'll be iterating as we go.

Detailed case study: bit.ly/deliveringgreatpolicy



Transforming staff culture and service delivery

Frontline staff and public housing clients helped us to design a new housing service centre at Fortitude Valley in Queensland. We shifted and tweaked things together until the space was welcoming, comfortable and safe for everyone. Around 80 people from internal and external stakeholder groups participated in this 8-week process.

This project won Best in Class for Service Design at the 2018 Good Design Awards because Directors reported that staff feel recognised for their expertise, have more empathy for their colleagues and clients, and feel more confident than ever to deliver outstanding service.

"I am absolutely overwhelmed with the feedback that we've been getting. People are feeling good about the environment that they work in." - James O'Brien, Director, Dept of Housing & Public Works.

Queensland Government's video: bit.ly/qldhousingcentre

Detailed case study: bit.ly/servicecentredesign

IMAGE: Concierge service to help clients upon arrival to the centre.





A future way of working at City of Sydney

As the City of Sydney began to shape its 2050 strategy there was an opportunity to help an internal team reimagine the services it provides to help achieve the City's ambitions.

Through a human-centred approach, Meld Studios helped this team to understand the experience and needs of its internal clients and then co-create imaginative ways to reposition its services in relation to both external drivers and internal needs. We involved 133 internal customers and stakeholders in this process.

Our outputs included recommendations for:

- How to position the team's services
- How to deliver these services
- How work processes, team structures, and office environments can support these new ways of working.

The City of Sydney team has been prototyping and evolving these new ways of working since mid 2019.



Let's chat!

Alison Sharp, Managing Director

0450 489 410

alison@meldstudios.com.au