

15 September 2022

The Shake Up

Engagement Summary Report

**The Shake Up Community Panel
Session 1**

Prepared by The20

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1. Introduction

The University of Tasmania is consolidating its presence in Hobart's city and the University, with input from the community, has already prepared an Urban Design Framework for its city campus that includes a high-level master plan.

The University is now undertaking further community engagement to inform its master planning process. This engagement will also help build a broader shared understanding within the community about what the University is doing.

One way this engagement is occurring is through the establishment of a Community Panel called The Shake Up. Its aim is to ensure the community contributes to how the University's campus in the city comes together. The Community Panel is a group of people which has been established through a combination of a public Expression of Interest, an active recruitment process and a small number of direct invitations.

The Shake Up Community Panel is independently facilitated by The20. This discussion with the Community Panel is not focussing on if the University is moving but how that move happens.

The Community Panel Members that make up the Community Panel represent the following perspectives:



Business owners

Mix of CBD, and Southern Tasmania



Workers

Mix of CBD, and Southern Tasmania



University students

Based in Southern Tasmania



Parents of year 10/11/12 students

Based in Southern Tasmania



Year 10/11/12 students

Based in Southern Tasmania



Residents

Of Greater Hobart



University staff

Mix of CBD and Sandy Bay based

1.1 Induction and Session 1 of the Community Panel

Members of the Community Panel came together for the first time on Friday 2 September at a pop-up venue at the Forestry Building for an induction process. This induction focussed on Community Panel members getting to know each other, meeting The Shake Up facilitators, learning about key strengths that different people bring to the process, and understanding more about the role of the Community Panel and what this role looks like in action.

The following day on Saturday 3 September The Shake Up Community Panel came together for a full day of workshopping where members considered:

- In 15 years' time what does Hobart look like if it's at its best?
- What does a good move by the Uni to the Hobart city look like?
- Themes for deeper exploration at future Community Panel sessions.

For both the induction and session 1, a 'workbook' was provided for Community Panel members to record their thoughts and ideas and provide instructions about the discussion activities.

This report provides a summary of what was contributed by the Community Panel at these initial sessions.



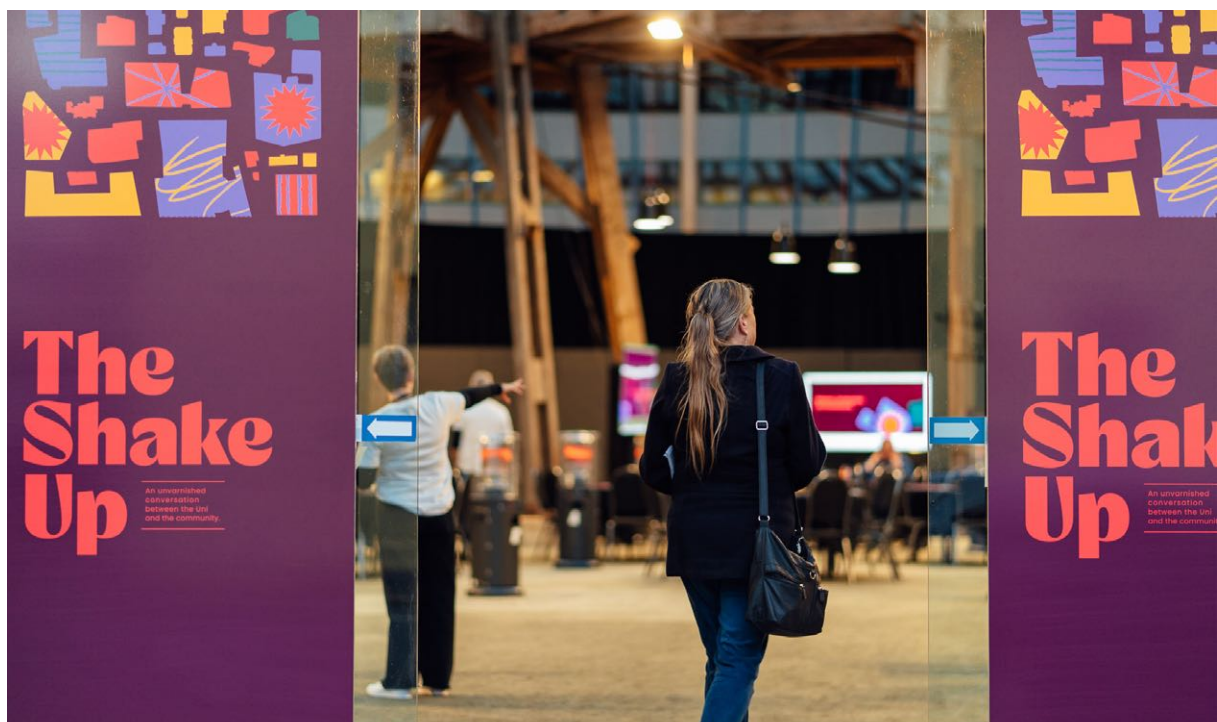
1.2 Questions and comments from the Community Panel

At both the induction and session 1, Community Panel members could enter questions and comments at any time into online platform Mentimetre via their smart device or laptop. A range of questions were asked and comments provided related to the following key areas of interest:

- The Shake Up's role/scope of influence
- Composition of the community panel
- Process at The Shake Up face to face sessions
- Future engagement with the community panel
- Broader engagement
- Issues/concerns/opportunities related to University's move to the city
- University staff and students
- The city campus Urban Design Framework
- What's ahead for Sandy Bay
- University operations, delivery of education and services
- Rationale for the move
- Leadership at the University.

Responses to many of the questions raised are being prepared and will form the basis for updated FAQs (Frequently Asked Questions) to be uploaded to The Shake Up webpage.

Other questions and comments are being used to inform the planning currently underway for the future Community Panel sessions and broader community engagement.



1.3 Other thoughts, ideas and things to consider

At both sessions a 'thought board' was available for Community Panel members to add to at any time with information they wanted to share. Key areas of interest posted on this board comprised:

- Suggestions for the future master planning of the city campus such as:
 - Activating the city through the University including spaces for the community such as play spaces, pop up markets
 - Repurposing high rise car parks into student accommodation
 - Making transport accessible and advertising bus options
- Recognition that more people living, studying and working in the city will give it back its "spark"
- Change is constant and will create opportunities
- Considering how to translate UTAS knowledge and research into practice
- A desire to see young people listened to in this process
- A published editorial about the University not having a social license to move from Sandy Bay
- An excerpt from Save UTAS Campus about what the master plan for Sandy Bay comprises for each precinct
- A comment identifying complete lack of support for the plans for the Sandy Bay campus
- Disappointment about the commentary in the community that consultation has only occurred as a result of outcry when the community's views have been sought by the University since 2015
- That "transparency doesn't equal capitulation" and that accountable, good faith engagement is needed.

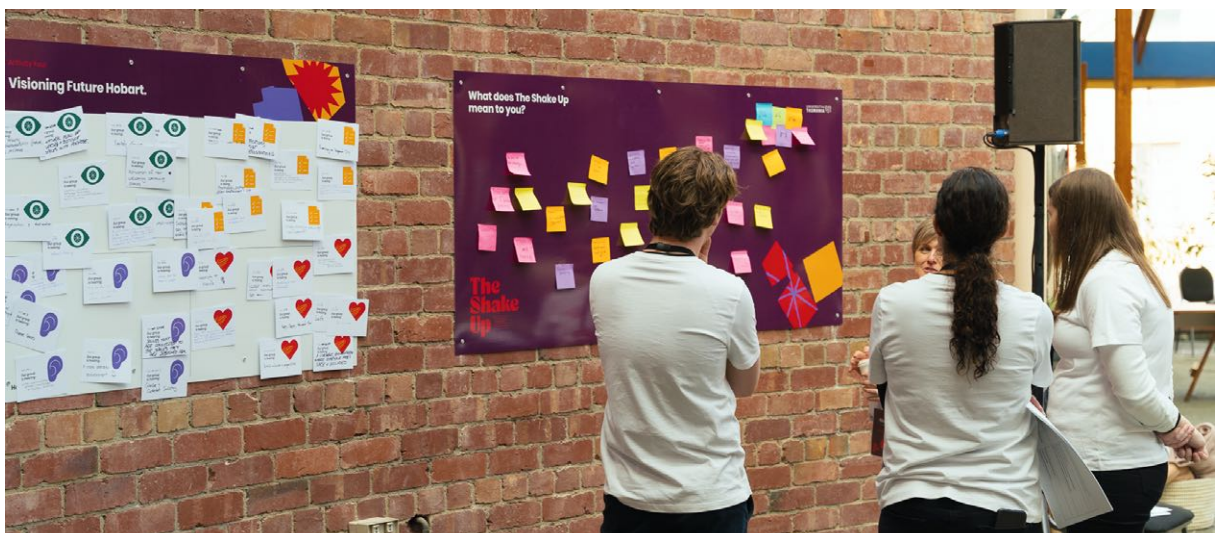
2. What does The Shake Up mean to you?

Throughout the induction and session 1 Community Panel members were invited to contribute comments to a wall poster in response to the question 'What does The Shake Up mean to you?' The following comments were provided.

2.1 Influencing the proposed plan

Some Community Panel Members see the Shake Up as an opportunity for all people to have their say and influence the proposed design/move process by the University.

- An opportunity to look at and rearrange all the pieces
- The Shake-Up program has allowed the younger generation to have a say in the future of their education
- Be part of the change
- Being part of a better process
- 'Shape it' instead of 'shake it'
- Chance for individual opinion
- Listening and hearing
- A great way to share and influence
- An opportunity for the quiet middle to contribute – not polarised shouting.



2.2 Improving the current design and offering of the University

Some Community Panel Members see the Shake Up as an opportunity for the University to be improved for future students, staff and the Tasmanian community.

- A new beginning and endless opportunities
- University identification
- Opportunity for better access
- Bicycles
- Positive contribution to the future of Tassie and the University
- Dream big, hard work, don't give up
- Connection
- Contributing to realising potential from catching up with change
- Future proofing
- Respond to our environmental realities.

2.3 A lacking, misguided process

Other Community Panel Members expressed that they believe the Shake Up is an unnecessary process that is more focused on publicity than achieving the desired outcomes and has not adequately consulted with the community.

- Muddying the water – making it hard to see separate components, dirtying the clean
- Focus on UTAS as an education institution rather than a business venture
- Marketing ploy
- A proper shake-up could have meant a proper community consultation. With these restrictive TOR it can only be seen as an expensive PR exercise that might impact the masterplan on the fringes.
- Do the new buildings have a use-by date, will there be another shake up in 50 years with less options i.e. no Sandy Bay.

2.4 Addressing concerns

To some Community Panel Members, the Shake Up means an opportunity to have their concerns and questions recognised and addressed.

- Talking through concerns and questions. Listening to opinions and thoughts. Understanding a vision and finding the best ideas
- Having our concerns addressed
- A pulse check of Hobart's thoughts and feelings
- Opportunity to address/raise concerns.

2.5 Receiving information

For some, the Shake Up provides an opportunity to receive more transparent information about the master plan.

- All relevant information released
- Achieving transparency and understanding about the move
- Being an educator, I'm looking forward to seeing the \$ amount of energy, time and money put into the educators!



3. Future Hobart

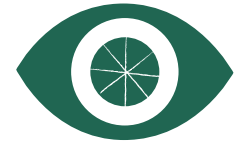
The first key activity at session 1 involved a visioning exercise where Community Panel members considering the following:

Imagine yourself in Hobart 15 years from now. If Hobart was at its best, what would be happening? What would you be seeing, doing, feeling and hearing?

Community Panel members discussed these questions at their tables and recorded key points of discussion on large posters. At the conclusion of this activity, Community Panel members worked together at their tables to identify key points/ideas to contribute to a whole group debrief process. A summary of key themes that emerged from these discussions is provided overleaf.



3.1 Seeing – In Hobart in 15 years' time what and who are you seeing?



Young people whose needs are being met

Quality land use planning

Active and public transport that reduces traffic congestion in the city, promotes cheap/free transportation methods and reduces greenhouse gas emissions

Affordable housing, healthcare and cost of living that ensures everyone can meet their needs

Vibrancy

Variety of spaces and facilities for the community

Cultural diversity

Green spaces where locals can spend time in nature and land is protected from development for this purpose

Arts, culture and design

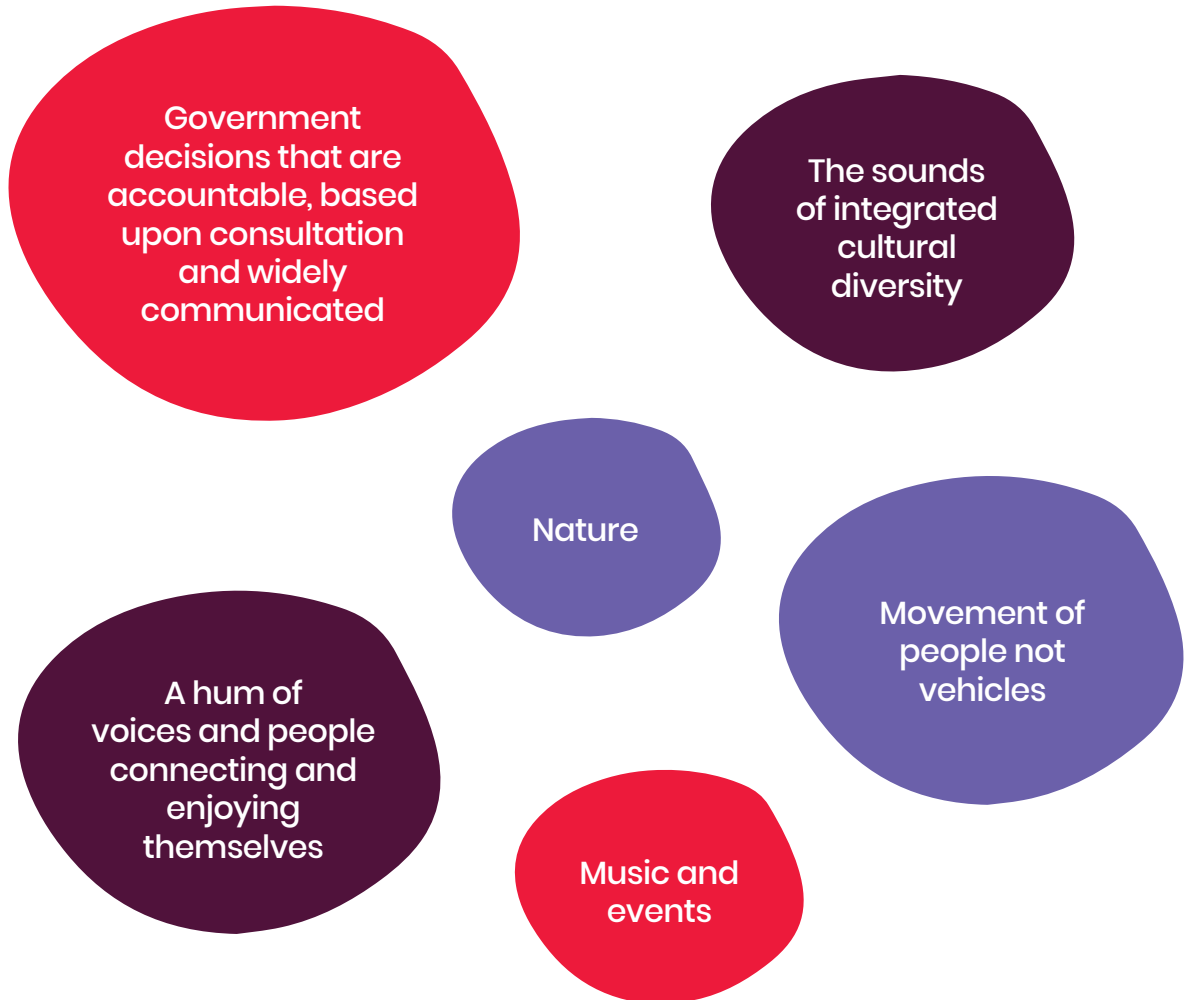
A natural environment that is valued and protected

Thriving local businesses, providing diverse skilled jobs

3.2 Doing – In Hobart in 15 years' time what are you doing and what are the people around you doing?



3.3 Hearing – In 15 years' time in Hobart what are you hearing?



3.4 Feeling – In Hobart in 15 years' time how are you feeling?



4. What does a good move by the Uni to the city look like?

The second key activity at session 1 involved undertaking a World Café during which members considered the following question:

What does a good move by the Uni to the City look like?

A World Café is a process that enables participants to move around the room to hear and share views with different people. As discussion progresses, deeper exploration of the question occurs and understanding of different perspectives and views are generated.

Following the World Café, panel members were asked to reflect on their conversations and record three key points which particularly resonated with them from the discussion. As a table group a Card Storming exercise was then undertaken to theme the points generated. Key themes which emerged from the Card Storming activity by the whole Community Panel are summarised below and further explained in the following pages.

Student experience and connection	Staff experience and connection	Community experience and connection
Access	Public and active transport	Civic and community spaces
Sustainability and greening	Communication and engagement	Diversity & inclusion
University identity	Employment and business opportunities	Future proofing through planning and design

4.1 Student experience and connection

Community Panel members emphasised that a good move by the University to the city needs to make student experience, social connection and learning outcomes a priority and for this to be “at the heart” of the design of buildings and overall campus.

Conversation focussed on building connection between the precincts that is inviting, inclusive and safe and which creates the ‘campus experience’. The student experience could be enhanced by inclusion of green and nature and creating a sense of place. Discussion also recognised that the student experience extends beyond the classroom and that the University needs to consult with the students to understand what this means to them.

There was concern that a lack of lecture theatres and disconnection between campus buildings in the city may make student connection and learning difficult. Many suggested maintaining face to face learning and providing central common spaces would help to support greater learning and connection outcomes. There is also a desire to ensure that the move results in improved educational outcomes for students.

Community Panel members identified that the University needs to consider the experience for current students as the move happens. There needs to be minimal disruption and clear communication on what the move means for the students.

“Connectedness of people, place and nature support the learning experience”

Some direct quotes from Community Panel Members include:

- More face-to-face teaching
- Creating a community feeling for students despite detached campus
- Student experience at the heart of design (programmed and physical)
- Acknowledge student experience extends beyond the classroom
- Minimal disruption to students studying in the 5 year move
- Proper consultation of students.



4.2 Staff experience and connection

Similar to students, Community Panel members emphasised that the staff experience and connection is important to making the University's move a good one. Community Panel members identified that staff need to be adequately consulted and to feel like they are valued and supported throughout the moving process. The opportunity for the new campus to be designed to attract world class academics and support leading research was raised. Staff safety was also discussed at length, with Community Panel members identifying that staff would be moving between precincts more frequently than students.

Some direct quotes from Community Panel Members include:

- Staff consultation
- Must draw and keep world class teachers
- Valuing current staff, their current workspaces and support them with the transition.

4.3 Access

Access was commonly discussed including the physical accessibility to the campus and its buildings within the city. Community Panel members identified that the new University location provides opportunities to increase accessibility while others saw the city location as reducing accessibility. It was considered that accessibility, or lack of, would be influenced by how the connection between and within the individual University buildings is achieved and the quality of infrastructure and integration with other land uses and activities in the city.

A number of Community Panel members felt that the shift to the city will improve access as it is a more central location and would make attending to other commitments such as employment, life administration tasks and family easier.

Opportunities for increased accessibility to be included in the move should consider what happens at ground level, wayfinding and signposting and not ignoring accessibility for people with disabilities. Some Community Panel members felt that the scattered arrangement of buildings in the city would not be able to accommodate safe movements and that the consideration of safety of the community and University users be paramount in the design.

“Don’t ignore accessibility for people with disabilities”

Some direct quotes from Community Panel Members include:

- Ground level accessibility can be a positive outcome of the move
- Don’t ignore accessibility for people with disabilities
- Acknowledge the potential for physical accessibility within the city centre
- How are the campus ‘parts’ going to be connected?
- Wayfinding and signposting.

4.4 Public and active transport

Community Panel members emphasised that a positive move into the city will rely on improved public and active transport infrastructure, particularly given that there is less parking at the city location compared to Sandy Bay. It was identified that some people may find it more difficult to access public transport and costs of travel may increase. It was considered that improving public and active transport facilities will have benefits for all community members, not just those accessing the University and that a more reliable and accessible public transport system in Hobart is needed. The University's plans to connect the campus precincts via public and active transport was questioned.

During the visioning exercise, it was clear that Community Panel members do not want to see or hear a congested city centre, given the additional University population including student accommodation.

Some direct quotes from Community Panel Members include:

- Prioritise public transport to reduce congestion
- More cycling spaces and infrastructure
- Could worsen congestion in the city – need to address transport/congestion
- Improves the city for everyone through increased transport options
- Reliable, easy transport
- A walkable and accessible city.

➔ **“Prioritise public transport to reduce congestion”**



4.5 Communication and engagement

The need for transparent, two-way communication and engagement about the move was commonly raised. It was considered that consultation to date has not been adequate or transparent. Community Panel members also raised that The Shake Up session being undertaken should have been held two years ago with the community when the Urban Design Framework was being developed. There were also comments made that there is a need to resolve the misinformation circulating in the community and that it feels that The Shake Up process is only happening due to public outcry rather than good practice.

Going forward, Community Panel members would like to see rigorous, two-way engagement with all stakeholder groups (including students, staff and the wider community) having the opportunity to influence decisions. Community Panel members would also like more transparent communication about plans and any decisions that have already been made.

Some Community Panel members were not clear that The Shake Up was about how to make the move a good one rather than if the move was to occur and that better communication from the University about this is required.

“Make it clear what is happening, why it is happening and how it is happening”

Some direct quotes from Community Panel Members include:

- Need to resolve misinformation
- Make it clear what is happening, why it is happening and how it is happening
- That UTAS does not build an empire by stealth
- Establishing a central point for stakeholders to raise issues
- Expectations were let down
- Only happened due to public outcry not volunteered
- End result needs to live up to the promises made to students, staff and the community
- Make sure the right stakeholders are engaged
- Please don't allow people that don't have a clue about current university life to make decisions about how to preserve/improve it. We don't need rose-coloured glasses; we need to listen to the kids that know what they are talking about.

4.6 Sustainability and greening

Community Panel members identified the importance of maintaining connection to nature through the move. Tasmania is known for its natural beauty and there is great opportunity to connect this with and throughout the University campus. Community Panel members did not want to see “big concrete jungle buildings which were dull and cold”. It was suggested that greening could be incorporated in many ways across the campus and buildings with Community Panel members encouraging the University to challenge itself about how to do this.

Community spaces and greening were commonly spoken about together and the way in which greening contributes to creating a sense of place and calm, reflective and inviting environments.

Sustainable growth was also identified, with Community Panel members seeking a progressive approach that responds to key societal challenges such as climate change and homelessness.

“Maintain and improve our uniqueness and connection to nature”

Some direct quotes from Community Panel Members include:

- Maintain and improve our uniqueness and connection to nature
- Nature connections
- Connected physically to the environment
- Sustainable, people centric design
- Sustainable growth that reflects local values.

4.7 Community experience and connection

Community Panel members identified that they would like the University to be integrated with the public realm and contribute positively to the wider sense of community and vibrancy in the Hobart city. There were some concerns that the University won't be fully immersed within the city and that its public spaces will be separate from the community. It was acknowledged by Community Panel members that some of the University areas are required to be staff/student access only but would like to better understand how the community can use University facilities.

Community Panel members acknowledged the opportunity the University's move could have on the community's experience of the city through the provision of revitalised, activated, welcoming and inclusive spaces. At the same time Community Panel members called on the University to think about how the move may impact and disrupt the community and plan accordingly, asking itself "is the community better because of the development?"

“Integrated with the community – welcoming and inclusive”

Some direct quotes from Community Panel Members include:

- Fully immersing the public within all our spaces
- Integrated with the community – welcoming and inclusive
- How will this affect/disrupt the Hobart community?
- Revitalisation of the city
- Spaces need to welcome the community
- Activation of new, welcoming community spaces
- Everybody thriving
- Interactions not just transactions
- Excited by a sense of belonging.

4.8 Civic and community spaces

Community Panel members identified that they would like to see “purposeful” spaces that are available for public/community use. This discussion links to the community experience and connection particularly around opening up University spaces for community use such as utilising quiet spaces and meeting rooms and accessing flexible spaces to host pop-up markets and other community events.

Discussion highlighted the opportunity for the University to design community spaces which are reflective of Hobart’s identity and connect to nature and the importance of personal safety for the community and University staff and students.

There were some comments raised in relation to the community at Sandy Bay and that the high density living plans proposed for the area were not considered acceptable and not supported by some in the community.

➔ **“Opening these spaces up to the community e.g. cafes, play spaces, pop-up markets”**

Some direct quotes from Community Panel Members include:

- Opening these spaces up to the community e.g. cafes, play spaces, pop-up markets
- Spaces (indoor and outdoor) are open and welcoming to the university and the public e.g. ground floors permanently open, rooms bookable for free
- Community space/environment
- Maintain space for some public meetings
- A natural flow of diverse and distinct spaces with purpose
- A diverse buzz of music and storytelling
- Totally against the plans for the Sandy Bay campus. High density living is not acceptable in that location
- Quiet reflective spaces to hear wildlife or read.

4.9 Diversity and inclusion

Community Panel members would like to see a University culture and built environment that is inclusive of all people. There was discussion around how First Nations cultural heritage could be incorporated into the University's move, such as through art or the naming of buildings. Community Panel members identified that it is important to maintain the affordability of education and services as not all people that attend the University are in a position to afford life's essential services.

Accessibility was also raised by Community Panel members and the need to ensure that all people from different backgrounds and abilities are included. There was a desire to see the University go beyond what the regulations may require and the suggestion that the move could be a great opportunity to put Hobart on the map with the University being an exemplar for diversity and inclusion.

“Safe spaces for people of many backgrounds”

Some direct quotes from Community Panel Members include:

- Safe spaces for people of many backgrounds
- Maintain affordability and accessibility
- Create a sense of place that centres on equity and diversity
- Visibility and inclusion
- Use indigenous culture to link all of the spaces
- Diverse voices.

4.10 University identity

Community Panel members emphasised that the unique culture of the University must be enhanced and not lost though the moving process. They expressed that the University's identity should be woven into the new university buildings in the city to maintain a cohesive sense of campus and University community. One Community Panel member commented that the University's people are what make the University and not the buildings. Another questioned how the University will reconcile the sense of a campus dispersed across the city. There were differing opinions of this with some Community Panel members stating the importance of campus culture whilst others were open to re-writing the campus culture narrative.

➔ “Uni must retain a prominent identity”

Some direct quotes from Community Panel Members include:

- How to reconcile the sense of a campus within the city centre.
- Uni must retain a prominent identity
- Being in the city needs to deliver on promise: connection, permeability with institutions, industry and the public
- Need to retain Sandy Bay culture



4.11 Employment and business opportunities

Some Community Panel members noted the potential for enhanced employment and business opportunities as an outcome of the University's move to the city. Community Panel members would like jobs associated with the University to be integrated with local business, industry and professions and also emphasised the importance of keeping face-to-face jobs. The University is a large employer in Tasmania and Community Panel members would like this to remain the case in providing high quality jobs for the community.

It was also identified that there is opportunity to involve local businesses in the move through the activation of the ground floor of University buildings. Some Community Panel members also saw the benefits that could be brought to existing traders such as cafes and supermarkets due to the new student and staff population moving into the city.

“Creating good quality jobs”

Some direct quotes from Community Panel Members include:

- Meaningful, purpose driven employment and life
- Creating industry UTAS jobs
- Creating good quality jobs
- Integration with city businesses/professions
- Keeping face-to-face reception jobs

4.12 Future proofing through planning and design

Community Panel members identified the need to 'future proof' the new campus so that it can meet the needs of students, staff and the community today and into the future. This means creating spaces that are flexible and adaptable rather than rigid and non-forgiving. It was suggested that future proofing could be delivered through long term strategic planning and flexible built design.

“A fit for purpose environment that is flexible and adaptive to changing needs”

4.13 Design

Community Panel members identified that they would like to see the buildings designed in a way that the community can be proud of. There was support behind the University purchasing high-rise car parks and repurposing them for student housing. Emphasis was placed on not 'reinventing the wheel', looking at best practice design around the world and learning from mistakes. It was identified that the presence of different architectural eras is present within the city and there is opportunity to modernise and innovate whilst being respectful of surrounding buildings.

Some direct quotes from Community Panel Members include:

- Better, purpose-built facilities
- Don't rush design
- Draw on best practice – this have already been done elsewhere
- Lots of open spaces to come together/meet
- Taking opportunity to modernise and innovate – systems thinking
- University architecture that we can be proud of
- Regeneration and restoration

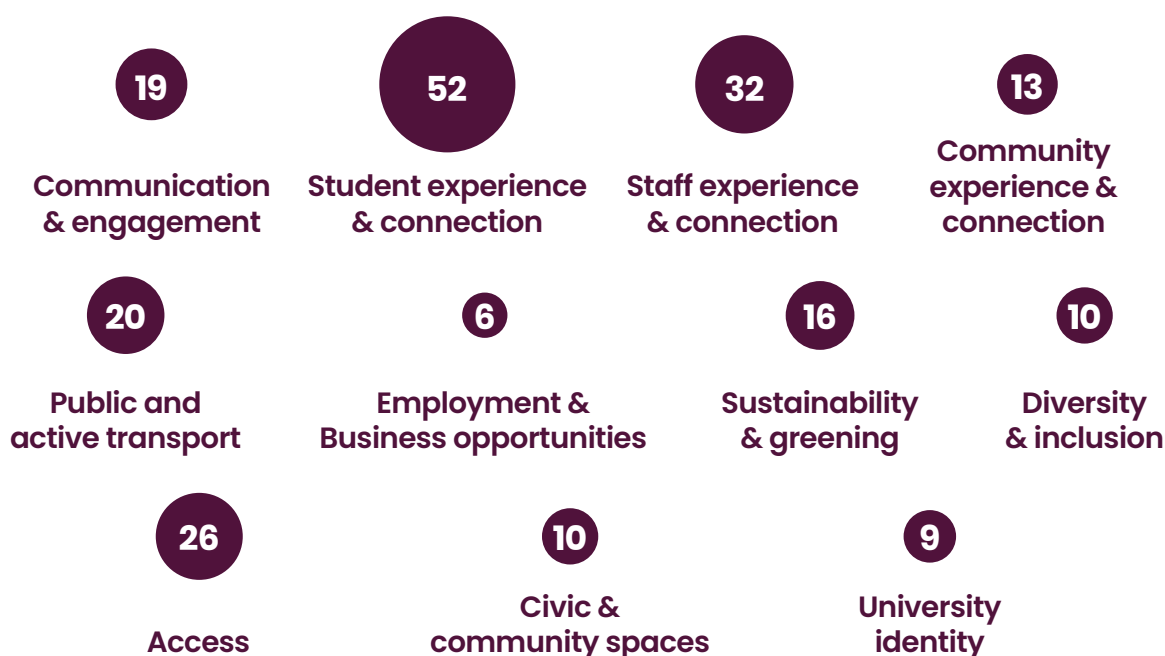
➔ **“What can we do to activate current University spaces?”**



5. Themes for further exploration

As a final activity, Community Panel members were asked to 'vote' using Mentimeter on the three themes they most wanted to see taken forward for more detailed exploration. These themes were synthesised from the previous discussions held throughout the day.

Mentimeter votes:



The following six themes were selected by the Community Panel and will drive the discussion for the next sessions:

- Student experience (52 votes)
- Staff experience (32 votes)
- Access (26 votes)
- Public and active transport (20 votes)
- Communication and engagement (19 votes)
- Sustainability and greening (16 votes)

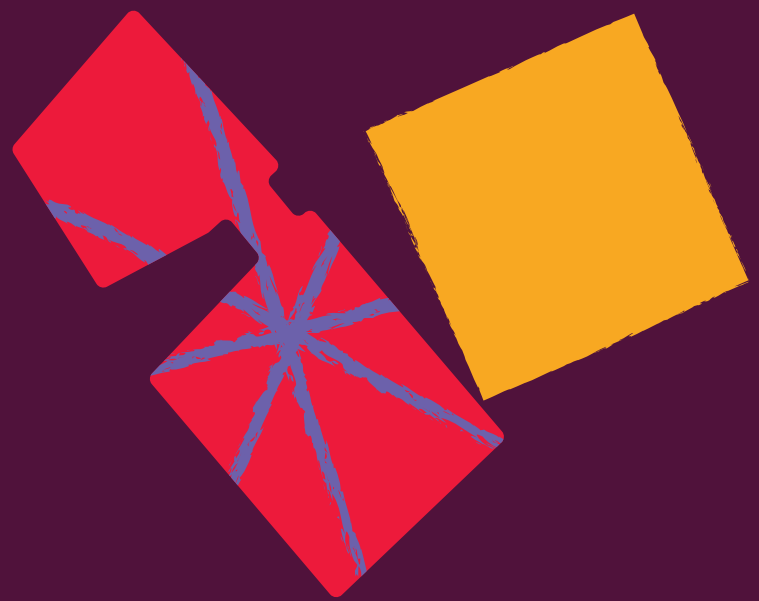
Prior to leaving, Community Panel members were invited to assign their name to the theme of their first and second preference to enable smaller groups to be convened in September based on these preferences.

6. Next steps

The first meetings of The Shake Up Community Panel generated a range of rich and valuable information that will continue to inform the University's ongoing master planning process.

A number of suggestions were made at session 1 about opportunities for The Shake Up moving forward including the desire for a walking tour of the city campus and meeting face to face again for more detailed discussions. There is also a desire from Community Panel members for more information about what the University has already settled on and the scope of influence available to the Community Panel.





Engagement Summary Report

The Shake Up Community Panel Session 1

Prepared by The 20