newDEMOCRACY

PROCESS DESIGN FOR PENRITH CITY COUNCIL

THE CITY WE WANT

OVERVIEW:

WHICH SERVICES AND INFRASTRUCTURE ARE WE PREPARED TO PAY FOR? ADDING A VOICE FOR EVERYDAY PEOPLE IN MAJOR DECISIONS.

Overview

Penrith City Council is a large, iconic council area. In a city of predominantly small councils facing pressure from State Government to merge, its electorate already covers over 190,000 citizens. With around 80% of its 400 square kilometre area currently rural (and thus lightly populated) coupled with established and expanding rail and freeway links to the Sydney CBD it can reasonably be assumed it will continue to grow to a size comparable with smaller State and Territory governments.

Decisions concerning that growth are now to be shared with the community in a manner which befits its bellwether status. Federal and State politicians have long sought association and alignment with the area for its 'everyman' identity. If those 'everyday people in the street' can be successfully empowered by detailed information and expert viewpoints and go on to find common ground decisions, then a unique opportunity exists to see how all tiers of elected representatives respond to that.

Deliberation is a balance of two key elements: the broadest array of information available, and an equal opportunity for participants to share their views on it. We will take a small but highly representative group of the local community – old and young, blue collar/ white collar/ no-collar, men and women, rich and poor and those in-between - and then see what they can agree on. We will do so with enough time that all participants understand the costs and tradeoffs attached to those decisions. This is not a wishlist exercise: this is how citizens want to see money spent which they understand comes from their own pockets.

Council is no doubt very used to polarised, passionate and highly contentious views being put to them on any issue, let alone something as wide ranging as what is proposed here spanning every corner of council operations. Rarely can the disparate voices identify points of agreement. This project aims to change the nature of that voice to Council to one with greater clarity. We have no idea what they will say.

The breadth and scale of Council's operations makes many forms of traditional engagement challenging. It requires an investment of time that most rational people aren't prepared to give. To counter this, we need from Council an incentive that makes any citizen in the street say "that's worth my time". That incentive is the commitment to be heard and get a straight answer on which recommendations will be adopted and which will not.

As with all nDF projects, this is an area where <u>any</u> action taken by a government (regardless of any party affiliations) is likely to draw criticism from those who don't get what they want. As in any area, sizeable lobby groups are active as are those with a profound distrust of anyone who holds elected office. This is not confined to Penrith. Unfortunately for our elected representatives, that scepticism has grown beyond control and is the rationale for some of the more starkly differentiated approaches found in this methodology. We do not see value in petitions and noisy campaigning as they way of making an informed decision that reflects the general will of the people of Penrith. Time, information, space for discussion and meaningful discussion among a mixed group of people from the community are far more likely to achieve this and provide a viable course of action as these citizens will, by the end, be prepared to stand shoulder to shoulder with elected councillors to share the decision.

Background and Context

Penrith is a council area of sufficient size to earn the interest of State and Federal MPs. It has its share of disadvantaged citizens requiring disproportionate access to social services (many provided by Council) and its land valuations are at or slightly below the city average which places natural constraints on the services and infrastructure it can fund.

The City is at a key juncture: potentially significant infrastructure projects reorientating the city to the Hawkesbury River could spur population growth and amenity, but will require an upfront investment. At the same time, pilot projects to provide additional social services now require renewed funding. The vox pop opinion response may be to 'just get it done', but in practice all government decisions operate with a finite pool of funding.

Council's assets are immense: roads, pavements, stormwater, parks, sports facilities, halls – and all are subject to depreciation and attempting to reach the condition standards set by engineers. Equally, the range of services offered by councils are now truly cradle to grave – frequently informed by requirements passed down from higher tiers of governments. At this juncture is a chance for citizens to understand what local services and assets cost, and to decide if there is anything they wish to do differently. They may seek a higher quality and be prepared to pay more, a lower quality to save money, or find themselves content with the status quo. What is important for Council to learn is not a simplistic measure of "more or less", but to get a granular view of each asset and each area of service. With this, Council's priorities with its financial forecasts – and potentially its advocacy to State and Federal governments – can be drawn on a very robust baseline. Equally importantly, it will present a view to those sources of support that cannot be dismissed as politicking.

It is worth noting that there is no "right" answer to be found. The right answer is simply what a group of citizens taking the time to inform themselves see as being worth their money to deliver the type of community they aspire to.

Project Objective

The Mayor and Councillors will be provided with a clear and actionable set of recommendations around asset quality, new asset investment and the range/ level of service delivery which a randomly drawn group of citizens who have deliberated on the issue see as reasonable.

We have seen in similar budgetary processes that citizens solve the problem their own way – it is highly unlikely that they increase all areas or seek to decrease all areas of council operations (as can sometimes be heard in more simplistic approaches to government).

We do not turn citizens into subject matter experts. Council should expect to receive clarity of intent and direction from these citizens. It is not an audit. Importantly, we give citizens considerable latitude in how to solve the issue – we start from a blank sheet of paper and encourage them not to be limited by "how we've always done things".

There is one key measure of success from a community process: *is the final decision taken by the elected representatives different from the decision you would have taken?*

As with all jury-style processes, the implicit related objective is to design a process with sufficient rigour as to withstand (understandable) sceptical scrutiny: one which visibly cannot be influenced by a politician, an interest group or financial interest.

Transparency of method is one part of this: the design itself must be shared prior to the commencement of the jury's deliberations – and we conduct explanatory sessions of the methodology to every possible active stakeholder known to Council.

Equally, the role of NDF as non-partisan operators with no interest in the issue nor even further work with Council must be emphasised. Citizens have grown wary of consultants and experts delivering the result which government pays for in order to earn further work. The Foundation's own brutal self-interest – *to prove that citizens can solve problems for themselves if given the scope to do so* – should be openly and actively shared.

NDF seeks to change how we do government, and to do so in a way that sees public decisions earn widespread public trust. Should the project prove successful we would invite Penrith Council to lead a conversation in changing how we do democracy to provide a point of leadership many citizens are keenly seeking.

About The newDemocracy Foundation

The newDemocracy Foundation (NDF) is a not-for-profit research group, with a particular focus on best practice citizen engagement and innovations in democratic structures. NDF believes that many consultation processes consist of feedback forum events largely attended by interest groups and hyper-interested individuals.

Such processes do not result in communities feeling they have had a say. In contrast, NDF's proposal is to provide a jury-style process which enables a more representative section of the community to deliberate and find a consensus response. By combining the three elements of random selection, the provision of time and access to all information, and independently facilitated forums for dialogue, a much more robust and publicly trusted outcome can be obtained which can assist governments in achieving public acceptance of hard tradeoffs.

NDF provides design frameworks for public deliberation and overall innovation in democratic models. **Our research and advocacy is focussed on identifying less adversarial, more deliberative and more**

inclusive public decision-making processes. Our services are provided on a cost recovery basis - consistent with our structure as a not-for-profit research Foundation, with services provided pro bono on occasion. We are not a think tank and hold no policy views. We also commission independent third-party research which occurs in parallel to the process in order to ensure robustness and to capture the potential for improvements to existing democratic processes.

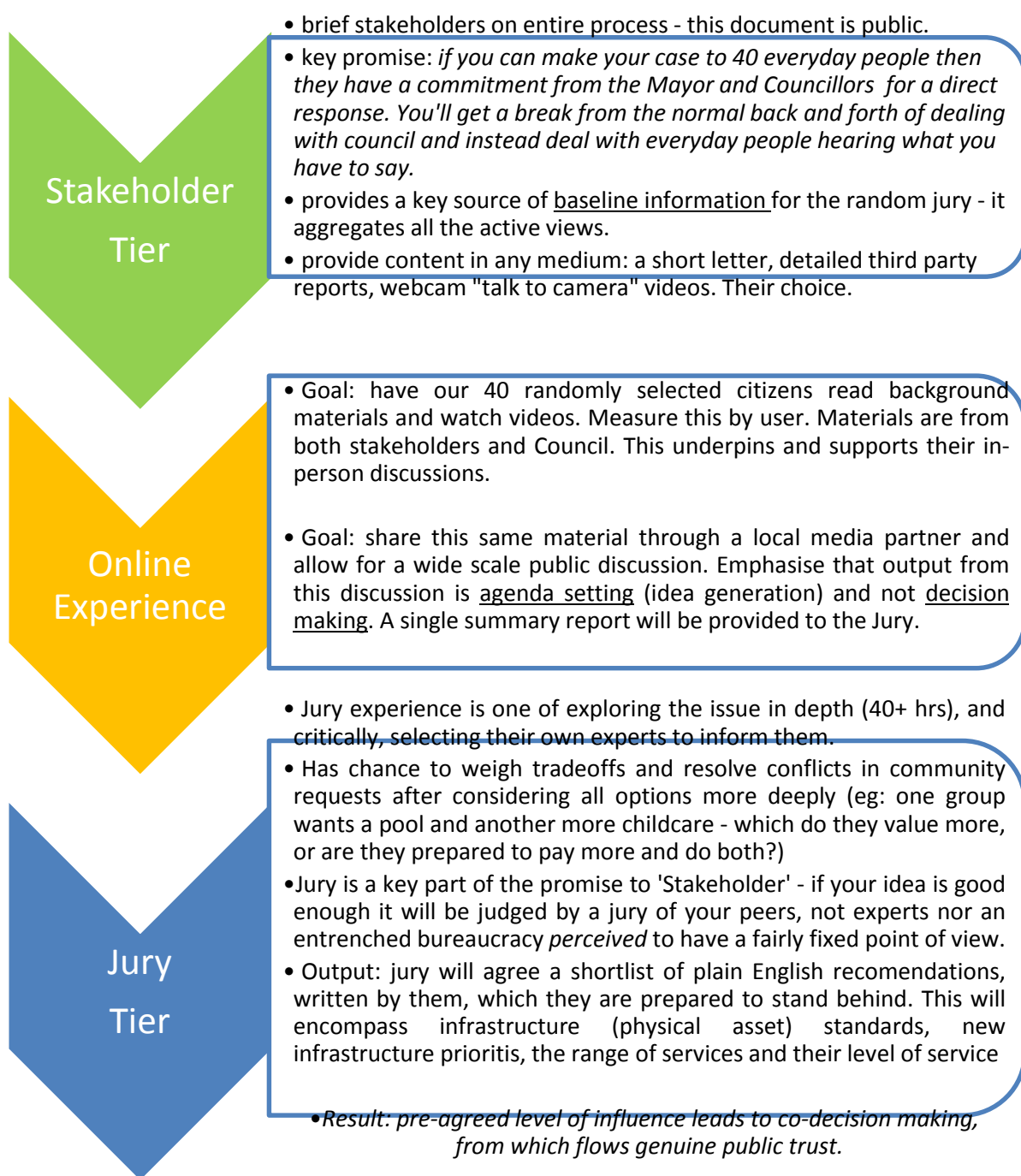*Rationale: Growing Trust through Public Accountability and Transparency*

The newDemocracy Foundation contends that if the public was told that 40 of their fellow citizens had reached consensus around how best to spend the RGF after studying detailed information and hearing from subject-matter experts of their own choosing, then the community is more likely to trust this process over the announcement of the *exact same outcomes* delivered by a Premier, a Minister, a Mayor, or an individual expert. Public trust in government has declined and we respond to this.

In a murder trial, public trust is placed in a jury's verdict, without looking at each piece of evidence, because a trusted group of citizens was given sufficient time and access to information – and was free from outside influences (or even the perception of such influences). There is ample research evidence that supports that this same model can be applied to public decisions in general. More than 1100 case studies have shown that, by giving a representative panel time and information upon which to deliberate, stronger public engagement is achieved – as well as higher quality decisions (Diversity Theorum).

It should be noted that traditional models of community engagement do not contribute substantially to acceptance of the final decision: those with a specific interest and the loudest voices tend to dominate – one wins, others lose. The newDemocracy Foundation will encourage all these interest groups to make their cases to the jury so that these views are heard without having a disproportionate influence.

Methodology

This process is best summarised as comprising three stages.

Stakeholder Tier

- brief stakeholders on entire process - this document is public.
- key promise: *if you can make your case to 40 everyday people then they have a commitment from the Mayor and Councillors for a direct response. You'll get a break from the normal back and forth of dealing with council and instead deal with everyday people hearing what you have to say.*
- provides a key source of baseline information for the random jury - it aggregates all the active views.
- provide content in any medium: a short letter, detailed third party reports, webcam "talk to camera" videos. Their choice.

Online Experience

- Goal: have our 40 randomly selected citizens read background materials and watch videos. Measure this by user. Materials are from both stakeholders and Council. This underpins and supports their in-person discussions.

- Goal: share this same material through a local media partner and allow for a wide scale public discussion. Emphasise that output from this discussion is agenda setting (idea generation) and not decision making. A single summary report will be provided to the Jury.

Jury Tier

- Jury experience is one of exploring the issue in depth (40+ hrs), and critically, selecting their own experts to inform them.
- Has chance to weigh tradeoffs and resolve conflicts in community requests after considering all options more deeply (eg: one group wants a pool and another more childcare - which do they value more, or are they prepared to pay more and do both?)
- Jury is a key part of the promise to 'Stakeholder' - if your idea is good enough it will be judged by a jury of your peers, not experts nor an entrenched bureaucracy *perceived* to have a fairly fixed point of view.
- Output: jury will agree a shortlist of plain English recomendations, written by them, which they are prepared to stand behind. This will encompass infrastructure (physical asset) standards, new infrastructure prioritis, the range of services and their level of service

- *Result: pre-agreed level of influence leads to co-decision making, from which flows genuine public trust.*

It is proposed that the **Penrith Citizens' Jury** (CJRG) will be run across the area in a **range of council locations** –comprising *approximately* **35 participants.** They will be convened for **five meetings** after working together online to read about the issue and getting a 'rolling start' to understanding the depth and breadth of council's operations.

Deliberative processes around the world have been extensively adapted and localised. NDF's have tended toward slightly larger numbers of participants with considerably greater amounts of time for in-person meetings (5-6 days spread across three months). The principles of deliberation can be applied in a range of formats and are customised to the topic and the community. And the deadline – this is a project meeting a hard practical need and not an esoteric exercise being done for interest.

Our conscious decision to pursue this format is based on the importance of achieving "people like me" descriptive (visual) representativeness while ensuring that sufficient time is spent on the issue. This ensures that those active in the sector acknowledge the bulk of the participants have a deep understanding of the topic – and just as importantly that the participants feel so invested in their recommendations that they will take the hard step of standing alongside Council to advocate for implementation.

The participant count is slightly fluid to allow for the statistical profile match to the Census to be maintained even if there is a shortfall in a single category. The more citizens can identify with an individual participant and see "people like me" making a decision rather than government "telling them what to do" the greater the chance of success both in enabling a decision and in having the wider community amenable to its content.

There is negligible statistical impact (in confidence level and confidence interval) on representation within that range. It is notable that recent research from Princeton on the 'wisdom of crowds' highlights the greater capacity of small groups rather than large in complex situations (read more: http://rspb.royalsocietypublishing.org/content/281/1784/20133305)

In order to achieve a descriptively representative sample, nDF has considered a range of stratification options. Our recommendation is to proceed with only basic variables (age, gender) and leave it to the statistical benefit of randomisation and probability to deliver people across a range of professions, lifestyles, ethnic and cultural backgrounds etc. The household type variable (owner occupier or tenant) is used as an effective surrogate indicator of income and education which may otherwise prove unlikely to be accurately disclosed – and we are particularly mindful of the need to have the broadest possible range of educational backgrounds in the room.

The jury can and should be complemented by any traditional engagement techniques (surveys, websites, forums, interviews, Advisory Committees, etc.) which Council is already pursuing. This builds on the history and knowledge found in the actively-engaged community. Any additional materials can simply be provided as part of the library of materials made available to the jury.

The stakeholder tier which underpins the jury session will commence with an earlier session of stakeholders and interest groups _spanning the full spectrum of views_ to allow them to be briefed on detail on the process and interrogate our methodology (and neutrality): this is essential to building confidence in the process. It is proposed that this group would be given the opportunity to prepare written/ video materials for the citizens' jury **and** potentially to work together to agree on a number of the panel of experts the jurors should be exposed to in one session. This is designed to address the obvious, simple criticism *"if you haven't heard from person X, how can the process be well informed?"* (which emerged from a research report following the process conducted with the City of Sydney and NSW Premiers' Office).

In addition to the process above, the successful facilitator will be strongly encouraged to include a specific Speed Dialogue session to open the jury process. This allows for Councillors <u>and</u> community voices to present their views and engage in Q&A in an 8-10 person conversational setting. The use of speed dialogue (small groups rotating among all participants for ~5-8 minutes each) encourages the sharing of a wide range of perspectives and experiences and a high volume of juror questioning which accelerates their learning and understanding. Equally importantly, the two way exchange increases trust for all parties who see a jury that really is representative of their community and is asking insightful questions.

Selection of Participants

Random selection is the key tool used to identify participants as a means of securing a <u>descriptively</u> representative sample of the community. Stratification will be used to ensure a mix (matched to Census data) by the variables described above. This is not claimed as a "perfect" method, but it delivers a more representative sample than any other community process.

In a comparatively small sample, the wider community will clearly see "people like me" in a sample drawn evenly in this way. Descriptively, we will secure people from all walks of life.

We will post invitations to a random sample of 5000 physical addresses (not billing addresses) drawn from Council's GIS system (address only, no names). This ensures that tenants and those not on electoral rolls are reached – in short, the widest possible catchment. Where concerns exist about under-representation we are able to use complementary databases to flood the initial sample without affecting the second round draw (eg: TAFE databases help to address notoriously poor response rates among 18-24 males).

Recipients of the invitation will be invited to register electronically with nDF to indicate that they are available for the final selection. Based on those available, a second round stratified random draw is then conducted which seeks to randomly match to the stratification detail set out above. The oversampling exercise is conducted simply to ensure sufficient diversity exists in the pool from which this second (final) draw is delivered.

The response list is then checked against the original invitation list. NDF has previously used unique security codes on each invitation to prevent the invitations being passed on (defeating the random element), but in practice the simple measure of automatically ensuring addresses registered match to one where we sent an invitation has proven sufficient – it is very easy to call to confirm a registration and ask where they received it if we can see we didn't post one. (We make these calls as occasionally a business owner will receive one at a work address and register from a home address.)

Just as in juries payment of per diems is **strongly** advised so as to avoid excluding participants who may find this a hardship: this is proposed as $500 per participant in total.

Invitations will clearly note that this payment will be made for time, and that meals are provided.

Invitations should come from the Mayor and Councillors to emphasise to potential participants the likely importance and impact of their involvement in the task. We emphasise the newDemocracy name

to note the independence of a selection process which is outside the control of government. They will explain the process and ask the recipient to decide to confirm availability for selection *(5% response rate targeted)*.

From the positive responses, a sample is drawn electronically based on the pre-agreed stratification goals referred to above. The aim is to achieve a group descriptively representative of the community even if one subset of the community responds disproportionately to the initial invitation. The key measure of success is partly subjective: do Council, the wider community and the media see a group that looks like who they see in their daily lives?

The sample drawn is contacted by email seeking a confirmation in writing from the participant, and NDF also contacts each participant twice by phone prior to the first meeting to build a personal commitment to participating: once underway we can't backfill for non-attendees so those selected need to feel sufficiently engaged to attend on the first day regardless of other circumstances.

Preparation and Information Process

Information and judgement are required in equal parts to reach decisions. newDemocracy advocates these processes because the judgement of random samples (or mini-publics) has been shown to achieve very high levels of public trust because they are non-partisan. It is thus imperative that the method of provision of information to the policy jury does not erode that trust.

There is no such thing as "perfectly impartial" information: the facilitator will explain to the participants that *all* sources have a point of view and that some bias is inevitable. Deliberation gives them the time to identify this and provide balance. It is the jury's own diversity that is the most effective counterbalance to bias (real and perceived).

There are three key sources of information to inform the deliberations:

1. A baseline information kit provided by Council. This is not an annual report, but a plain English exercise in **candidly describing** – and where possible **mapping** – the services and assets of Council. Break the budget into $500,000 to $5m pieces which describe the services and infrastructure where the money is spent. Yes, this is far harder than it sounds.

   Council's information necessarily comes in two parts: one is straightforward and factual in the presentation of what is spent, and the latter captures that Council is entitled to 'present a view' when it comes to potential or preferred solutions, as the process allows for other competing views to be equally aired. Government always has a view: our recommendation is not to obscure this in faux neutrality.

2. Submissions from active stakeholders and interest groups will provide a complementary set of information to round out perspectives on the topic. These are to be provided unedited (bar redacting of contact details for individuals, and where this occurs NDF will note an edit has occurred), and should be made public in chronological order to avoid a perception of bias which comes with other forms of categorisation – i.e. do not imply one submission is "better" or "more important" or cluster *Infrastructure A* ahead of *Service Type B*. (If you put all the

people commenting on roads it strongly implies that's the most important issue to council. The point of the exercise is to find the most important issue for everyday people.)

3. Responses to juror questions. Central to the open, non-leading nature of what we do is to simply ask participants *"What do you need to know and who do you trust to inform you?"*. Some of these will be questions of fact to be responded to by Council with supporting primary sources. Others will require NDF to source the person specified by the jury. Facilitators and NDF ensure there is no ambiguity (and thus room for subjectivity) in these requests.

What Does the Citizens' Jury Decide?

It is of central importance that the limit of the group's decision-making authority is pre-agreed and clearly conveyed. This must be expressed simply, broadly and openly so as not to be interpreted as directing a particular decision. Given the limited span of time, the topic proposed has been narrowed to provide the group with a tighter focus.

It is proposed that the <u>remit</u> of the panel is to reach agreement on a recommended approach to the following:

> ### *What local services and infrastructure do we need in Penrith?*
>
> ***Like every government we have more things to spend money on than we can afford. Our current budget is $x m and we have $yy m of future major projects planned.***
>
> ***Which should we do and to what level of quality - and how should we pay for it?***

In terms of <u>authority</u>, it is proposed that:

> **The Mayor and Councillors will meet with the Community Panel in person to discuss which of your recommendations will be implemented.**
>
> **It is the intention of Council to implement as many of the Panel's recommendations as possible - however the final decision rests with the elected Mayor and Councillors.**

In short, this needs to pass the test of being the single best offer to participate in a shared public decision that a citizen can ever expect to receive - and this is central to the very high positive response rates we are able to achieve for jury invitations of this type.

What Constitutes a Decision?

In order to shift the public mindset from adversarial, two-party, either/or contests and convey a message of broad-based support for the recommendations, NDF recommends an <u>80% supermajority</u> be required for a final decision from the jury. In practice, citizens' juries tend to reach consensus (or

group consent) positions with minority voices included in any report; they rarely need to go to a vote. Decisions are frequently unanimous.

Facilitators are advised to note the value of recording dissenting views (minority reports) in recommendations as the objective is to most accurately reflect the view of the room. For example:

> *Recommendation: we should go outside in the sun.*
>
> *Minority view: 8% of the room were of the view we should not go out in the middle of the day but other times were fine.*

The addition of the minority view serves to create a statement that more of the room can agree accurately reflects the discussion, however, the core recommendation always needs to have 80% support.

Operations

Skilled facilitators, experienced with deliberative methods, will be required and should ideally be recognised by the International Association of Public Participation (IAP2).

The newDemocracy Foundation will operate the jury selection process to ensure there is the highest public confidence in the rigour and independence of the randomisation of invitations (and by extension as to why a given individual was not selected). As we have experienced in other processes, the public will accept our 'rejection' far more easily than if this is required to come from government, as principal.

Meetings should be held at a number of Council venues around the area to maximise the exposure to different parts of the area (and different assets). Provision should be made for a short tour which allows council to show key assets in various states of repair. Venues accessible by public transport are an advantage.

Media Role

The role of the media in supplying information about the exercise is crucial. We have noted in other processes that the community should have the chance to see and identify with the people involved: an evoked response of *"people like me made the decision"* will see the recommendation earn widespread trust.

It is crucially important that the Mayor visibly endorse the process *at the outset before any results are known*.

Costing Outline

Key cost areas within the direct NDF scope of responsibilities are outlined below.

a. Printing and postage estimated at $7,000 (5,000 pieces).

b. Database access costs (nil)

c. Participant per diems (35 x $500 pp) of $17,500

d. Facilitator (2 people plus planning and preparation days) of $52,000

e. Catering (40 x 5 days x $55pppd) of $11,000

f. Licensing of online discussion tools and moderation (cost recovery/ use existing Council platform)

g. Provision should be made within the budget for a reasonable level of expenses for nDF representatives and expert speakers: estimated at $2,000.

h. Costs for stakeholder briefings are embedded in items (d) and (g)

i. Venues (with AV capability) are assumed to be available in council buildings or at negligible cost (linked to a minimum catering order in Item e).

Items a-h amount to **$89,500.** All figures ex GST.

Process design and selection administration will be provided by the Foundation on the cost recovery basis included in point 'h' below.

As a research institute the Foundation requests:

i. that Council contributes to a research fund which will capture what is learned through the innovation process up to the value of **$10,000**. As part of our ATO compliance, the topic of research will be set by the Research Committee of The newDemocracy Foundation.

h. that a services grant of **$30,000** is made to the newDemocracy Fund which contributes to the operation of the Foundation and to the future of improving democracy in Australia.

These research items amount to an additional **$40,000.** The total Jury component of the project cost is thus **$129,500**.

Key Issues to be managed:

➢ Mayor and Councillor agreement as to process – most specifically the remit and authority.

➢ Interface with internal subject matter experts to generate high quality baseline information kit.

➢ Involvement and embracing by stakeholder contributors to ensure accessibility and availability for participation.

➢ Wider interest group buy-in/ communications and focus on breadth of submissions, and communication of the opportunity to make a submission. Early scheduling of NDF briefing session (likely multiple) strongly advised.

- Identification of complementary data sources to ensure diversity of invitation reach.

- Selection of simple and functional online tools.

- Allocation of responsibilities for communications task (this is also an education campaign for the broader community for a new concept, and needs to be approached as such).

- Early securing of venues.

- Early recruitment of facilitator, and facilitator's review and contribution to this process design at an early stage.

PENRITH CITY COUNCIL
THE PENRITH WE WANT

IDENTIFYING THE VIEW OF AN INFORMED PUBLIC

<u>What local services and infrastructure do we need in Penrith?</u>

Like every government we have more things to spend money on than we can afford. Our current budget is $x m and we have $yy m of future major projects planned.

Which should we do and to what level of quality - and how should we pay for it?

The Mayor and Councillors will meet with the Community Panel in person to discuss which of your recommendations will be implemented.

It is the intention of Council to implement as many of the Panel's recommendations as possible - however the final decision rests with the elected Mayor and Councillors.

The Citizens' Jury is asked to make specific, measurable and actionable requests.

Kickoff	Council, nDF and partners preparatory planning session. Key topics: ➢ Identify required background materials and expert/ contributor program for inclusion. Agree document co-ordinator and delivery date. ➢ Single point of contact PCC Project Manager. ➢ List stakeholder communication targets for submissions and contributions (interest group involvement). ➢ Identify local media partners and seek early briefing. ➢ Revise/ amend/ review program dates and goals. ➢ Agree media and communications protocols – how we work together. ➢ Final budget approval by all parties. ➢ Finalise date specifics – check for major event clashes. ➢ Finalise venue bookings. ➢ Dataset confirmed and supplied.
July	<u>Deadline</u> for recruitment and briefing of independent, skilled lead facilitator – **mid July** (this document and 3-way briefing call or in-person mtg) Selection of online platform services – **end July** Media briefing, call for submissions and invitation to stakeholder briefings commence **Week 1 August** (submissions accepted until second Jury meeting end September). Datasets provided – **Monday July 13th**

	Printed invitations designed and approved **Monday July 13th** Printed invitation posted **Friday July 17th** RSVP final close (soft date) **Friday August 7th**

August	First round selection to secure jury representatives. (<u>Complete</u> by **Friday August 14th**)
	   ➤ Seeking approx. 38 citizens (35 plus reserves).
	   ➤ Email explanation of commitment required: attendance at all elements of process, active (and measured) reading and discussion online.
	   ➤ Stratified random sample to deliver descriptive match to community (NDF to provide technology/ expertise and to call each selected participant).
	      N.B. List of attendees will <u>not</u> be provided to Council as part of neutrality promise. Cynics will suggest these people are handpicked favorites of government: the best counter argument is to encourage an FOI request which return zero contact with this jury.
	
	   ➤ Online environment/ forum tested and loaded with submissions.
	
	   ➤ Council ready to provide final Information Baseline kit (online and hard copy) **August 10th**

Wed Aug 12th	Finalisation of Jury. **Provision of welcome kit of materials** (via email, limited distribution by hard copy in post).

Online Step 1
 	
Thurs Aug 13th
 	
15-30 minutes
	Immersion, Familiarisation & Norms
	   ➤ Invitation to register for online reading tool – provision of log in details on email and companion reminder SMS.
	   ➤ Pre-load with names and email addresses to smooth entry point.
	   ➤ Simple first exercise *"Say hello and tell us a little about yourself"*
	   ➤ Starting point survey: measure initial attitudes, preconceptions and beliefs. Transformation/ change in viewpoint is worthy of measurement.
	
	   ➤ Checkpoint: how many have successfully logged in and posted comment – **Aug 16th** *(must contact others)*

Online Step 2
 	
Thurs Aug 20th
 	
2 hours reading
 	
30 min posting time.
 	
30 min read posts.
	Read, Share and Question
	   ➤ Open up new forum/ discussion topic.
	   ➤ Focus question: *What two things did you find most surprising or interesting when you read about Council? What did you learn that you would like to share with the group?*
	
	   ➤ Focus question: *Who could we ask for help to better inform us? What is it we need to know, and who do we trust to give us a fair answer?*

Day 1 **Saturday September 5th** *(Full day required)*	**Opening day: The First Deliberation– The Learning Phase** ➢ Introduction of the topic upon which they will deliberate: understanding remit and authority. Explanation of influence and context: what will be done with the results the Jury produces. ➢ Introduction of the process, and its precedents; understanding the inevitability of bias & importance of constructive, critical thinking/doing. ➢ Agreement on Jury guidelines for participation. ➢ Panel sessions with up to 8 expert speakers driven by each group's online discussions prior to meeting and those agreed by stakeholders and the Steering Group. ➢ "Landscape Session" from Council– an introduction to all the various forms of gambling available to the community. ➢ Key deliverable: Jury to identify speakers sought for future assemblies. Welcome from Mayor strongly recommended if possible. (9-10am)
Day 2 **Saturday September 26th** *(Full day required)*	**The Second Deliberation – Understanding** Jury will still be exploring content from background materials and 'learning what they don't know' to generate further requests for information and expertise. Subject to scheduling a speed dialogue session with Steering Group should be included at this meeting. Ongoing online discourse among the panellists is encouraged during the "away" period.
Day 3 **Saturday October 17th**	**The Third Deliberation – Focus** The Jury will be asked to think about a structure for their report/ presentation to the Mayor and Councillors. No templates or pre-written content is provided – it is important they start from a blank sheet of paper rather than endorsing a Draft document produced by Government. Two or three further speakers, and potentially a technical session (i.e. what is legally possible), are likely at this meeting. A panel discussion may be scheduled to maximise knowledge/ perspective sharing opportunity. Three key checkpoint questions of value can be put to assess progress: *1. How does our understanding of this issue help answer the question?* *2. Why is it critical to the success of setting our priorities for spending?* *3. What else do we need to understand about this issue to best advise the Council?*
Monday following	*Convenors' Review: do the participants need more time or assistance to come to a full understanding of their choices? Potential to extend meeting schedule at this point while still meeting final date requirement.*

Day 4 **Saturday Nov 7th**	**The Fourth Deliberation – Reflect. Discuss. Deliberate.** The goal is to provide a face-to-face forum for the jurors to reconvene to discuss their views in small groups. The facilitator should encourage groups to move toward commencing the prioritisation task and end the day with a "long list" of priorities and possible funding structures. The draft report has form but may still have "rough edges". An Executive Summary of 5-7 top priorities should be agreed but specific action items within those areas may still be amended. Time for discussion among participants (rather than parades of scheduled speakers) is key to allowing sharing of views and genuine deliberation.
Day 5 **Saturday Nov 21st**	**The Fifth Deliberation – Shared Goals** Consensus session which may incorporate new information to reinforce or support the recommendations. A read-through session to finalise the draft report. Stress testing can occur. NDF can play devil's advocate to note where recommendations are open to subjective interpretation or are in cross-conflict. This does not (must not) re-direct the jury's intent, but is simply an exercise in critical thinking. Recommendation(s) must be Specific, Measurable, Actionable, Realistic and with a Time horizon. Report should be effectively final today.
Day 6 **Saturday Dec 5th** *Half day*	**The Final Deliberation** Can we live with it? Juries frequently reflect on what they should have done. The facilitator will push them to complete in five days: this day is held knowing that they will have felt rushed to hit that deadline and are highly likely to require this time. The extra time to settle creates greater confidence in their own recommendations and there remains scope for refinement to ensure that their Clarity of Intent has been captured in the final document.
Spare Day *Midweek evening*	*Ensure venue held in the event the jury requests extra time to complete the task and reach consensus.*
Can be Jan/ Feb – tba by Council	**Shared Decisions – Discourse with the Mayor and Councillors** The Mayor and Councillors have a discussion with the Jury having had a chance to review the report. A chance for a number of councillors to speak frankly and also gain a deeper understanding (and perhaps seek clarification) on the rationale behind decisions.
January 2016	Process debrief and agreement on Action Items.