

PROCESS DESIGN FOR INFRASTRUCTURE VICTORIA

**TRADEOFFS NOT WISHLISTS**

OVERVIEW:

ADDING A CONSIDERED PUBLIC VOICE IN MAJOR PUBLIC DECISIONS

Overview

Infrastructure Victoria was created in October 2015 to move public decision making “beyond politics”. Implicit in this action is a recognition that the decision to spend considerable sums of public money and likely accord a commercial benefit does not enjoy a considerable level of trust in the community today.

Infrastructure Victoria is tasked with delivering a 30-year plan. It will be judged successful if the priorities are seen to reflect fair decision making based on evidence and a willingness to reflect community priorities: you can’t do everything, and the decision to invest in A rather than B needs to reflect a community view of what is important.

Deliberation is a balance of two key elements: the broadest array of information available, and an equal opportunity for participants to share their views and contribute to the discourse. We will take a small but highly representative group of citizens from a metropolitan Melbourne and a regional 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.

A project of this nature must be coupled with a broad engagement process, so this design factors in earlier integration of the highest value non-deliberative mass engagement processes which IV plans to undertake. Our contention (to be tested) is that traditional mass engagement will be of greater value if it is orientated toward a decision making group that the public is confident will actively consider their input. Bluntly, are you more likely to be heard by 70 of your peers, or by a government agency doing business as usual?

Infrastructure Victoria have released materials categorising infrastructure into nine categories: we will use this useful categorisation but be sure to allow for visioning exercises at each step to ensure that this is not an exercise in citizens picking projects from a list. Genuine ownership of a hard decision will derive from being able to affect the decision at every step. If a tenth (or twelfth!) category is needed, their report will reflect that.

As with all nDF projects, this is an area where any action taken by a government (regardless of any party affiliations) is likely to draw criticism from those who don’t get what they want. Infrastructure is beneficial, so commentators and critics will look to see if they fall in Left, Right or marginal electorates. All decisions beget cynicism. We will provide a representative group and a process which practically and visibly has the capacity to defeat the cynicism.

## Background and Context

Victoria today has a population of 5.9m, but in 30 years' time there are expected to be 3.6m more citizens. They will do different jobs, live in communities not yet built, have a higher average age and demand different services – and the planning and investment decisions supporting them will be decided by recommendations from the Infrastructure Victoria Board to the Government of the day.

Major new infrastructure in Victoria (proposed and constructed) has drawn controversy in recent history. NDF has no position on the merits of projects such as the desalination plant or East West Link – we simply note that the community input on any project tends to be drawn disproportionately from local interests through simple campaigned slogans. The community has a right to a say in these major decisions: what has not been provided thus far is a chance to have a genuinely representative cross section of the community involved, with them given the time and depth of information necessary.

Infrastructure Victoria have provided a 9 point categorisation framework that sets out the starting point for investments to be considered:

- Water (including waste-water) and waste
- Transport (including public transport, freight, ports and airports, cycling and walking, and roads)
- Energy
- Education and training
- Health and human services (including social housing)
- Justice (including courts, police, corrections and emergency services)
- Cultural, civic, sporting, recreational and tourism
- Science, agriculture and environment
- Information and Communications Technology ('ICT')

Citizens have traditionally been asked to 'tick off' individual projects as they were put before them. This is the first attempt to engage them to co-design an overall portfolio and in so doing earn an understanding of the challenging nature of integrated planning and decision making.

## Project Objective

The IV Board – and the wider community – will be given a *considered consensus view* about which projects are 5 year and 30 year priorities for the State, and agreement will be found regarding how they want them to be paid for.

We have no expectation citizens will become experts. We have full confidence that they will be able to weigh competing viewpoints, identify experts of their own choosing, integrate other sources and reach agreement on a fair tradeoff. We have confidence that the recruitment and operations of the jury will defy a cynical view that they are somehow 'staged' as jury selection is visibly hard to cheat – and the participants themselves are the proof. Communicating this from the outset needs to be a shared objective.

Citizens will be asked to frame their responses with basic alignment to the nine categories outlined above, so IV can be confident that the response will be comprehensive and not just focus on ‘visible’ assets.

We do not turn citizens into subject matter experts. IV 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 otherwise have taken?***

As with all jury-style processes, our 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. Equally, those active interests must be engaged sufficiently early and substantively as to see the process as worthy of an investment of their time.

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 IV.

Equally, the role of NDF as non-partisan operators with no interest in the issue nor a desire for ongoing work with Infrastructure Victoria 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’s project objective aligns to our desire to deliver public decisions earning widespread public trust.

#### 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 40-60 of their fellow citizens had reached consensus around the need to proceed with Projects A, B and C, and/or to apply charges in other areas to manage demand, then they immediately have a greater chance of being trusted that someone in elected office, a public service role or an appointed capacity delivering that message.

If we can successfully convey to the wider community that citizens like them are being given complete access to IV's information assets, are studying detailed information and hearing from subject-matter experts of their own choosing, then the community's faith should increase still further

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 Theorem).

Equally, we respect the need of industry and advocacy groups to hold the view *“if you haven't heard from person X then how can you possibly be well informed”*. For this reason, we strongly recommend convening stakeholder sessions in the nine streams to allow that mix of interests to agree a baseline of expert speakers to present the introduction to the topic. It is also recommended they get extensive carriage of a briefing book.

## Core Methodology – A Funnel of Key Engagement Activities

The engagement commences with an early briefing to all known active stakeholders from industry and community to explain the entire process from today until the jury report and the final release of the Infrastructure Victoria 30 Year Plan. This will commonly involve invitations to 300-400 contacts known to government complemented by media release messaging.



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 achieved a solid 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 government to advocate for implementation.

Alignment and Integration with IV Engagement Plan

<p><b>Phase 1</b> <i>Until February 2016</i></p>	<p>NDF communicate to industry and community stakeholders who we are and role/ value of jury.  Stakeholders understand and value opportunity to present their view to this group as well as IV directly.</p>
<p><b>Phase 2</b> <i>Feb-April</i></p>	<p>Objective setting and understanding of needs will be shared with the community potentially via an NDF placement with a news outlet with a significant existing online audience.</p>
<p><b>Phase 3</b> <i>May - July</i></p>	<p>The Jury will be early in their deliberations as IV develops options in conjunction with the industry sector. The options developed by IV need to be freely shared with the jury, and scope given for them to request additional scenarios.</p>
<p><b>Phase 4</b> <i>Jun-Aug</i></p>	<p>“Prioritise and fund” is the core theme of the jury and also the focus of this phase. IV materials should note that the IV Board plan to listen and respond to a community view so that the citizen component is not viewed as a secondary appendix but as an equal complement to the professional view.</p>
<p><b>Phase 5</b> <i>Sep-Nov</i></p>	<p>The release of the draft should include the citizens report as an appendix and note in the body where the IV Board were influenced or guided by a citizens view shaping the decision.</p>
<p><b>Phase 6</b></p>	<p>It is recommended to have citizens’ jury members (4-5) joining the announcement of the final report to Government.</p>

## Selection

**We will operate two juries of approximately 43 citizens each: one in metropolitan Melbourne, and one in a representative regional area (Shepparton).**

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.

## Selection – Operational Detail

Random selection is the key tool used to identify participants as a means of securing a descriptively 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 jury 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 12,000 physical addresses (not billing addresses) drawn from land titles information or Australia Post databases (i.e. 6,000 per jury). 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 may also 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.)

**NDF will not provide any juror information to IV** (personal or contact details). Public cynicism around potential “vetting” is sufficiently high that our goal of public trust is threatened by any perception that lists are reviewed. IV will meet the participants for the first time on the first day of the jury.

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 IV Board 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.

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 IV, elected representatives, 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.

#### Complementary Engagement (prior to jury draw)

In this specific case, the jury can and should be complemented by a range of traditional and digital engagement techniques. We would ask IV to work collaboratively with NDF in selection of engagement tools to ensure key reporting and ID metrics are available for the jury component. We of course understand that the portfolio of activities undertaken by IV will be expansive and we simply seek visibility to these and an ability to contribute some small complementary efforts, detailed below.

NDF is able to bring to the table a number of tools to complement this effort, as media organisations have demonstrated a desire for joint projects with the Foundation. Our goal is to identify mass engagement methods which educate and involve the wider Victorian community.

1. Objective: *expand understanding of the underlying need/ challenge.*

An “expectations mapping” tool which serves to demonstrate to the user any gap between their views and the underlying facts is of value. To illustrate, media outlets have previously used this to allow people to estimate their income percentile or the cost of services, then to let them know the reality and how far away the average citizen is from a correct estimate. We propose utilising this for a series of “key understanding” areas stipulated by IV, including but not limited to 30 year population estimates, current levels of expenditure in various areas, subsidies vs user charges by infrastructure type etc.

2. Objective: *genuine Wisdom of Crowds exercise on detailed submissions.*

A further digital tool could be used to allow people to explore volumes of documents to raise questions about third party proposals. The technique provides an incentive for the wider community to consider submissions, gain an appreciation for what the jury are exploring, and to assist the jury with their task. The tool allows for aggregation of public questions and for highlighting important subsections of long reports.

3. Objective: *revelation of citizen’s intrinsic preferences (‘VoteCompass for Infrastructure’)*

All of us hold views which may have internal logical contradictions. One example can be a desire to not see public funding of Asset X, but also to oppose user payments. The purpose of this tool would be to ask a series (60+) of personal values questions with a view to revealing to the individual what their responses say about infrastructure funding models. We would ask them if they agreed with the assessment and compare it with an initial short survey to measure any transformative value. Much as VoteCompass attempted to demonstrate to citizens which party their views were most aligned with, this will attempt to do the same with views toward funding (and demand management measures) of various categories of infrastructure.

Individual tactical opportunities will also arise and this list is intended to demonstrate concrete deliverables which will be informative to the subsequent jury deliberations.

Beyond this, we understand IV will also use surveys, forums, interviews, Advisory Committees, etc. 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.

### Stakeholder Involvement

The stakeholder tier which underpins the jury session will commence with an earlier session of stakeholders (industry, councils, other government agencies) and interest groups spanning the full spectrum of views to allow them to be briefed in 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** to work together to agree on a number of the panel of experts the jurors should be exposed to in the first two sessions. This is designed to address the obvious, simple criticism "*if you haven't heard from person X, how can the process be well informed?*" (This 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 key stakeholders from industry, advocacy and community to present their views and engage in Q&A in an 8-10 person two-way 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.

### 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 Infrastructure Victoria. This is a plain English exercise in **candidly describing** – and where possible **mapping** – the 'problem' as IV sees it, and also the 'levers' available for taking action.

This cannot be a brochure. Shallow insubstantive materials simply push the citizens' questions later in the meeting schedule and skew the allocated time more toward information collection rather than assessment, deliberation and discussion of the materials. Where there is doubt, IV is strongly advised to miss on the side of too much detail rather than too little. (Samples from previous projects can be provided on request. Briefing books are commonly 120-150 pages.)

Infrastructure Victoria is entitled to "present a view". All parties always has a view: our recommendation is not to obscure this in faux neutrality, but to clearly differentiate the purely factual component from the subjective.

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 *Proposal A* ahead of *Proposal B*.

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 IV 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. It will serve to focus their discussions.

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

#### **What should we do to meet Victoria’s infrastructure needs?**

*Please note:*

- ✓ *We will feature the 9 key categories of infrastructure on invitation materials so they can see what is in scope without needing to make the question verbose.*
- ✓ *Prioritisation of projects is implicit (as you have to discuss what you want to then work out how you are going to get it). The question by design also opens up a question of funding models and demand management options – while using the word “pay” would have narrowed the discussion.*
- ✓ *The question is simple, easily accessible and understandable for any citizen to engage with.*

In terms of authority, it is proposed that:

***The unedited recommendations of the jury will be published by Infrastructure Victoria.***

***A response to your recommendations will be given in person by the Chair of Infrastructure Victoria.***

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 80% supermajority 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.

### Core 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.

NDF maintains ongoing oversight and also manages speaker recruitment. A dedicated project management liaison within IV is essential.

Subject to discussion with IV, provision could be made for a short tour which allows citizens to gain a firsthand appreciation for the infrastructure challenge.

### 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 critically important that the Chair of IV visibly endorses the process *at the outset before any results are known*. While our experience is with elected representatives rather than a Board, prior projects

demonstrate that those willing to take the risk at the outset of very publicly agreeing to listen to any result earn greater scope for action when the recommendations are presented.

An early strong statement to the effect that IV is integrating a deliberated community view at the outset (in stark contrast to the traditional approach of having a draft for comment and then seeing nothing change) should be accompanied by dates for information sessions open to all sizes and types of stakeholders.

### Costing Outline

*[This section should be redacted for the facilitator RFQ process and reinstated at the conclusion of procurement as part of NDF's full disclosure of project design and methodology]*

Key cost areas within the direct NDF scope of responsibilities are outlined below. Where these costs are incurred by NDF we only seek actual cost recovery and original invoicing will be supplied. Our preference is for costs to be handled directly by IV wherever possible.

**The costing outline is predicated on a metropolitan and regional jury being conducted in parallel on identical dates.**

- a. Printing and postage estimated at \$21,000 (14,000 pieces).
- b. Database access costs of \$2,800.
- c. Participant per diems (43 x \$500 pp x 2) of \$43,000
- d. Facilitator (2-3 people at each location plus planning and preparation days) of \$142,000
- e. Catering (43 x 5 days x \$55pppd x 2 juries) of \$23,650
- f. Licensing of online discussion tools and moderation (use of existing IV tool functionality.) Some media partner application functionality can be secured FOC: custom development will be at IV cost and discretion.
- g. Provision should be made within the budget for a reasonable level of expenses for nDF representatives and expert speakers: estimated at \$8,000.
- h. Costs for stakeholder briefings are embedded in items (d) and (g)
- i. Venues (with AV capability) are assumed to be available in government buildings or at negligible cost (linked to a minimum catering order in Item e). Allowance of \$15,000 made as a contingency.

Items a-i amount to \$255,450. All figures ex GST.

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

As a research institute the Foundation requests:

j. that Infrastructure Victoria contributes to a research fund which will capture what is learned through the innovation process up to the value of **\$15,000**. As part of our ATO compliance, the topic of research will be set by the Research Committee of The newDemocracy Foundation.

k. that a services grant of **\$55,000** 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 **\$70,000**. The total estimated project cost is thus **\$325,450**.

Key Issues to be managed:

- IV Board reach agreement as to process – most specifically and explicitly the remit and authority, as once announced this cannot be changed.
- Interface with internal subject matter experts to generate high quality baseline information kit.
- Active engagement of 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.
- IV confirm interest and willingness to work with relevant suppliers for wide reach online tools integrated to jury process.
- 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.

TIMELINE FOR 2016 DELIBERATIVE PROCESS:

INFRASTRUCTURE VICTORIA

**PROJECT: TRADEOFFS NOT WISHLISTS**

IDENTIFYING THE VIEW OF AN INFORMED PUBLIC

**What should we do to meet Victoria’s infrastructure needs?**

The unedited recommendations of the jury will be published by Infrastructure Victoria.

A response to your recommendations will be given in person by the Chair of Infrastructure Victoria.

***The Citizens’ Jury is tasked with making make specific, measurable and actionable requests.***

<p>Kickoff</p> <p>November /December 2015</p>	<p>IV, nDF and partners preparatory planning session.</p> <p>Key topics:</p> <ul style="list-style-type: none"> <li>➤ Identify required background materials and expert/ contributor program for inclusion. Agree document co-ordinator and delivery date.</li> <li>➤ Identify key IV speaker or nominee for “what is infrastructure” opening presentations on Day 1: this is a key role.</li> <li>➤ Single point of contact IV Project Manager.</li> <li>➤ List stakeholder communication targets for submissions and contributions (interest group involvement).</li> <li>➤ Identify critical media partners and seek early briefing.</li> <li>➤ Revise/ amend/ review these program dates and goals.</li> <li>➤ Agree media and communications protocols – how we work together. (“Managing independence”)</li> <li>➤ Final budget approval by all parties.</li> <li>➤ Finalise date specifics – check for major event clashes.</li> <li>➤ Finalise venue bookings.</li> <li>➤ Dataset confirmed and supplied.</li> </ul>
<p>January</p>	<p>Selection of online platform services – <b>Early Jan.</b></p> <p>Agree tools engagement – <b>Early Jan</b></p> <p><u>Deadline</u> for recruitment and briefing of independent, skilled lead facilitator – <b>Mid January</b> (this document and 3-way briefing call or in-person mtg)</p>
<p>February</p>	<p>Media briefing (Feb 15<sup>th</sup>), pre-briefings (w/c 1<sup>st</sup> &amp; 8<sup>th</sup>), call for submissions and invitation to stakeholder briefings commence (Feb 15<sup>th</sup>) <b>early-mid Feb</b></p> <p>Stakeholder briefing <b>week three Feb</b></p>

	<p>(Note at announcement submissions accepted until second Jury meeting <b>mid May 2016.</b>)</p> <p>Printed invitations designed and approved <b>Monday February 8<sup>th</sup></b></p> <p>Printed invitation posted <b>Friday February 19<sup>th</sup></b> RSVP final close (soft date) <b>Friday March 11<sup>th</sup></b></p>
<p><b>Mid March</b></p>	<p>First round selection to secure jury representatives. (<u>Complete</u> by <b>Friday March 18<sup>th</sup></b>)</p> <ul style="list-style-type: none"> <li>➤ Seeking approx. 45 citizens (43 plus reserves) in each location.</li> <li>➤ Email explanation of commitment required: attendance at all elements of process, active (and measured) reading and discussion online.</li> <li>➤ Stratified random sample to deliver descriptive match to community (NDF to provide technology/ expertise and to call each selected participant). <i>N.B. List of attendees will <u>not</u> be provided to IV 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 returns zero contact with this jury.</i></li> </ul> <ul style="list-style-type: none"> <li>➤ Online environment/ forum tested and loaded with submissions.</li> <li>➤ IV ready to provide final Information Baseline kit (online and hard copy) <b>Week 2 March</b></li> </ul>
<p><b>Week 1 April</b> (note Easter Wk4 March)</p>	<p>Finalisation of Jury. <b>Provision of welcome kit of materials Part I</b> (via email, limited distribution by hard copy in post).</p>
<p>Online Step 1</p> <p><b>Week 1 April</b></p> <p>15-30 minutes</p>	<p><b>Immersion, Familiarisation &amp; Norms</b></p> <ul style="list-style-type: none"> <li>➤ Invitation to register for online reading tool – provision of log in details on email and companion reminder SMS.</li> <li>➤ Pre-load with names and email addresses to smooth entry point.</li> <li>➤ Simple first exercise <i>“Say hello and tell us a little about yourself”</i></li> <li>➤ Starting point survey: measure initial attitudes, preconceptions and beliefs. Transformation/ change in viewpoint is worthy of measurement.</li> </ul> <ul style="list-style-type: none"> <li>➤ Checkpoint: how many have successfully logged in and posted comment (<i>must contact others</i>)</li> </ul>
<p>Online Step 2</p> <p><b>~April 10th</b></p> <p>2-5 hours reading</p> <p>30 min posting time.</p>	<p><b>Read, Share and Question</b></p> <ul style="list-style-type: none"> <li>➤ Open up new forum/ discussion topic.</li> <li>➤ Focus question: <i>What two things did you find most surprising or interesting when you read the Infrastructure Victoria information kit? What did you learn that you would like to share with the group?</i></li> </ul>

30 min read posts.	<ul style="list-style-type: none"> <li>➤ Focus question: <i>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?</i></li> </ul>
<p>Day 1</p> <p><b><u>Saturday April 30th</u></b></p> <p><i>(Full day required)</i></p>	<p><b>Opening day: The First Deliberation– The Learning Phase</b></p> <ul style="list-style-type: none"> <li>➤ 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.</li> <li>➤ Introduction of the process, and its precedents; understanding the inevitability of bias &amp; importance of constructive, critical thinking/doing.</li> <li>➤ Agreement on Jury guidelines for participation.</li> <li>➤ Key content: Panel sessions with up to 8 expert speakers agreed by stakeholders and the Steering Group.</li> <li>➤ “Landscape Session” from IV staff– an introduction to all the various forms of infrastructure.</li> <li>➤ Key deliverable: Jury to identify speakers sought for future assemblies.</li> </ul> <p>Welcome from IV Chair/CEO strongly recommended if possible. (9-10am)</p>
<p><b><u>May 11th</u></b></p>	<p><b>Distribution of Part II of materials to jury and stakeholders following Options Paper approval April 28<sup>th</sup>.</b></p>
<p>Day 2</p> <p><b><u>Saturday May 21<sup>st</sup></u></b></p> <p><i>(Full day required)</i></p>	<p><b>The Second Deliberation – Understanding and Immersion</b></p> <p>Jury will still be exploring content from background materials and ‘learning what they don’t know’ to generate further requests for information and expertise.</p> <p>Extensive involvement of third party speakers requested by the jury.</p> <p>Ongoing online discourse among the panellists is encouraged during the “away” period.</p>
<p>Day 3</p> <p><b><u>Saturday June 4<sup>th</sup></u></b></p>	<p><b>The Third Deliberation – Focus</b></p> <p>Early clustering of major ideas and any clear “in/out” decisions commences. 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.</p> <p>Further speakers requested by jury, and potentially a technical session (i.e. what is <i>legally</i> possible), are likely at this meeting. A panel discussion may be scheduled to maximise knowledge/ perspective sharing opportunity.</p> <p>Three key checkpoint questions of value can be put to assess progress:</p> <ol style="list-style-type: none"> <li>1. <i>How does our understanding of this issue help answer the question?</i></li> <li>2. <i>Why is it critical to the success of setting our priorities?</i></li> </ol>

	<p>3. <i>What else do we need to understand about this issue to best advise the IV Board and the wider community?</i></p>
Monday following	<p><i>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.</i></p>
<p>Day 4</p> <p><b><u>Saturday June 25<sup>th</sup></u></b></p>	<p><b>The Fourth Deliberation – Reflect. Discuss. Deliberate.</b></p> <p>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 for each. The draft report has form but will still have “rough edges”. An Executive Summary of 5-7 top priorities needs to be agreed but specific action items within those areas may still be amended.</p> <p>Time for discussion among participants (rather than parades of scheduled speakers) is key to allowing sharing of views and genuine deliberation. A handful of speakers is often required, often helping with small group discussions to expand and flesh out ideas.</p>
<p>Day 5</p> <p><b><u>Saturday July 16<sup>th</sup></u></b></p>	<p><b>The Fifth Deliberation – Shared Goals</b></p> <p>Consensus session which may incorporate new information to reinforce or support the recommendations. A read-through session to finalise the draft report.</p> <p>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) redirect the jury’s intent, but is simply an exercise in critical thinking. Expert speakers (including IV staff) may be invited by the jury to assist with the stress testing exercise.</p> <p>Recommendation(s) must be Specific, Measurable, Actionable, Realistic and with a Time horizon. NDF and facilitators will enforce this requirement.</p> <p>Report should be effectively final today.</p>
<p>Day 6</p> <p><b><u>Saturday July 30<sup>th</sup></u></b></p> <p>Half day</p>	<p><b>The Final Deliberation</b></p> <p>Can we live with it?  <i>Will we stand shoulder to shoulder in the media to explain our decision?</i></p> <p>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.</p> <p>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.</p>

<p>Spare Day</p> <p><i>Midweek evening</i></p>	<p><i>Ensure venues held in the event the jury requests extra time to complete the task and reach consensus.</i></p>
<p>Late September</p> <p><i>(two dates: metro and regional meetings should each be done in person)</i></p>	<p><b>Shared Decisions – Discourse with the Infrastructure Victoria Chair and Board</b></p> <p>A discussion with the Jury having had a chance to review the report and consider the outlines of a response. Formal written position not essential at this time, but a guideline date to provide this is a reasonable expectation. A chance for a number the Board to speak frankly and also gain a deeper understanding (and perhaps seek clarification) on the rationale behind decisions.</p>
	<p>Process debrief and agreement on Action Items.</p>