

BUILDING A SUBSTANTIVE ROLE FOR THE COMMUNITY

OVERVIEW:

IS COUNCIL SPENDING YOUR MONEY ON THE RIGHT THINGS?

Overview

Eurobodalla Shire Council (ESC) is at a critical juncture in its long term planning. Having sought and received approval for a special rate variation in 2015 to ensure ongoing financial sustainability, and with the upcoming election of a new Council scheduled for September 2016, it is judicious for the organisation to take stock and consider whether it is meeting the needs and expectations of its community. In short, to ask the question is Council allocating its resources to the right things?

This is also timely as immediately following the election, ESC will also be required to meet the next round of obligations of the Integrated Planning and Reporting Framework (IPR) under which all NSW councils operate. This specifically requires preparation of “a Delivery Program, detailing the principal activities it will undertake to achieve the objectives established in the Community Strategic Plan, within the resources available under the Resourcing Strategy”. Council is required to have the new Delivery Plan prepared and adopted by Council by 30 June 2017.

It is an explicit requirement of the IPR Framework that Council must consider the priorities and expected levels of service expressed by the community when preparing its Delivery Program. With this in mind, there is a clear logic to build in a substantive role for the community and to ask them the question of whether Council is spending their money on the right things. This will help Council achieve a significantly higher level of community endorsement, ownership of and support for the Program it develops.

Why do something different from the usual community engagement activities Council has used in the past?

Simply put, because it will allow Council to prepare a Delivery Plan that large numbers of the Eurobodalla community can look at and agree with its commitments, expenditure and priorities because they can see it was based on the recommendations of “people like me”, overseen by “people like me” and ultimately supported and endorsed by “people like me”.

In the absence of this enhanced process for consultation, there is every likelihood that any major directions the Delivery Plan outlines will face the standard degree of cynicism and skepticism which sees almost any Council plan interpreted as being flawed, self-serving or misguided. This is not a comment on the merits of a Council’s work or intent; simply a comment on importance of public trust

and the inherent difficulties Council faces. Community engagement which simply ticks the requisite boxes serves no meaningful purpose in achieving actual and practical community support.

In contrast, our concept is a simple one: take a fairly small group of people through a deep experience of the work done by Council and identify the areas of common ground they find. It is not an audit. It is not an expert advisory report. It is a valid and reliable summary of local views from the community which the new Council (post-election) can use as a key input. Councillors will know what the impassioned and motivated advocates feel is right for the community, because they hear from them often. This is useful to know. The jury is designed to inform Councillors of the informed views of people who are much less likely to ever engage with council. As a shorthand: our elected tend to hear from insisted voices. We are adding a structure to make some room for invited voices.

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 – 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 trade-offs attached to those decisions.

Importantly, in this project, nDF has deliberately designed a process to mirror an identical project being about to commence with the City of Greater Bendigo. As a research based organisation, nDF is highly motivated to understand how two regional localities respond to similar subject matter and designs. This is an unprecedented opportunity to observe, record and assess the two as both not only cover content related to local government services and expenditure, but will be operating within similar timeframes and therefore under similar external social/media/political environmental factors at state and national levels. This mirroring also offers ESC and Greater Bendigo an important opportunity to share learning and knowledge, continuing the strong tradition within local government of cross-organisational growth and development. nDF will be pleased to facilitate and support this connection and sees this as a valuable way to leave a strong legacy within both councils.

It is the aspiration of the newDemocracy Foundation (nDF) that at the conclusion of the process the Mayor and Councillors of the ESC value an ongoing role for randomly selected everyday people as a complementary voice in making public decisions.

Background and Context

Like many local government areas in NSW and across the country, ESC faces the challenge of having significant infrastructure to manage, maintain and renew as well as having an enormous breadth of services to deliver. Coupled with finite income sources; a geographically, socially and economically diverse community; and a level of existing community concerns around issues including the Rural Lands Strategy among others, and Council faces the unenviable task of trying to balance limited means with endless needs in an environment of narrowed trust.

ESC has a number of coastal towns, surrounded by rural areas and bushlands. In most circumstances we see, this pattern generally leads to a sense that the towns “get everything” at the expense of the outer areas. We have no idea of the *accuracy* of that view in this situation: it is intended to capture a

sentiment. The consequence is to simply highlight the need for any random draw to capture people from all parts of the area.

At a State level, an additional imperative has been created as IPR forces Councils to demonstrate genuine community support and engagement. While thin, broad methods such as surveys have traditionally been used to tick boxes of this type, the growing understanding, acceptance and valuing of “fewer and deeper” approaches as eliciting a representative and considered view means this project is fundamental to future planning. It is critical to note that the community will have freedom to take this conversation in any direction: they are not endorsing a council position nor rubber stamp a particular direction: they are being asked to come to their own conclusions after being given a problem, all the relevant information and a blank sheet of paper.

Project Objective

The incoming Mayor and councillors – and the wider community – will be provided with a *considered consensus view* about the range and level of services (in the broad sense, so including capital works) across all of ESC.

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 fair trade-offs and who should pay for what. 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.

Council should expect to receive clarity of intent and direction from these citizens. 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?***

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 single politician, an interest group, financial interest, or ‘people who know people’. 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 Council.

Equally, the role of nDF as non-partisan operators with no interest in the issue nor a desire for ongoing 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's self interest in this process is to demonstrate the desirability of a structural role for randomly selected everyday citizens in helping elected representatives take decisions which earn widespread public trust. We hold the view that the first council to take this step will take an iconic step in a transformative change to how we "do" democracy.

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 trade-offs.

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

nDF contends that if the local community was told that a random mix of 20-30 of their fellow citizens had reached consensus around the need to change a particular level of service, 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.

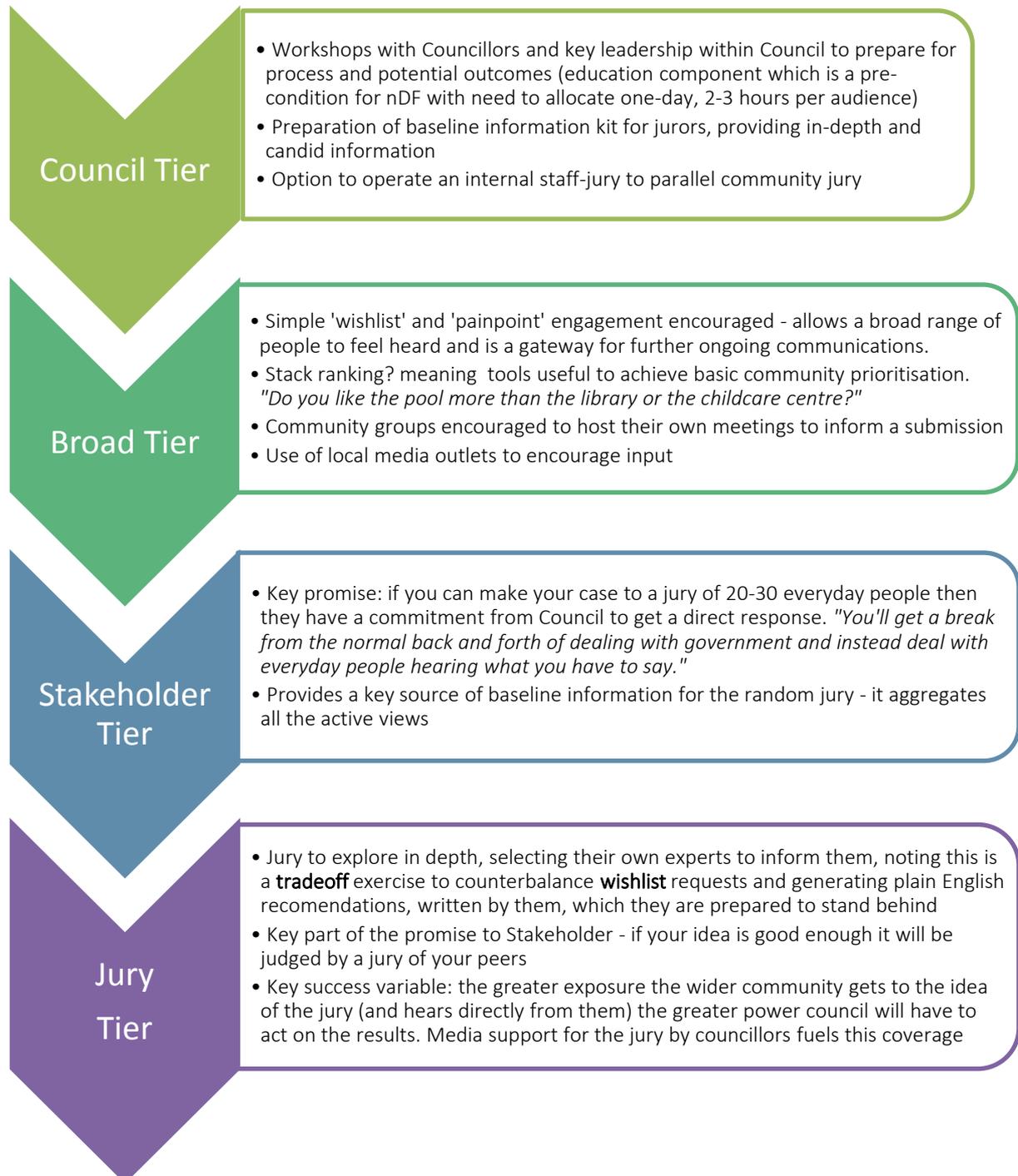
If we can successfully convey to the wider community that citizens like them are being given *complete* access to council's information assets, are studying detailed information and hearing from people of their own choosing who know about the topic then the community's faith should increase still further.

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 1,100 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

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 to allow that mix of interests to agree a baseline of expert speakers to present the introduction to the topic.

Core Methodology – A Funnel of Preparation and Engagement Activities

A jury process does not exist in isolation: there are many ways citizens like to get involved, and a good way to think of this is as a funnel. Those who drop in to council, those who write letters, have a proposal or use an online tool get the promise that all this feedback will be heard not just by councillors and council staff – but also by a jury of people just like them.



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.

nDF make a conscious decision to pursue a format skewed to in-person meetings and larger number of participants. We value the importance of achieving “people like me” descriptive (visual) representativeness while ensuring that sufficient time is spent on the issue and exploring it in enough depth to own the final group decision – a disaster is people ‘just raising their hand’ to get it over with. Our goal (one achieved in every past project) is that the participants feel so invested in their recommendations that they will take the hard step of standing alongside councillors to advocate for implementation.

Selection

We will operate a jury of approximately 24 citizens meeting for a mix of weekdays and weekends across 6 meetings.

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 basic variables of age and 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. The household type variable (owner occupier or tenant) is a further variable we use 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. Finally, we will stratify by postcode to ensure that a spread of participants come from outside the both urban and non-urban areas.

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 3,000 physical addresses (not billing addresses) drawn from land titles information or named data in the event Council is able to provide access to an appropriate dataset such as the electoral roll (this has proven to be variable/ subject to interpretation). We need to ensure that tenants are reached – in short, the widest possible catchment.

Recipients of the invitation will be invited to register electronically with nDF to indicate that they are available for the final selection (as a fall back, we also provide a phone number for people who prefer to contact us to register). 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 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 Council (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. Council 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 \$400 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 Council 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 council, 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.

Stakeholder Involvement

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 in detail on the process and interrogate our methodology (and neutrality): this is essential to building confidence in the process.

To be blunt: the more people attend this first session the greater the likelihood of trust and adoption. People trust that which they have had a chance to see firsthand, and this is borne out by a UTS research finding on an earlier nDF project with City of Sydney and the Premier's Office. Stakeholders who came to the first session grew in trust of government: those who remained absent actually became more hostile to government and the jury concept (rather than remain neutral).

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 the above 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. nDF 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 a plain English exercise in candidly describing – and where possible mapping – the status quo *and* any problem areas as council sees it, and also the 'levers' available for taking action.

This cannot be a brochure. Shallow 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, council 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 90-120 pages.)

Council is entitled to "present a view". All parties always have a view: our recommendation is not to obscure this in faux neutrality, but to clearly differentiate the purely factual component from the subjective. Please note that individual councillors should feel free to present a view as well, and this is done through the submissions process.

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 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. 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:

**Is Council spending your money on the right things?
If not, what should we change?**

While yes or no questions are generally avoided, we have delivered this as to short statements for clarity. 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 Council.

A response to your recommendations will be given in person by the incoming Mayor and Councillors.

A detailed written response to your recommendations will be provided by March 2017.

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.

nDF 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 council is essential.

Subject to discussion with Council, provision could be made for a short tour which allows citizens to gain a firsthand appreciation for the differing communities and assets outside the urban centre.

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 Mayor and a cross section of councillors visibly endorse the process *at the outset before any results are known*. 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.

Costing Estimate/ Outline

[This section should be removed 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 Council wherever possible.

- a. Printing and postage estimated at \$5,600 (3,000 pieces).
 - b. Database access costs nil (council GIS or electoral roll).
 - c. Participant per diems (24 x \$400 pp) of \$9,600
 - d. Facilitator (1 person is sufficient, plus planning and preparation days) of \$35,000
 - e. Catering (26 x 6 days x \$50pppd) of \$7,800
 - f. Licensing of online discussion tools and moderation: assuming access to existing tool (BangTheTable or equivalent).
 - g. Provision should be made within the budget for a reasonable level of expenses for nDF representatives (air, accommodation, car hire): estimated at \$5,000.
 - 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.
- Items a-i amount to \$63,000. All figures ex GST.

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

As a research institute the Foundation requests:

- j. 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.
 - k. that a services grant of **\$26,000** 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 \$36,000. The total estimated project cost is thus \$99,000.

Key Issues to be managed:

- Mayor and Councillors reach agreement as to process – most specifically and explicitly the remit and authority, as once announced this cannot be changed.
- Requirement for Councillors and staff to participate in a training workshop.

- Interface with internal subject matter experts to generate high quality baseline information kit.
- Active engagement of stakeholder contributors for briefing and submissions.
- Local media briefing about “innovating in doing government” rather than focus on topic alone.
- 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 review and contribution to process design at an early stage.

DRAFT TIMELINE FOR 2016 JURY PROCESS:

EUROBODALLA SHIRE COUNCIL

PROJECT: A SUBSTANTIVE ROLE FOR THE COMMUNITY

IS COUNCIL SPENDING YOUR MONEY ON THE RIGHT THINGS?

*The unedited recommendations of the jury will be published by Council.
A response to your recommendations will be given in person by the incoming Mayor and Councillors.
A detailed written response to your recommendations will be provided by March 2017.*

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

Phase	W/C	Component	Responsible
Design	2-May	Schedule Council, nDF and partners preparatory planning session (w/c 9 or 16 May) to cover all design factors referenced below	nDF
	9-May	Agree document co-ordinator and delivery date	nDF/ESC
	9-May	Identify key council speaker or nominee opening presentation on Day 1	nDF/ESC
	9-May	Nominate single point of contact council Project Manager	nDF/ESC
	9-May	Final budget approval by all parties	nDF/ESC
	9-May	Finalise date specifics – check for major event clashes	nDF/ESC
	9-May	Identify required background materials and expert/contributor program for inclusion	nDF/ESC
	9-May	List stakeholder communication targets for submissions and contributions (interest group involvement)	nDF/ESC
	9-May	Schedule Councillor and Key Leadership Team workshops (for w/c 23 May)	nDF/ESC
	9-May	Confirm dataset source and recruitment stratification	nDF/ESC
	9-May	Agree media and communications protocols	nDF/ESC
	9-May	Planning session	nDF/ESC
	Preparation	16-May	Provide Councillor workshop agenda and pre-workshop reading materials to Council
23-May		Lead facilitator appointed, initial briefing meeting scheduled with nDF	
23-May		Identify critical media partners and seek early briefing	ESC
25-May		Councillor and Executive and key staff workshops	nDF/ESC
30-May		Dataset confirmed and supplied	ESC
6-Jun		Determine online platform and protocols	ESC
6-Jun		Finalise venue bookings	ESC
6-Jun		Draft invitation prepared	ESC

	6-Jun	First draft of information kit for review	ESC
	20-Jun	Invitations finalised for print and distribution	nDF/ESC
	20-Jun	Media briefing(s)	nDF/ESC
	20-Jun	Invitation to stakeholder briefings issued	ESC
	27-Jun	Distribution commences	nDF
	18-Jul	Call for submissions commences	ESC
	18-Jul	RSVP close (end of week) with juror selection to follow	nDF
	1-Aug	Online environment/forum format prepared and content drafted	ESC
	1-Aug	Stakeholder briefing(s)	nDF/ESC
	8-Aug	Jury finalised	nDF
	8-Aug	Online environment/forum tested and loaded with submissions	ESC
	8-Aug	Information kit finalised for online and hardcopy distribution	ESC
	15-Aug	Online environment/forum finalised and logins/passwords prepared	nDF/ESC
Operation	15-Aug	Close of nominations/voting process for expert speakers	nDF/ESC
	15-Aug	Planning session for meeting 1 agenda/runsheet	nDF/ESC/Fac
	22-Aug	First directive to online tool (initial login and first exercise)	nDF
	22-Aug	Juror pre-commencement survey	nDF
	5-Sep	Second online exercise agreed and loaded	nDF
	5-Sep	Finalise meeting 1 agenda/runsheet	nDF/ESC/Fac
	5-Sep	Finalise expert speakers for meeting 1	nDF
	5-Sep	Finalise Council speakers and content for meeting 1	ESC
	12-Sep	<p>Saturday 17 September: Meeting 1 – The Learning Phase</p> <ul style="list-style-type: none"> • Welcome from Mayor and cross-section of Councillors • 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 and importance of constructive, critical thinking/doing. • Agreement on Jury guidelines for participation. • Key content: Panel sessions with up to 8 expert speakers agreed by stakeholders. • Scene setting from Council staff– an introduction to the range of council’s services and hard issues. • Key deliverable: Jury to identify <u>speakers and information</u> sought for future assemblies. 	ALL
	19-Sep	Meeting 1 review meeting (jurors, outputs, issues, media opportunities, councillor update)	nDF/ESC/Fac
	26-Sep	Prepare and agree agenda meeting 2	nDF/ESC/Fac
	26-Sep	Source and confirm all speakers and information points	nDF
	10-Oct	Wednesday 12 October: Meeting 2 - Understanding	ALL

	<ul style="list-style-type: none"> Jury exploring content from background materials and 'learning what they don't know' to generate further requests for information and expertise. Extensive involvement of third party speakers requested by the jury. Ongoing online discourse among the panellists is encouraged between sessions. Purpose of meeting is to continue broadening of the topic rather than a rush to solutions. 	
10-Oct	Meeting 2 review meeting (jurors, outputs, issues, media opportunities, councillor update)	nDF/ESC/Fac
17-Oct	Prepare and agree agenda meeting 3	nDF/ESC/Fac
17-Oct	Source and confirm all speakers and information points	nDF
24-Oct	<p>Wednesday 26 October: Meeting 3 - Focus</p> <ul style="list-style-type: none"> Early clustering of major ideas and any clear "in/out" decisions commences. No templates or pre-written content provided – it is important they start from a blank sheet of paper rather than endorsing a draft document produced by Council or others. Further speakers requested by jury, 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: <ol style="list-style-type: none"> How does our understanding of this issue help answer the question? Why is it critical to the success of setting our priorities? What else do we need to understand about this issue to best advise the council and the wider community? 	ALL
24-Oct	Meeting 3 review meeting (jurors, outputs, issues, media opportunities, councillor update)	nDF/ESC/Fac
31-Oct	Prepare and agree agenda meeting 4	nDF/ESC/Fac
31-Oct	Source and confirm all speakers and information points	nDF
7-Nov	<p>Wednesday 9 November: Meeting 4 – Reflect and deliberate</p> <ul style="list-style-type: none"> 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. 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 can still be amended. Time for discussion among participants (rather than parades of scheduled speakers) is key to allowing sharing of views and genuine deliberation. A handful of council staff able to answer data questions is often required to be on hand. 	ALL

	7-Nov	Meeting 4 review meeting (jurors, outputs, issues, media opportunities, councillor update) <i>Special review of whether additional meeting time may be required</i>	nDF/ESC/Fac
	7-Nov	Source and confirm all speakers and information points	nDF
	14-Nov	Prepare and agree agenda meeting 5	nDF/ESC/Fac
	14-Nov	Saturday 19 November: Meeting 5 - Shared Goals <ul style="list-style-type: none"> • Consensus session which may incorporate new information to reinforce or support the recommendations. A writing and 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) redirect the jury's intent, but is simply an exercise in critical thinking. Expert speakers (including council staff) may be invited by the jury to assist with the stress testing exercise. • Recommendation(s) must be Specific, Measurable, Actionable, Realistic and with a Time horizon. nDF and facilitators will enforce this requirement. • Report should be effectively final today. 	ALL
	21-Nov	Meeting 5 review meeting (jurors, outputs, issues, media opportunities, councillor update) <i>Special review of whether additional meeting time may be required</i>	nDF/ESC/Fac
	21-Nov	Prepare and agree agenda meeting 6	nDF/ESC/Fac
	21-Nov	Source and confirm all speakers and information points	nDF
	28-Nov	Wednesday 30 November: Meeting 6 - Can we live with it? <ul style="list-style-type: none"> • <i>Will we stand shoulder to shoulder in the media to explain our decision?</i> • 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 will want a chance to revisit what they have written. • 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. 	ALL
	28-Nov	Meeting 6 review meeting (jurors, any outstanding matters, issues, media opportunities, councillor update)	nDF/ESC/Fac
Finalisation	5-Dec	Councillor Workshop and Briefing	nDF/ESC
	12-Dec	Tuesday 13 December: Council Meeting	nDF/ESC
	27-Feb	Shared Decisions – Discussion with new Mayor and Councillors <ul style="list-style-type: none"> • A discussion with the Jury having had a chance to review the report and consider the outlines of a response. 	ALL

		<ul style="list-style-type: none"> • Formal written position not essential at this time, but a guideline date to provide this is a reasonable expectation. • A chance for a number of new Councillors to speak frankly and also gain a deeper understanding (and perhaps seek clarification) on the rationale behind decisions. 	
	6-Mar	Process debrief and agreement on actions and learnings	nDF/ESC