

Operations and Milestones

December 2017

*Trialling a **Community Solutions Panel***

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** NewDemocracy is an independent, non-partisan research and development organisation. We aim to discover, develop, demonstrate, and promote complementary alternatives which will restore trust in public decision making. This process design outlines how we will work with Byron Shire Council to explore and stimulate further research and development.*

1. Operational roles and responsibilities

The newDemocracy Foundation (nDF) approaches our work as a collaboration with the government, agency or council which auspices the project. Our experience is that this is the most effective way to explore how to rebuild trust in government decision making. By working in partnership, we can apply the principles of meaningful deliberation to a variety of models, using this as real-life research and development to create a fundamental change in how we do democracy.

In any collaboration, there must be distinct roles and responsibilities assigned. For the purposes of the Byron Shire Council (BSC) project, both nDF and BSC will have specific tasks for which to take leadership.

All elements of the panel selection process will be undertaken by nDF to ensure there is the highest public confidence in the rigour and independence of the selection of participants (and by extension as to why a given individual was not selected). nDF will also maintain ongoing panel oversight, speaker recruitment and management and coordination of the stakeholder engagement process.

Communication, administrative, technical, promotional and other logistical support will be provided by BSC. This will be coordinated by the nominated project management liaison within Council. It is crucial that allocation of necessary internal resources is considered and agreed by Council before the project commences.

Further to this, a skilled facilitator, experienced with deliberative methods, will be required. nDF always recommends that due to experimental nature of our deliberative projects, that it is advantageous that the facilitator be well versed in nDF-style processes. BSC has already engaged a leading community engagement and facilitation firm work with them on the development of a new CSP. These two processes interconnect, and nDF recommends that it would be efficient and effective to extend the scope of their work to provide facilitation services pertinent to this project.

A summary of the core roles and responsibilities for each participant in the process is outlined below.

| Participant | Roles and responsibilities |
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| Byron Shire Council (elected) | <ul style="list-style-type: none"> • Endorse and support the project. • Participate in pre-commencement planning sessions to explore fine-grain project detail and provide crucial input to the final process design. • Actively advocate for the use of a deliberative process to provide valuable input to Council's long term planning. • Act as a conduit for stakeholders and interested community members by providing information and advice about the process. |
| Byron Shire Council (staff) | <ul style="list-style-type: none"> • Provide unedited databases and/or records through which to generate a pool of potential panellists from which nDF can conduct the random recruitment. • Support other face-to-face recruitment mechanisms as directed by nDF. • Develop and deliver a communication plan to support the project throughout. • Develop and produce the panellists briefing book. • Provide responses to requests for information made by the panellists in a factual and non-leading manner. • All administrative, technical, catering and logistical support required to deliver panel sessions. • Provide and operate panellists' online portal. |
| newDemocracy Foundation | <ul style="list-style-type: none"> • Detailed process design and oversight to ensure the project is undertaken with the highest public confidence and transparency. • All elements of the panel recruitment process including hosting of online registrations, random stratification, selection, confirmation and orientation. • All panel communications throughout the panel operations. • Detailed collaboration with project facilitator(s) to support best-practice design and delivery of sessions. • Coordination of responses to panellist's requests for information. • Speaker/expert witness recruitment, briefing and management. • Coordination of the stakeholder engagement and submission process. • Communication and media support to Council as required. |
| Independent Facilitator(s) | <ul style="list-style-type: none"> • Collaborative design and deliver three stakeholder engagement sessions which provides the means through which active interest groups can commence and/or prepare draft/potential solutions to the question being put to the panel. • Collaboratively design and deliver three, panel deliberation sessions which build shared knowledge and understanding between panellists and which allow them to deliver an unmediated response to the question. • Develop all necessary materials required for face-to-face and remote sessions. • Monitor the panel online portal and provide support and advice to panellists as required to assist their deliberations. |

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| Panellists | <ul style="list-style-type: none"> • Critically engage with and scrutinise the information provided by Council, presenters, submitters and other panellists to reach consensus (or group consent) positions on the remit given. • Reflect openly, honestly and broadly as a local resident, taking into consideration personal life experiences, gained knowledge and the perspectives of the whole community to contribute to the deliberative process. • Be respectful of the group and collaborate with other panellists fulsomely and with integrity. • Not disclose confidential information provided in the course of deliberations (panellists will be told what information, if any, is confidential). • Liaise with nDF before speaking with the media about the project. • Attend all meetings of the panel and participate in self-directed and collaborative inquiry and activities outside the meetings. |
| Stakeholders, submitters, expert witnesses and other presenters | <ul style="list-style-type: none"> • Provide proposed solutions, or responses, to the panel remit as the starting point for panel deliberations. • Explain other issues, ideas and proposals in a clear manner to assist the panel in their deliberations. • Summarise existing evidence and provide a viewpoint or experience in relation to this evidence; and where advocating a position, disclose any personal interest or potential bias (perceived or actual). • Respond to questions from the panellists. |
| Panel session observers | <ul style="list-style-type: none"> • Attend open panel sessions to witness the process, respecting that some sessions will be open sessions and others may be closed at the panel's request or discretion. • Assist to minimise disruptions by attending sessions at the times specified as open and stay until there is a break. • Sign-in on arrival and be introduced as an observer at the start of the session, noting that if there is a formal interest in proceedings (interest group, government role and community group) that this be declared. • Adhere to requirement not to make audio or video recordings or take photos whilst observing the process. • Do not disrupt the work of the panel and do not to engage in conversations while sitting in the observation area. |

2. Media engagement

The role of the media in telling the story of the panel broadly is crucial and Council will be encouraged to reach out to local outlets early to outline the project. This should be continued throughout the project, with an emphasis on sharing the experience and processes being undertaken. It is also important that the Mayor and 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.

A thorough communications plan should be developed and agreed prior to commencement in order to best support the project throughout every phase of operation. This is critical for the project and due consideration needs to be given to ensuring it can be adequately resourced.

3. Costing Estimate

[This section can be removed for the facilitator RFQ process and will be 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.

nDF will invoice for 50% of the research and services grants at project commencement; with the other 50% invoiced following the final panel session. Direct costs will be invoiced as they are accrued. Expenses will be invoiced at regular intervals throughout the life of the project.

nDF will operate within the requirements of BSC's financial systems (purchase orders or similar) and would request adherence to payment terms of 30 days.

| DIRECT COSTS | | |
|------------------------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Item | Cost | Notes |
| Printing and distribution | \$2,000 | Allows for production of jury briefing material and limited amount of recruitment and supporting materials. |
| Database access costs | \$0 | Assumes Council compilation and provision. |
| Face-to-face recruitment costs | \$0 | Assumes Council can waive any fees which would otherwise be associated with temporary stalls or similar. |
| Participant per diems | \$9,600 | 28 jurors plus 4 reserves x \$300 pp. |
| Facilitator | [9 days at BSC agreed rate] | This is an estimate only and may vary slightly given the unique nature of this process design: as a guide we have allowed for 4 days facilitation, 4 days planning and 4 days for workshop component |
| Catering | \$6,400 | 32 x 4 days x \$50pppd. |
| Venue hire | \$0 | Assumes Council venues (with AV capability and table rounds) are available. |
| Online discussion tool | \$0 | Assumes Council subscription to Bang The Table (or equivalent) can be utilised. |
| nDF expenses | \$3,000 | Approximate only. Estimate allows for reasonable level of expenses for nDF representatives (air, accommodation, car hire, meals etc). <i>Hard cost recovery only.</i> |
| RESEARCH AND SERVICES GRANTS (nDF) | | |
| Research grant | \$6,000 | Contribution to a research fund which will capture what is learned through the innovation process. As part of our ATO compliance, the |

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| | | topic of research will be set by the Research Committee of nDF. |
| Services grant | \$14,000* | Grant made to nDF to contribute to the operation of the Foundation, incorporates provision of process design, educational workshops, selection administration, advisory and oversight. |
| ESTIMATED TOTAL COST | \$41,000 | |

** This is a significantly reduced service grant from those usually applied to nDF local government projects (range from \$35,000-\$45,000). This has been reduced acknowledging that we are explicitly trialling a low-cost, small-format methodology and as a regional council BSC has a limited capacity to pay.*

4. Tasks and Milestones

| Phase of activity | W/C | Specific | Lead | Status/notes |
|--------------------------|------|--------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------|
| Preparation | 8/1 | Weekly project team meetings commence | nDF/BSC | To be set for a standing date/time and focus on core outputs |
| | 8/1 | Project communications plan prepared with resources allocated | BSC | Input on content to be provided by nDF |
| | 15/1 | Finalisation of email databases for use for invitation; | BSC | Random selection from three existing databases to be used |
| | 15/1 | Finalisation of supplementary recruitment methodology | nDF | |
| | 15/1 | Finalisation of email invitation content and format | nDF | |
| | 22/1 | First draft/outline of Panel briefing book prepared for comment | BSC | |
| Recruitment and outreach | 31/1 | Email invitation distributed, and supplementary recruitment commences | nDF/BSC | Recruitment period ongoing to 18 February |
| | 31/1 | Outreach to community (individuals and organisations) commences with invitation to community workshops | BSC | |
| | 12/2 | Four community workshops held (Monday 12 and Tuesday 13 February) | nDF/BSC/Fac | Intent is to hold two in afternoon and two in evening, locations to be Mullumbimby, Byron Bay, Bangalow and Brunswick Heads |
| | 12/2 | Deadline for online registration for possible panel selection (Sunday, 18 February) | nDF | |
| | 19/2 | Revised draft of Panel briefing book prepared, incorporating feedback from workshops prepared | BSC | |
| | 19/2 | Random selection of panel members and confirmation of participation | nDF | |
| | 19/2 | Deadline for community's submission of potential solutions | nDF | |

| Phase of activity | W/C | Specific | Lead | Status/notes |
|-------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| | 26/2 | Panel briefing book and compilation of potential solutions distributed to Panellists (hard and soft copy) | nDF/BSC | |
| Panel exploration | 5/3 | Introductory meeting of Panel (Wednesday, 7 March) | nDF/BSC/Fac | Evening session |
| | 5/3 | First full session of Panel (Saturday, 10 March) | nDF/BSC/Fac | Focus is exploration – will include session with Councillors and speed-dialogue session with other speakers as determined by Panellists |
| Panel conclusions | 19/3 | Second and third full sessions of Panel (Saturday, 24 and Sunday 25 March) | nDF/BSC/Fac | Focus is deliberation and production of recommendations Note that provision of laptop computers for report authoring will be key |
| | 26/3 | Council staff commence incorporating Panel recommendations into Delivery Program | BSC | |
| | 2/4 | Councillor workshop where Panel members are invited to present their recommendations to Councillors (Thursday, 5 April) | nDF/BSC | |
| | 23/4 | Council meeting to formally receive report and consider draft Delivery Program (refer for public exhibition) | BSC | Option to invite/involve Panellists |
| | 30/4 | Statutory public exhibition of Delivery Program (30 April-27 May) | BSC | |
| | 4/6 | Councillor workshop for Council to consider feedback on exhibition, with option to invite Panel members should any clarification or further input be required (Thursday, 7 June) | BSC | |
| | 28/6 | Council meeting to adopt Delivery Program (and other relevant IPR documents) | BSC | |