



THE CITY OF MADRID'S CITIZEN COUNCIL

ADVICE ON OPERATIONAL DESIGN

newDEMOCRACY

PROCESS MAP

Significant lead-in time is required for any randomly selected deliberative process.

The following pages are intended on a shared quick reference for key tasks and deadlines:

1. Preparation of the information kit for participants (requiring up to 15 weeks to produce).

- This will be produced by City Government, as a physical copy for the Council and a digital library will be produce for public access. It should be 'stress tested' for breadth and detail of the document at key junctures (5 weeks until due, 3 weeks until due, and 1 week until due) to assist the drafting process. This can take a long time and is integral to the success of the process.

2. Recruitment of Council participants.

- Recruitment takes approximately 60 days allowing for invitation production and distribution through to confirmation of the final participants.
- Invitations will be designed and distributed in print (30,000 invites).
- Once participation RSVP dates close (approx. 4-5 weeks out from Day 1), the participants will be selected, and confirmation calls will be made to ensure personal commitment to the length of the process.

3. Project Outputs and Deliverables

- It must be clear to facilitators and anyone external to this planning process what the objective of the project looks like – what the key deliverable is for the process. This is – group agreement around making decisions together. The facilitation team must be clear on what type of process and result the is required.
- Stakeholder engagement and outreach is crucial for building relationships that assist with information requests, public reception of the process, and implementation of recommendations. The development of a Stakeholder Reference Group (SRG) ought to occur a minimum of 8 weeks out from Day 1 to allow the implementation of any of their initial recommendations into the process design. This often involves single day meetings where you explain the process and get their feedback – this does not mean implementing all of their feedback but listening to see if they can raise an issue we have not thought of.





STAGE	
<p>Pre-event</p> <p>Stage 1</p> <p>3–4 months until first meeting</p>	<p>Design, Preparation and Recruitment</p> <p>City Government and Facilitators agree and approve necessary materials and decisions. Recruitment of the participants is completed. Participants receive their information kits and insight into the process. Stakeholder Reference Group (optional but recommended) is established and nominate their speakers.</p> <p>1. Kick off</p> <ol style="list-style-type: none"> a. Recruit facilitators b. Finalise contracts (including their publication) c. Review outcomes from engagement to date d. Agree timeframes, milestones and responsibilities e. Recruitment process agreed and approved f. Finalise venue bookings g. Finalise Stakeholder Reference Group target membership (SRG) h. Finalise Project Design (document will be public once approved) i. First draft of information kit (contents, structure, etc. for comment)
<p>Pre-event</p> <p>Stage 2</p> <p>2–3 months until first meeting</p>	<p>2. Start recruitment</p> <ol style="list-style-type: none"> a. Invite design and approval – by 3 months out. b. Mayoral announcement c. SRG invitations sent (concurrent with announcement) d. Information kit production and approval – completion by 2 months out. e. Dataset for initiation distribution. f. Invitation distribution – by 2 months out. g. Stakeholder workshops. h. Stakeholder speaker nomination i. Conclude RSVP period for hub participation – 1 month out.
<p>Pre-Hub</p> <p>Stage 3</p> <p>3 weeks – 1 month until first meeting</p>	<p>3. Complete recruitment</p> <ol style="list-style-type: none"> a. Participant confirmation emails – 1 month out. b. Participant confirmation calls (important) – 1 month out. c. Information kit distribution – 3 weeks prior to first meeting. d. SRG speakers booked for Day 1 – 3 weeks prior to first meeting. e. Finalise Government speakers for Day 1 – 2–3 weeks prior to first meeting.

OPERATIONAL DESIGN – SPECIFIC MEETING RUNSHEETS

STATE OF THE CITY – MEETING ONE RUNSHEET

The meetings for the Council are in paired sets. Meeting One introduces proposals and considers information gaps in the content before making

speaker nominations and initial sorting of proposals. Meeting Two hears from nominated speakers and does a follow up sorting of the proposals before writing reports for the proposals that the group can make an agreed decision on.

Each meeting addresses the top 40 proposals from Decide Madrid, in addition to any proposals arising from the Council themselves, the City Government or El Pleno.

MEETING ONE RUNSHEET

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
8.30am – 9.00am	<p>Start of day (30 minutes)</p> <p>The day begins with informal meetings as everyone arrives. Name tags are given out and the Facilitator should be meeting and mingling with the participants as they filter in.</p>
9.00am – 9.30am	<p>Process and Mayor introduction (30 minutes)</p> <p>Facilitators introduce the project team (everyone working hands-on with the project ranging from the ParticipaLab staff to the City Government project managers), explain the process and introduce the agenda for the day.</p> <p>The Mayor then gives an introduction to the process. This must give a sense of the authority in the process by explaining the commitment from the Government to the Council.</p> <p>Facilitator:</p> <ul style="list-style-type: none"> • Introduce the project team and explain the process and agenda. • Participants are able to ask some quick short questions of the Mayor. <p>Mayor:</p> <ul style="list-style-type: none"> • Introduction to the El Pleno and City Government commitment to the process and what will happen to the recommendations from the Council – clear pathway to authority and action. • Explanation of the permanent nature of the Council and the commitment to democratic innovation



MEETING ONE RUNSHEET CONT.

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
<p>9.30am – 10.30am</p>	<p>Introductions (1 hour)</p> <p>Participants meet for the first time. They do the DOPE test (helps participants understand and see the difference in how people in the group might think differently) to identify the different thinking styles in the room. They begin walking through deliberative principles, critical thinking, and how the room will eventually come to a group decision. They start their immersion in the topic by hearing from Government speakers and assessing the State of the City information kit.</p> <p>Facilitator:</p> <ul style="list-style-type: none"> • Explain why they’re using the deliberative methodology for this process and the differences between it and normal meetings the participants might have been involved in in the past. • This includes answers to: Why this process? What is different? What is deliberation? Why random selection? It will also include an explanation of group work and how the entire Council will work together to make decisions and the role of the Facilitator in helping the room get to those decisions. • Introduce participants together using DOPE test and explanation of how people work together differently. <p>Mayor:</p> <ul style="list-style-type: none"> • Introduce the Pleno commitment to the Council and what authority the Council has – there must be a clear explanation of the commitment from the Government and what will happen to the recommendations made by the Council. <p>Participants are then introduced to one another. This is done interactively, with the participants forming small groups (of 6–8) to talk about where they are from, who they are, and why they wanted to be a part of this. The groups should map onto their selection criteria, i.e. everyone who is from one geographic region forms a group to say hi and introduce themselves. The groups are then mixed into another selection criteria, i.e. All of the young people form a group and discuss who they are and where they are from.</p> <p>These discussions can be short, as their purpose is for everyone to start to meet one another and for them participants to get a sense of what kind of people are on the Council (they should note the diversity in background and be asked to think about how people will work and decide things at different paces). Finally, participants should mix into random groups, again just to meet more people though this time people who are different to them.</p>
<p>10.30am – 11.15am</p>	<p>Critical thinking and biases training (45 minutes)</p> <p>Participants are taught to think critically about the information they are engaging with. They are asked to consider whether they have heard information from a broad range of sources, to think about if they there is enough depth in the information, and to think about the accuracy of the information. These different questions are asked of the Council as a whole, then they are split into small groups to discuss the different aspects of critical thinking and how this will help them reach recommendations.</p> <p>(newDemocracy will provide video and collateral for critical thinking and biases tasks)</p>



MEETING ONE RUNSHEET CONT.

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
11.15am – 11.30am	Morning tea
11.30am – 11.55am	<p>Government speakers (25 minutes)</p> <p>The Council now hears from Government speakers who present on the ‘state of the city’. This presentation is 25 minutes, and canvasses the report given to the Council and the areas the Government needs recommendations on. This is the City Government’s opportunity to help frame the way the Council interacts with the issues the Government needs advice on. It is important that, as with the information kit, the Government speakers clearly share the problem. The more the speakers can demonstrate how the Council can be most effective the better targeted everyone’s time will be.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Government speaker presents for 10 minutes. • Short follow up questions for clarity are followed – with an emphasis on share of voice and leaving lengthy questions to the follow-up exercise. <p>Government speaker</p> <ul style="list-style-type: none"> • Concise summary sharing the problem and explaining the issues that the Government would like answers on. • The focus is on guiding the Council to give you the answers you need.
11.55am – 12.25pm	<p>How are we going to work together? (30 minutes)</p> <p>The Council breaks into small groups to discuss how they are going to work together. This establishes principles for the group, often centring around share of voice and working respectfully with one another.</p> <p>They then begin to think about questions and critical thinking skills in the context of hearing from City Government speakers.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small group work • Discussion of how the group wants to work together – this focuses on what principles are most important to them, ie. share of voice, equal participation, roles. • Question generation is done in small groups answering the questions: ‘what do we need to know?’ ‘what will help us answer our question?’

MEETING ONE RUNSHEET CONT.

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
12.30pm – 1.00pm	<p>Follow up questions (30 minutes)</p> <p>The Council then breaks into groups and gathers insights and thoughts on the information from Government. Exercises questions include: does anything need clarification, does something need explaining, do we need any fact checking?</p> <p>The Council then asks follow-up questions from each group until they reach the end of the session. The focus here is on getting additional information that the groups deem necessary to completing their tasks.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small group exercises of question generation. • One question from each group before groups can ask another question (share of voice). • Focus is on getting clarification and answers to any further questions that will help the Council.
1.00pm – 1.40pm	<p>Lunch (40 minutes)</p>
1.40pm – 2.00pm	<p>Proposal introduction (20 minutes)</p> <p>The Council is introduced to Decide Madrid and the proposals that they will be sorting through. This is the opportunity for the Council to discuss any proposals that are not in the top 40 but they think are worth making a decision on based on their prior reading.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small group exercise of discussing proposals that participants found the most interesting • Documenting any proposals that are not in the top 40 that are either in Decide Madrid or were mentioned by the City Government speakers and deemed necessary to make a decision on.



MEETING ONE RUNSHEET CONT.

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
<p>2.00pm – 2.40pm</p>	<p>Decide Madrid Proposals – Initial Sorting (1 hour)</p> <p>The Council meets as a whole group to discuss the task of addressing the proposals within Decide Madrid. They have been introduced to the top 40 proposals in their information kit and have heard the Mayor explain the process from their decision to referendum.</p> <p>The Council works in small groups to briefly do an initial categorisation of the proposals. Proposals are either deemed Rejected (because of wrong jurisdiction, impossible, or other), potential to Accept (for Referendum or without), Accept without Amendment. These categorisations are initial reflections and not irreversible decisions and it is important to make this clear in the room. Facilitator note: the aim here is for common ground and not for efficiency, the room has plenty of time to revisit proposals.</p> <p>The Council, as a whole, then compares their categorisations. If more than 80% of the room agrees to a categorisation then the group agrees to that decision. Proposals that are rejected are returned to Decide Madrid with a note explaining why it was rejected (note: rejection typically only occurs in situations where the proposals is not appropriate for the City Government to act on or does not require a referendum – ie. wrong jurisdiction or a street level maintenance issue). The proposals that are Accept with/out amendment are the focus of the group from now on.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small groups of (6–8) • Perform initial sorting in categories of Accept, Accept with Amendment, Reject • Compare small group decisions to find initial agreement on categorisations. • Any categorisation that is above 80% is accepted, any that are below are discussed in a future exercise.
<p>2.40pm – 3.10pm</p>	<p>Decide Madrid Proposals - Information Gaps (30 minutes)</p> <p>The Council works in small groups to address information gaps in the proposals that they have either not agreed a categorisation for or have accepted as Accept with amendment. This exercise aims to develop a list of information requirements that address the proposals coming from both Decide Madrid and the issues raised by the City Government.</p> <p>The Council works again in small groups to write up information gaps they have identified - keeping in mind the limited time that the Government has to respond to these recommendations - what are the most important questions they need answered? These small groups mix twice before reconvening as the whole Council to consolidate their requests. The participants sort the requests and remove duplicates - it is important that the participants do this sorting for independence and transparency.</p> <p>Questions here focus on: What more do we need to know? Who do we trust to give us this information? What is the best way to receive it?</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Regularly mixed small groups of (6-8) • Develop information gaps as a group, then mix and develop more ideas, then come together as a whole and discuss the ideas more generally as a group. • Finish by having a list of information needed paired with a trusted source.

MEETING ONE RUNSHEET CONT.

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
	Afternoon tea (20 minutes)
3.30 pm – 4.20 pm	<p>Speaker nomination (50 minutes)</p> <p>The Council now works together to nominate speakers to fill the information gaps they have identified as best being filled by a speaker in the room. In small groups of 6–8 they mix twice before discussing recommendations that have emerged from each group. They keep in mind that there is only room for 6–8 speakers and to remember their critical thinking skills of breadth and depth when choosing speakers from different perspectives on various topics.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Regularly mixed small group exercises that look at the information gaps that have been developed and discuss which gaps require an in-person speaker • Groups nominate speakers with a rationale for why, before coming together as the entire Council and discussing the most nominated topics/speakers until the group settles on 6–8 speakers.
4.20pm – 5.00pm	<p>End of day wrap-up (40 minutes)</p> <p>The Council comes together to discuss how the day has been for everyone and canvas the path forward. This explores how the group is feeling, what they think they might need to change or improve to keep working together productively, and a discussion of what has been good or rewarding for them as both a group and individuals.</p>



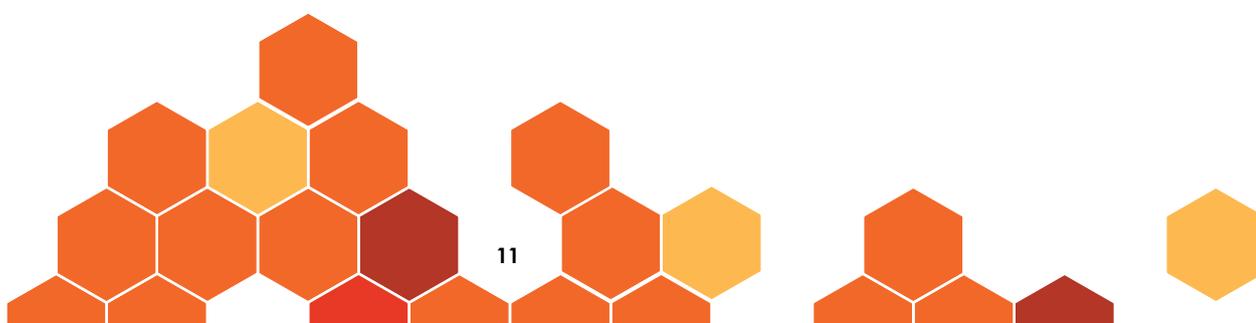


MEETING TWO RUNSHEET

TIME	STATE OF THE CITY MEETING TWO OPERATIONAL DETAIL
8.30am - 9.15am	<p>Start of day</p> <p>The day begins with informal meetings as everyone arrives.</p>
9.15am - 9.35am	<p>Process reintroduction (20 minutes)</p> <p>Facilitators reintroduce the process and go over the agenda for the day. Reminder of agreed principles for working together as a group and outline of any changes made to how the group plans to come to decisions as a result of the feedback received from the first meeting.</p>
9.35am- 10.00am	<p>Questions and insight focusing (25 minutes)</p> <p>The Council works in small groups to discuss what information gaps they are filling by hearing from speakers today. This exercises focuses their questioning and listening on the key information they require to address issues. The groups mix once before rejoining as a whole and hearing common themes in their work.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Regularly mixed small groups • Getting them back up to speed on the task at hand and what decisions they made in the previous meeting
10.00am - 11.15am	<p>Hearing from nominated speakers in Speed Dialogue (1 hour 15 minutes)</p> <p>The Council hears from their nominated speakers in a speed dialogue session. These sessions have each speaker rotated between small groups once every 8–10 minutes (depending on the amount of speakers/time per group). The groups are reminded to stay focused with their question and get answers to the information gaps they have previously identified.</p> <p>Speed dialogue sessions allow the Council as a whole to get much more information from their nominated speakers than if they were being addressed in a lecture or plenary style discussion.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small groups, 1 speaker per group with groups of equal size. Ie. 8 speakers in 8 groups of 7. • 8 minutes per group, with speakers rotating between groups on a strict time limit. • Groups have discussed their questions in the previous exercise and should be prepared to address the speakers.

MEETING TWO RUNSHEET CONT.

TIME	STATE OF THE CITY MEETING TWO OPERATIONAL DETAIL
11.15am – 11.30am	<p>Morning tea.</p> <p>Speakers are encouraged to stay for morning tea and speak to the participants. This is important as it enables the speakers to act as advocates for the process by meeting the everyday people involved</p>
11.30am – 11.50pm	<p>Insights from the speakers (20 minutes)</p> <p>The Council breaks into small groups to discuss insights from the speakers. Did we get the information we needed? What information gaps were filled? How does this information assist us in making recommendations?</p>
11.50pm – 12.30pm	<p>Proposal revisit (40 minutes)</p> <p>The Council now reworks through their initial sorting of proposals by performing another sort. The goal here is to further categorise the remaining proposals. Those that are categorised with the required 80% agreement are settled. The group then focuses on the remaining proposals and what needs to happen to resolve disagreement.</p> <p>The aim with this second stage of the exercise is to document the changes that would need to happen to the proposal in order for there to be group agreement.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small group exercise similar to initial sorting exercise done at the first meeting. • Small groups merge to whole of Council discussion around sorting. • 80% threshold for agreement on sorting. • Remaining proposals are subject of further discussion to reach agreement.
12.30pm – 1.00pm	<p>Beginning of group decision making (30 minutes)</p> <p>The entire Council discusses the proposals that do not have agreement. The facilitator asks the group what changes need to happen in order for there to be group agreement. One at a time, people will offer a suggestion that could bring more people in agreement with a categorisation of a proposal.</p> <p>Any changes are documented and the proposals are eventually all categorised.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • It is important that changes to the wording of proposals are seen by everyone. It is recommended that a projector is used and someone changes the words in real-time to allow everyone to be clear and in agreement on specific wording changes. • The group is making categorisation decisions here – not final recommendations.



MEETING TWO RUNSHEET CONT.

TIME	STATE OF THE CITY MEETING TWO OPERATIONAL DETAIL
1.00pm – 1.40pm	Lunch (40 minutes)
1.40pm – 2.20pm	<p>The first writing task (40 minutes)</p> <p>The Council breaks up to start report writing. The goal of this exercise is for the group to make amendments on any proposals that are Accept with amendment and complete a proposal summary for those that are accepted.</p> <p>The group has discussed the the categorisations of the proposals, they now write up their own recommendations on small 1–page templates that explain the recommendation, its reasoning and supporting evidence, and the pros and cons of the recommendation. This is done using Google Docs on laptops, they all write in the same Doc with a page for each recommendation.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small groups split up the writing task by self–nominating which proposals they are interested in taking a lead on writing. The Council is encouraged to split equally so that all proposals are being written on. • Template is provided that documents what the proposal is, what categorisation it has been given, the reasoning and supporting evidence behind this, and if any amendments have been included what they are and the reasoning and supporting evidence behind these. • Writing is done on laptops with Google Docs. Small tables with one laptop each. • Those who complete their writing task first (Rejects and Accepts without amendment) are encouraged to move tables and help those who are writing in amendments.
2.20pm – 3.00pm	<p>Whole group discussion (40 minutes)</p> <p>The Council works through coming to agreement (80% acceptance) on recommendations and the writing. The end goal of the day is to have a report written by the Council themselves that directly responds to each proposal with a categorisation, rationale and supporting evidence.</p> <p>The Council steps through each proposal to test the level of agreement in the group – those that fall dramatically below the 80% threshold are ‘let go’ with the option of addressing these proposals at a later meeting. Those that are close to 80% are given a chance to work on their rationale and make changes that bring the recommendation closer to group agreement. Those that are above 80% are accepted with only polishing work put into making the recommendations clearer. The priority is on improving those that have not been accepted by the whole group.</p> <p>Proposals that are unresolved will be able to be tackled in a following session, with the option of hearing from additional speakers.</p> <p>The final writing task is introduced at the end of this session to allow some participants to begin writing and polishing during afternoon tea.</p>



MEETING TWO RUNSHEET CONT.

TIME	STATE OF THE CITY MEETING TWO OPERATIONAL DETAIL
	<p>Afternoon tea (20 minutes)</p>
<p>3.30pm – 4.00pm</p>	<p>Final small group writing (30 minutes)</p> <p>The Council breaks down into small groups for the final time – they now have a sense of where the whole group is at and are working to iron out any final disagreement within the group. The primary question being asked is ‘What does it take for you to agree with this statement?’ The groups deliberate with one another to develop common ground recommendations on each proposal.</p> <p>Any proposals that do not have group agreement at the end of the process are completed in the form of ‘minority reports’. These document the reason why the group did not reach agreement and the rationales for decisions for and against. The intent here is to reflect the room and demonstrate to the people of Madrid that the Council could not reach agreement and so did not make a recommendation.</p>
<p>4.00pm – 5.00pm</p>	<p>Group agreement and final handover (1 hour)</p> <p>The entire Council convenes to finalise the report – stepping through each recommendation to agree with wording. It is important that the whole group agrees with what is in the report – until the final meeting, any proposals that do not have agreement are able to be discussed at a future meeting. The Council must agree that the process to arrive at the final report is reflected in the report itself.</p> <p>The final report is handed over to City Government for action.</p>

STANDARD MEETING (1ST IN PAIR) RUNSHEET

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
8.30am – 9.15am	<p>Start of day</p> <p>The day begins with informal meetings as everyone arrives.</p>
9.15am – 9.30am	<p>Process introduction (15 minutes)</p> <p>Facilitators reintroduce the process and go over the agenda for the day. Reminder of agreed principles for working together as a group and outline of any changes made to how the group plans to come to decisions as a result of the feedback received from the first meeting.</p>
9.30am – 10.00am	<p>Proposals introduction (30 minutes)</p> <p>The Council is introduced to the proposals for this meeting. This is the opportunity for the Council to discuss any proposals that are not in the top 40 but they think are worth making a decision on. The Council revisits any proposals that were left over from the last meeting.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small group exercise of discussing proposals that participants found the most interesting • Documenting any proposals that are not in the top 40 that are either in Decide Madrid or were mentioned by the City Government speakers and deemed necessary to make a decision on.
10.00am – 11.00am	<p>Decide Madrid Proposals – Initial Sorting (1 hour)</p> <p>The Council meets as a whole group to discuss the task of addressing the proposals within Decide Madrid. They have been introduced to the top 40 proposals in their information kit and have heard the Mayor explain the process from their decision to referendum.</p> <p>The Council works in small groups to briefly do an initial categorisation of the proposals. Proposals are either deemed Rejected (because of wrong jurisdiction, impossible, or other), potential to Accept (for Referendum or without), Accept without Amendment. These categorisations are initial reflections and not irreversible decisions and it is important to make this clear in the room. Facilitator note: the aim here is for common ground and not for efficiency, the room has plenty of time to revisit proposals.</p> <p>The Council, as a whole, then compares their categorisations. If more than 80% of the room agrees to a categorisation then the group agrees to that decision. Proposals that are rejected are returned to Decide Madrid with a note explaining why it was rejected (note: rejection typically only occurs in situations where the proposals is not appropriate for the City Government to act on or does not require a referendum – ie. wrong jurisdiction or a street level maintenance issue). The proposals that are Accept with/out amendment are the focus of the group from now on.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small groups of (6–8) • Perform initial sorting in categories of Accept, Accept with Amendment, Reject • Compare small group decisions to find initial agreement on categorisations. • Any categorisation that is above 80% is accepted, any that are below are discussed in a future exercise.

STANDARD MEETING (1ST IN PAIR) RUNSHEET CONT.

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
11.15am – 11.30am	Morning tea.
11.30am – 12.30pm	<p>Decide Madrid Proposals - Information Gaps (1 hour)</p> <p>The Council works in small groups to address information gaps in the proposals that they have either not agreed a categorisation for or have accepted as Accept with amendment. This exercise aims to develop a list of information requirements that address the proposals coming from both Decide Madrid and the issues raised by the City Government.</p> <p>Any proposals there were not addressed in previous meetings are discussed here with a focus on what information is required to help make a group decision.</p> <p>The Council works again in small groups to write up information gaps they have identified – keeping in mind the limited time that the Government has to respond to these recommendations – what are the most important questions they need answered? These small groups mix twice before reconvening as the whole Council to consolidate their requests. The participants sort the requests and remove duplicates – it is important that the participants do this sorting for independence and transparency.</p> <p>Questions here focus on: What more do we need to know? Who do we trust to give us this information? What is the best way to receive it?</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Regularly mixed small groups of (6–8) • Develop information gaps as a group, then mix and develop more ideas, then come together as a whole and discuss the ideas more generally as a group. • Finish by having a list of information needed paired with a trusted source.
12.00pm – 1.00pm	<p>Speaker nomination (1 hour)</p> <p>The Council now works together to nominate speakers to fill the information gaps they have identified as best being filled by a speaker in the room. In small groups of 6–8 they mix twice before discussing recommendations that have emerged from each group. They keep in mind that there is only room for 6–8 speakers and to remember their critical thinking skills of breadth and depth when choosing speakers from different perspectives on various topics.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Regularly mixed small group exercises that look at the information gaps that have been developed and discuss which gaps require an in-person speaker • Groups nominate speakers with a rationale for why, before coming together as the entire Council and discussing the most nominated topics/speakers until the group settles on 6–8 speakers.



STANDARD MEETING (1ST IN PAIR) RUNSHEET CONT.

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
1.00pm – 1.40pm	Lunch (40 minutes)
1.40pm – 2.10pm	<p>Beginning of group decision making (30 minutes)</p> <p>The entire Council discusses the proposals that do not have agreement. The facilitator asks the group what changes need to happen in order for there to be group agreement. One at a time, people will offer a suggestion that could bring more people in agreement with a categorisation of a proposal.</p> <p>Any changes are documented and the proposals are eventually all categorised.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • It is important that changes to the wording of proposals are seen by everyone. It is recommended that a projector is used and someone changes the words in real-time to allow everyone to be clear and in agreement on specific wording changes. • The group is making categorisation decisions here – not final recommendations.
2.10pm – 3.00pm	<p>Writing task (50 minutes)</p> <p>The Council breaks up to start report writing. The goal of this exercise is for the group to make amendments on any proposals that are Accept with amendment and complete a proposal summary for those that are accepted.</p> <p>The group has discussed the the categorisations of the proposals, they now write up their own recommendations on small 1–page templates that explain the recommendation, its reasoning and supporting evidence, and the pros and cons of the recommendation. This is done using Google Docs on laptops, they all write in the same Doc with a page for each recommendation.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small groups split up the writing task by self-nominating which proposals they are interested in taking a lead on writing. The Council is encouraged to split equally so that all proposals are being written on. • Template is provided that documents what the proposal is, what categorisation it has been given, the reasoning and supporting evidence behind this, and if any amendments have been included what they are and the reasoning and supporting evidence behind these. • Writing is done on laptops with Google Docs. Small tables with one laptop each. • Those who complete their writing task first (Rejects and Accepts without amendment) are encouraged to move tables and help those who are writing in amendments.



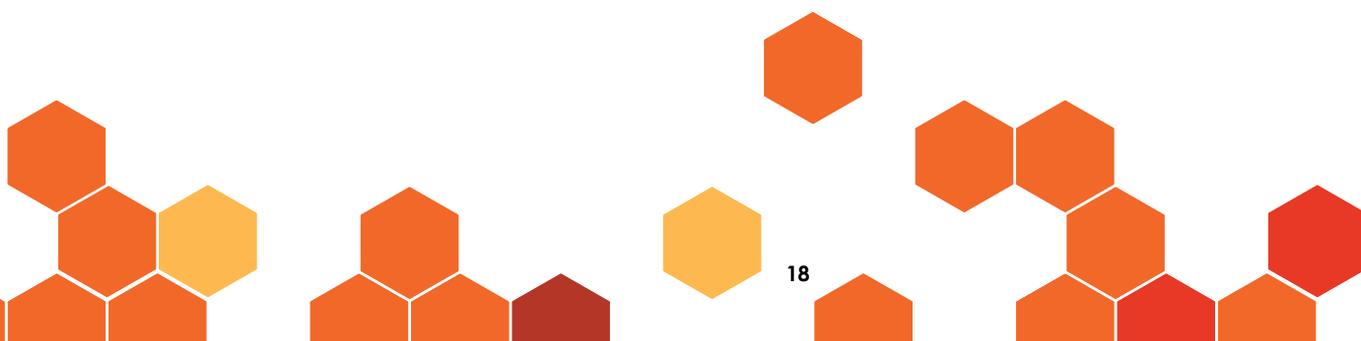


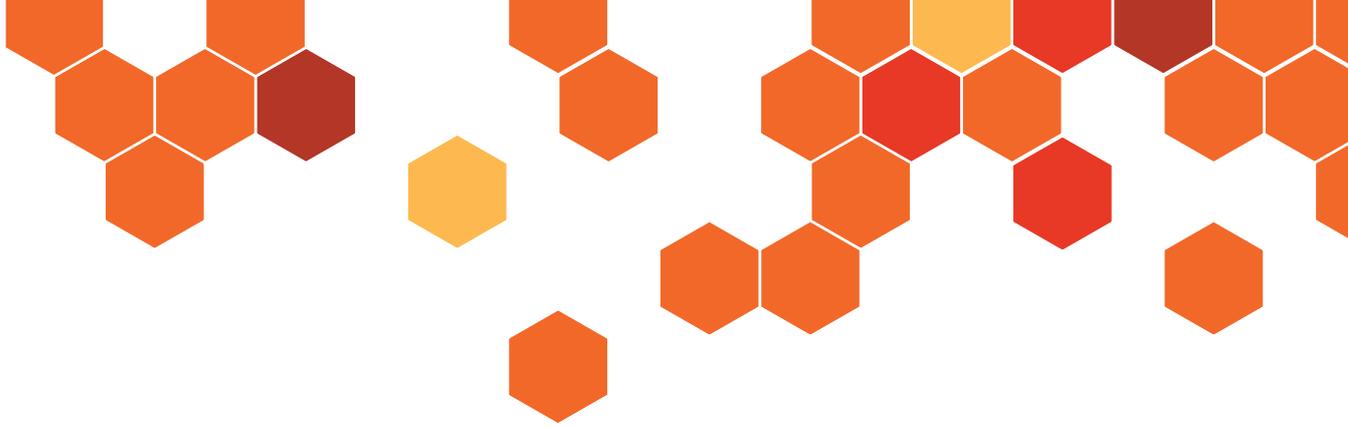
STANDARD MEETING (1ST IN PAIR) RUNSHEET CONT.

TIME	STATE OF THE CITY – MEETING ONE OPERATIONAL DETAIL
	Afternoon tea (20 minutes)
3.20pm – 4.20pm	<p>Whole group discussion (1 hour)</p> <p>The Council works through coming to agreement (80% acceptance) on reports and the writing. The end goal of the day is to have a some reports written by the Council themselves that directly respond to proposals with a categorisation, rationale and supporting evidence.</p> <p>The Council steps through each proposal to test the level of agreement in the group – those that fall dramatically below the 80% threshold are addressed at a later meeting.</p> <p>The aim of this session is to complete the easier writing tasks regarding the proposals that are rejected or accepted without amendment – leaving the following session to address the proposals that require more work.</p>
4.20pm – 5.00pm	<p>End of day wrap-up (40 minutes)</p> <p>The Council comes together to discuss how the day has been for everyone and canvas the path forward. This explores how the group is feeling, what they think they might need to change or improve to keep working together productively</p>

STANDARD MEETING (2ND IN PAIR) RUNSHEET

TIME	STATE OF THE CITY MEETING TWO OPERATIONAL DETAIL
8.30am – 9.15am	<p>Start of day</p> <p>The day begins with informal meetings as everyone arrives.</p>
9.15am – 9.35am	<p>Process reintroduction (20 minutes)</p> <p>Facilitators reintroduce the process and go over the agenda for the day. Reminder of agreed principles for working together as a group and outline of any changes made to how the group plans to come to decisions as a result of the feedback received from the first meeting.</p>
9.35am– 10.00am	<p>Questions and insight focusing (25 minutes)</p> <p>The Council works in small groups to discuss what information gaps they are filling by hearing from speakers today. This exercises focuses their questioning and listening on the key information they require to address issues. The groups mix once before rejoining as a whole and hearing common themes in their work.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Regularly mixed small groups • Getting them back up to speed on the task at hand and what decisions they made in the previous meeting
10.00am – 11.15am	<p>Hearing from nominated speakers in Speed Dialogue (1 hour 15 minutes)</p> <p>The Council hears from their nominated speakers in a speed dialogue session. These sessions have each speaker rotated between small groups once every 8–10 minutes (depending on the amount of speakers/time per group). The groups are reminded to stay focused with their question and get answers to the information gaps they have previously identified.</p> <p>Speed dialogue sessions allow the Council as a whole to get much more information from their nominated speakers than if they were being addressed in a lecture or plenary style discussion.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small groups, 1 speaker per group with groups of equal size. Ie. 8 speakers in 8 groups of 7. • 8 minutes per group, with speakers rotating between groups on a strict time limit. • Groups have discussed their questions in the previous exercise and should be prepared to address the speakers.





STANDARD MEETING (2ND IN PAIR) RUNSHEET CONT.

TIME	STATE OF THE CITY MEETING TWO OPERATIONAL DETAIL
11.15am – 11.30am	<p>Morning tea.</p> <p>Speakers are encouraged to stay for morning tea and speak to the participants. This is important as it enables the speakers to act as advocates for the process by meeting the everyday people involved.</p>
11.30am – 11.50pm	<p>Insights from the speakers (20 minutes)</p> <p>The Council breaks into small groups to discuss insights from the speakers. Did we get the information we needed? What information gaps were filled? How does this information assist us in making recommendations?</p>
11.50pm – 12.30pm	<p>Proposal revisit (40 minutes)</p> <p>The Council now reworks through their initial sorting of proposals by performing another sort. The goal here is to further categorise the remaining proposals. Those that are categorised with the required 80% agreement are settled. The group then focuses on the remaining proposals and what needs to happen to resolve disagreement.</p> <p>The aim with this second stage of the exercise is to document the changes that would need to happen to the proposal in order for there to be group agreement.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small group exercise similar to initial sorting exercise done at the first meeting. • Small groups merge to whole of Council discussion around sorting. • 80% threshold for agreement on sorting. • Remaining proposals are subject of further discussion to reach agreement.

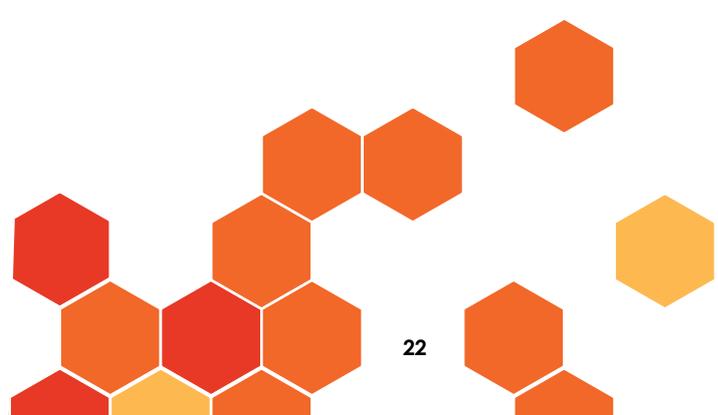
STANDARD MEETING (2ND IN PAIR) RUNSHEET CONT.

TIME	STATE OF THE CITY MEETING TWO OPERATIONAL DETAIL
12.30pm – 1.00pm	<p>Beginning of group decision making (30 minutes)</p> <p>The entire Council discusses the proposals that do not have agreement. The facilitator asks the group what changes need to happen in order for there to be group agreement. One at a time, people will offer a suggestion that could bring more people in agreement with a categorisation of a proposal.</p> <p>Any changes are documented and the proposals are eventually all categorised.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • It is important that changes to the wording of proposals are seen by everyone. It is recommended that a projector is used and someone changes the words in real-time to allow everyone to be clear and in agreement on specific wording changes. • The group is making categorisation decisions here – not final recommendations.
1.00pm – 1.40pm	Lunch (40 minutes)
1.40pm – 2.20pm	<p>The first writing task (40 minutes)</p> <p>The Council breaks up to start report writing. The goal of this exercise is for the group to make amendments on any proposals that are Accept with amendment and complete a proposal summary for those that are accepted.</p> <p>The group has discussed the the categorisations of the proposals, they now write up their own recommendations on small 1–page templates that explain the recommendation, its reasoning and supporting evidence, and the pros and cons of the recommendation. This is done using Google Docs on laptops, they all write in the same Doc with a page for each recommendation.</p> <p>Facilitator</p> <ul style="list-style-type: none"> • Small groups split up the writing task by self-nominating which proposals they are interested in taking a lead on writing. The Council is encouraged to split equally so that all proposals are being written on. • Template is provided that documents what the proposal is, what categorisation it has been given, the reasoning and supporting evidence behind this, and if any amendments have been included what they are and the reasoning and supporting evidence behind these. • Writing is done on laptops with Google Docs. Small tables with one laptop each. • Those who complete their writing task first (Rejects and Accepts without amendment) are encouraged to move tables and help those who are writing in amendments.

STANDARD MEETING (2ND IN PAIR) RUNSHEET CONT.

TIME	STATE OF THE CITY MEETING TWO OPERATIONAL DETAIL
<p>2.20pm – 3.00pm</p>	<p>Whole group discussion (40 minutes)</p> <p>The Council works through coming to agreement (80% acceptance) on recommendations and the writing. The end goal of the day is to have a report written by the Council themselves that directly responds to each proposal with a categorisation, rationale and supporting evidence.</p> <p>The Council steps through each proposal to test the level of agreement in the group – those that fall dramatically below the 80% threshold are ‘let go’ with the option of addressing these proposals at a later meeting. Those that are close to 80% are given a chance to work on their rationale and make changes that bring the recommendation closer to group agreement. Those that are above 80% are accepted with only polishing work put into making the recommendations clearer. The priority is on improving those that have not been accepted by the whole group.</p> <p>Proposals that are unresolved will be able to be tackled in a following session, with the option of hearing from additional speakers.</p> <p>The final writing task is introduced at the end of this session to allow some participants to begin writing and polishing during afternoon tea.</p>
	<p>Afternoon tea (20 minutes)</p>
<p>3.30pm – 4.00pm</p>	<p>Final small group writing (30 minutes)</p> <p>The Council breaks down into small groups for the final time – they now have a sense of where the whole group is at and are working to iron out any final disagreement within the group. The primary question being asked is ‘What does it take for you to agree with this statement?’ The groups deliberate with one another to develop common ground recommendations on each proposal.</p> <p>Any proposals that do not have group agreement at the end of the process are completed in the form of ‘minority reports’. These document the reason why the group did not reach agreement and the rationales for decisions for and against. The intent here is to reflect the room and demonstrate to the people of Madrid that the Council could not reach agreement and so did not make a recommendation.</p>
<p>4.00pm – 5.00pm</p>	<p>Group agreement and final handover (1 hour)</p> <p>The entire Council convenes to finalise the report – stepping through each recommendation to agree with wording. It is important that the whole group agrees with what is in the report – until the final meeting, any proposals that do not have agreement are able to be discussed at a future meeting. The Council must agree that the process to arrive at the final report is reflected in the report itself.</p> <p>The final report is handed over to City Government for action.</p>









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