

newDEMOCRACY

*Sydney 2050 –
From Ideas to Public Judgement*

Project Concept Design

1. What is the problem?

In its *Sydney 2050* plan, the City of Sydney will listen to the community and then outline what it sees as the shared future vision of what the city can become.

All cities experience that there is a significant gap between this idealistic aspiration and the practical reality: lots of people are left feeling unheard and aggrieved. While large numbers of people engage, all governments suffer from the fact that they tend to talk to the converted and those with an active interest: those turning up to events and engaging online are largely cheerleaders or those hoping to secure a direct benefit, while those who don't feel heard simply stop trying.

This might be OK, except for the fact that the unconverted have access to other outlets: they write to newspapers and call talkback radio in an often-successful effort to create controversy. And when you are responsible for a capital city there is a predictable level of opposition eager to fan these grievances. The suburban isn't newsworthy the way a metropolis is.

This is then compounded by the fact cities are complex: due to limitations on time and what people can reasonably read, stakeholders are often offered largely cosmetic exercises in ranking variables where all variables are important, and rarely are they pushed into dramatically hard tradeoffs or cost choices. This generates a "leave it to us" mindset on the part of city staff, which only serves to push a problem further down the line when it comes to implementation. It is quite acceptable for community feedback to ask for a "greener city" and an "environmentally sustainable" one. As an opinion exercise, this makes sense. As a judgment exercise, no one is traditionally asked to find a balance in the conflict between the water *conservation* needed for sustainability with the water *use* that goes into greening.

Our challenge in this design is threefold. We need to prove to those who think the City is a close-shop, that this offer to engage is transparently fair and open - to the point that it is seemingly impossible to cheat. We need to retain the value of idea generation but then take people a major step further forward into the tradeoff exercise where they understand the costs attached to a decision. We need to integrate detailed expertise without letting consultants sell in their pet projects: experts should be on tap rather on top.

Done successfully, this will result in the broadest cross-section of people who live in, work in and 'use the city as their living room' proposing new ideas - and bringing to the table the best of what is being attempted around the world.

They will invest the time, confident that their proposals will be judged by a jury of their peers given the time to read widely and ask questions of the proposals they see as having merit.

The ideas the jury sees as having the most merit will be passed to an expert panel to help inform them about costing and feasibility, then the jury will return to explore and find common ground around which proposals they are prepared to bear the costs of. Judgment, not opinion.

In short, our aspiration is to build a process that even the most cynical can agree is not stacked against them from the outset. Governments can be perceived as being unresponsive to ideas beyond an immediate circle of influences and by running a deeper deliberative project we aim to prove that this is not the case with the *Sydney 2050* plan.

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Context for the Design

Today, the City of Sydney is one of the richest and most successful local governments in Australia. Its financial position has allowed it to contribute to major areas that are State Government responsibilities such as the Light Rail project, new schools and housing projects; it is hard to find any other example of governments spending outside of their area of responsibility in this way. There is quite clearly anything but a crisis.

While there are critics, all governments have critics. So why change? One reason is principled: if a better process can be found, then it should be attempted. But a practical reason is also evident: even with seemingly widescale public support, that support can be a mile wide and an inch deep. There is support for cycleways until “your” parking space in front of your house is affected. There is support for greening the city unless you are prevented from removing a tree to build your extension. There is support for late night live music as long as I can’t hear it. There is a large functional gap between support in principle and support in practice – and operating with the continual limitations of this gap costs money.

This is why governments should seek out judgement beyond opinion.

There are always those who contribute their views *after* a decision has been made – which is entirely rational if you don’t feel you’ll be heard during the formal process – so our design challenge is to create something obviously open and fair. We need to ensure the ideas, that people would complain about being missed, contributed from the very outset. We need to have clear ownership of transformative ideas coming from all types of people in the city and not emerging from consultants’ reports *inferring* that these are what the community wants.

We think this can only be done *fairly* through the use of everyday people selected via a Civic Lottery which brings together a diverse mix of people with different relationships to the city and asks them to find common ground on which proposals should proceed. Just like a court of law, your contribution will be judged by your peers.

Within a very broad operating environment, our focus is to move beyond a culture of wish-listing and complaint in favour of a process that asks those with a strong opinion to contribute *how they see their city in 2050*. Rather than “selling an answer”, this turns the tables and asks people how they would answer the question of what concepts and ideas they want implemented for Sydney in 2050. The jury makes it clearly worth their time.

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Why a Deliberative Process?

Public decision-making in the city is complex. There are many diverse groups of people who interact with the city in different ways. Whether it be somewhere where you live, work or play, the City is often thought of as '*greater Sydney's living room*'. Understanding these tradeoffs and operating from a knowledgeable background needs more than can be done in a 2-3 hour meeting.

This means that many different people should be considered in long term planning decisions for the city. It also means that the many trade-off decisions have third-party impacts that might not be immediately clear, even to experts.

Decisions that favour greenspace and walkability can come at the cost of residential parking. The tradeoff between nightlife and safety is one well known to the City. Benefits from development decisions can never be equally shared. These trade-offs require a conversation that balances one person's "office" with another's "backyard" and the "living room" of another. There is no one right answer: there is simply a set of recommendations, a mix of people see as fair, who the wider community can follow and see that someone like them was involved in the decision.

This familiarity with the city leads to an increased likelihood that everyone believes they are an expert. Their own daily experience with the city means they're regularly thinking about what makes their lives better or worse. This means people are quick to rush to judgement and makes trade-offs difficult – not everyone can have their wish list item.

Everyone has an idea for what they want to see happen to the City. Capturing these ideas and giving them the opportunity to be developed and costed takes advantage of the diversity of skills and thinking throughout the city.

When everyday people are given the time, information and authority to make decisions they are able to come up with specific, informed recommendations to planning and budgeting challenges that are often either not resolved or remain opaque in extremely specific and difficult to access strategic documents. This depth of experience and cognitive diversity from a cross-section of the community should be valued by the City and contribute to the *implementability* of the recommendations.

By producing recommendations that are **written entirely by everyday people**, deliberative processes combine the principles that inform strategic documents with educated local knowledge, diversity and a focus on common ground to create a **bridge** between the views of public opinion leaders, the complexities of city management and their implementation on the ground. Bridging this gap between complexity and their specific local experience allows for **precise and understandable** community trade-offs that account for all manner of relationships with the City.

The citizen output here harnesses the ability of the City of Sydney and their creative sprint panel of experts to give informed citizen input to a long-term strategy document. This empowers the City to **make and implement better decisions for communities.**

2. *What makes this hard?*

The design for this process must overcome seven clear challenges.

1. The nature of the City, as the state capital and country's largest, attracts a significant amount of public attention across both print and radio. As with all public decisions, often all courses of action are open to criticism. Much of this is driven by **opinion leaders**, people who have a large public platform to voice their views on the City's leadership and a passionate belief in the merit of their ideas for the city. This commentary is not normally usefully channelled. Our challenge with this project is fix this. It makes clear sense to bring strong community advocates into the tent from the outset – harnessing their insight and creating a productive relationship that gets the best from idea creators and the City's hands-on implementation teams.
2. **Ideas are easy**, but they often take a long time to be properly developed and costed. This means that we must allow a significant window of time between participants shortlisting projects for expert feedback and their chance to review costed proposals. We've adjusted the typical meeting windows to allow for tighter a meeting schedule to give experts to chance to cost and develop all of the shortlisted proposals.
3. Brainstorming ideas often means that many different opportunities are explored, but also that **downsides are rarely mentioned**. We must design a process where negatives are considered and weighed against the varying different pros and third-party impacts. This is not to exclude ideas, but to ensure downsides are understood.
4. Intrinsic to the way the City does community and stakeholder engagement is that they often hear from a regular group of informed and interested parties. This also means that they're **most responsive to the loudest voices**. In designing a process, we must account for the views of the many different aspects of the city. This means balancing input from familiar members of the community *and* the least engaged.
5. With any city planning and strategy decision, there is the danger of being **pulled down into the granular**: the infinite details of street-specific decisions and concerns. Anecdotes are useful but they are not evidence. To avoid this danger, this process places emphasis on working through principles that can be applied to each situation and requires recommendations to be supported by a super-majority of the participants. This raises the discussion away from the street-specific concerns of any individual or interest group and toward a principled discussion of how to treat general instances of concern. In this way, the recommendations are able to resolve specific street issues with consistency because of the way they apply the same principles to problem solving.
6. Deliberative exercises also require **interactivity between Council and the participants** that requires significant time commitments because of the depth of information required. This process has long gaps between in-person meetings that

allows the participants themselves to work through information sources as well as a significant break between meetings 3 and 4 to allow the City's expert panel the time to consider and develop proposals that match the priorities of the participants.

7. The City of Sydney's role as the city's "living room" complicates the traditional understanding of **who is impacted by local decisions**. In any given week there might be different groups of people who interact with the city for work, or because they live here, or because they travel in on a weekend for leisure. These different relationships mean that people who might live outside of the City of Sydney LGA are heavily impacted by Council decisions. This project will account for this in two key ways: (1) through public submissions; (2) through specific demographic stratification in the civic lottery that accounts for "city use".

3. *The Lord Mayor's Role*

The convening and authorising power of the Lord Mayor is fundamental to the project being able to operate. Premier Weatherill was able to make projects highly functional and productive in South Australia by making a virtue of offering the longest possible time to listen. His act of leadership was to make sure that time was allocated (against the pressures of “engagement as usual”), and to make clear he was still taking the final decision – he was simply trying to take it after hearing from an informed community, which is rarely done in politics.

We require two key contributions from the Lord Mayor.

A. Give it Authority

It is important that the incentive to participate in the process is pre-agreed and clearly conveyed – for everyday people this **must** involve a direct link to the decision. We ask that the Lord Mayor commit the following authority to the process and the citizens’ report:

- An in-person response from the Lord Mayor, generally a one-hour discussion within 30 days of the project being completed.
- A written response from the City to each Citizens’ Jury recommendation within 45 days.
- That the unedited citizens’ report is made public immediately.

In short, this needs to pass the test of being the most meaningful offer to participate in a shared public decision – not just another forum.

B. Pose them a Question

Finding the ideal remit takes considerable time, and care must be taken to ensure it is open and non-leading. The remit needs to provide an open question that clearly stipulates the topic but does not curtail the group’s exploration of the topic from the outset.

It is critical that the Lord Mayor own the question, as this defeats public weariness that a government already knows the answer they plan to act on.

Facing a cynical community (in any topic), we start with four framing questions that inform any remit:

1. What question do citizens want to answer?
2. How can we help focus them on the **hardest** part of the problem?
3. How can they be of most value?
4. What is accessible and understandable?

To illustrate:

What concepts should be implemented in Sydney in 2050?

We should also include a statement that gives context to the remit and the project:

A lot can be done by 2050. The City has the opportunity to make decisions now to act on your vision for a future Sydney.

4. What does it look like?

newDemocracy will operate a 50-person citizens' jury that will meet on 6 occasions. The participants will make initial recommendations to an expert panel that prioritise possible projects based on a public submissions process. The expert panel will return to the jury developing project ideas that have trade-offs and indicative costing included for the participants to make a final common ground recommendation on project priorities for the City in 2050.

This project has 3 clear stages:

1. Public submissions process.

The City opens a submissions process that invites active interests, stakeholders and everyday people to offer their ideas in a simple or straightforward, online templated format. The primary goal of this stage is to reach out to those who might have a view on how the City should look in 2050 but would not normally get involved in community engagement.

The success of this stage lies on how widely this opportunity is advertised – 1-page in the Daily Telegraph and the Sydney Morning Herald would generate a major return (it is notable that governments rarely take this step where commercial marketers do). Broad public awareness of the opportunity to co-design strategic planning and implementation elements in the City's future can amount to a *'put-up or shut-up'* mechanism that encourages cognitive diversity and reduces roadblocks later on.

The more the community can see that this opportunity was fair, open and broadly accessible in an online template, the more trust will be placed in the final outcome. People need to know that they have a chance for their ideas to be given fair and considered judgement by their peers with a view to improving their City into the future.

2. Citizens' Jury Phase 1.

Participants in the Citizens' Jury are selected through a Civic Lottery process operated and managed by newDemocracy. They're randomly selected on demographic criteria that matches the group to the census profile, as well as finding a balance between three distinct 'uses' of the City: work, residential, leisure.

The Jury will be provided with an information kit for pre-reading. The kit is an information source that provides an explanation of how the City of Sydney operates, what decisions must be made, and what the City finds most difficult in planning for 2050. The participants also received access to all of the public submissions. This is their jumping-off point for the project – the baseline of information they will use to arrive at a common ground decision. If citizens are going to ask (for example) for a new park, then knowing the costs to build

previous parks and the costs of ongoing maintenance helps move this from opinion to judgement.

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 tradeoffs. We have confidence that the recruitment and operations of the Jury will defy a cynical view that they are somehow ‘staged’ – the participants themselves are the proof. Core to this is that citizens are exposed to, and interact with, contested and competing viewpoints from active stakeholders.

The Jury’s initial recommendations and additional shortlisted ideas from the Children and Youth Summits will be given to the City of Sydney’s expert panel who will develop and indicative cost each of the shortlisted ideas.

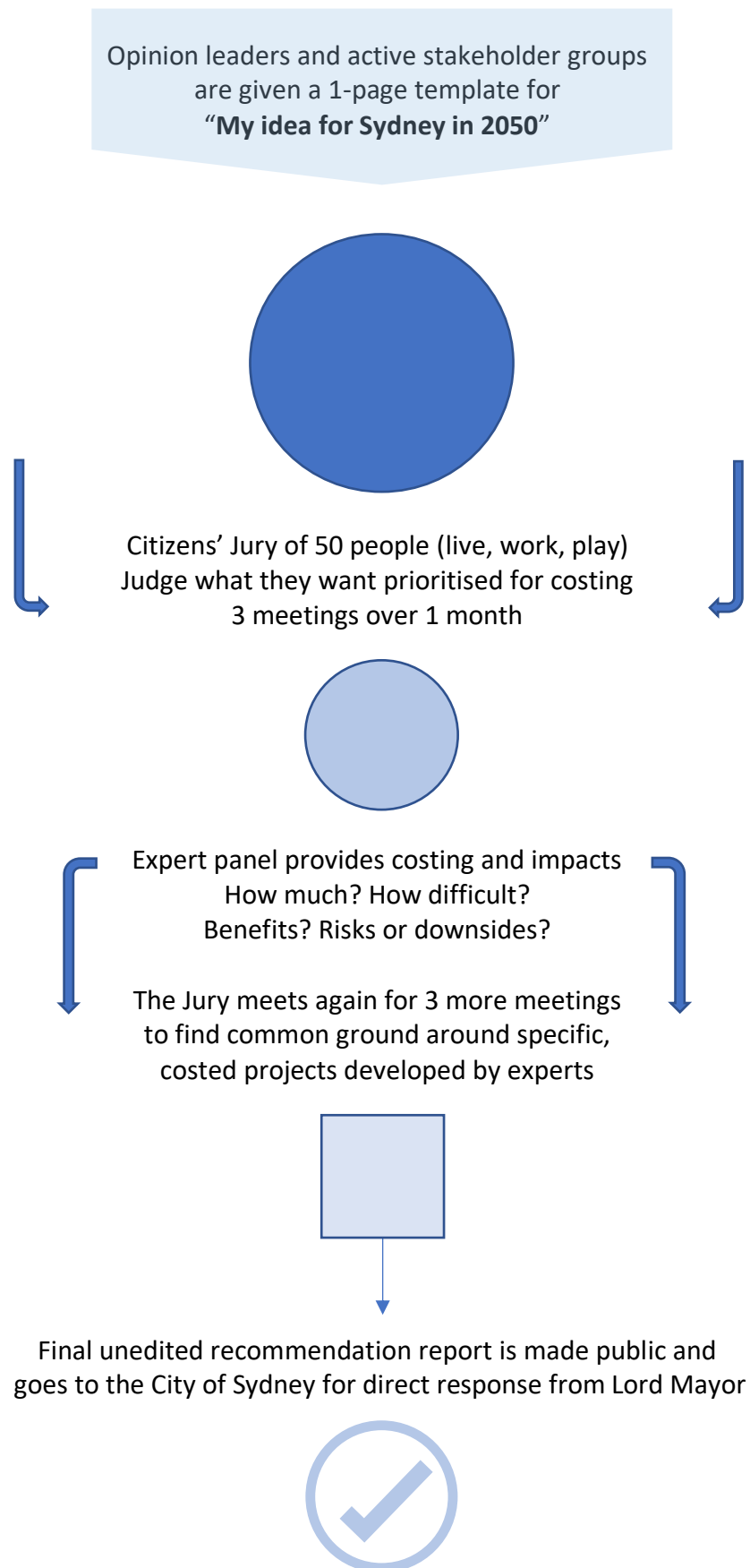
3. Citizens’ Jury Phase 2

The second phase of the Jury process begins with the return of the shortlisted ideas from the City’s expert panel. These ideas have been costed and developed into indicative or general project proposals that details pros and cons as well as costs and impacts.

The citizens then have 3 meetings to deliberate on priorities, feasibility and implementation. They must consider the trade-offs and the compatibility of their recommendations.

Their final report, written entirely by them, will contain recommendations for projects for the City in 2050. The report will be handed over to the Lord Mayor in-person on the final day.

Figure 1: Engagement Process Overview



5. Indicative Timeline

There are three crucial dates:

- *Yes* – a decision is made to proceed with an **approved design** and preparation work can begin on venue bookings, stakeholder and speaker engagement, pre-reading/ information kits and invitations as well as supporting community engagement.
- *Go* – the date that invitations are sent.
- *End* – the cut-off date for the conclusion of the process. This date will impact proceedings if it falls within the typical window for a long-form project.

The timeline below is intended to be indicative however, there is limited room for movement between dates because of the limited time window available.

Stage	Date	
"Yes"	July 5	Decision is made to proceed with the proposed design
Invites go out	July 22	Friday-day postage for Monday arrival
Submissions call	July 22	Concepts from Opinion Leaders – rolling close dates(s)
RSVP Date	August 5	Participant registration closes
Recruitment done	August 10	We complete recruitment and call all participants
Meeting 1	August 24	All day Saturdays – Stakeholders and Other speakers
Meeting 2	September 7	
Meeting 3	September 21	Shortlisted ideas go to expert panel
Meeting 4	October 26	Costed proposals are returned to citizens the week prior
Meeting 5	November 9	
Meeting 6	November 23	Final meeting and handover to Lord Mayor

6. Recruitment and selection

newDemocracy will select and recruit approximately 50 participants for the jury from the City and surrounding suburbs in order to strike a balance between the different *uses* of the City.

The participant count is slightly fluid to allow for the demographic profile match to be maintained even if there is a shortfall in a single category (for an intended group of 50 we would over-recruit with 56). This approach places an emphasis on the quality of descriptive representation in selection by recognising that the more citizens can identify with individual participants (i.e. job like me, background like me, life like mine), the greater the chance of having the wider community amenable to the content of the decision.

We need to use a small number for a few reasons. First, a small group carries a stronger incentive for participants to share the learning exercise. You feel more involved and integral to the process if you're 1 in 50 and not 1 in 150. Second, working together and coming to agreement in a large group is a longer and more difficult task. It requires more time deliberating and hearing everyone's perspective. *But this also means that the small number of people in the room need to resonate with everyone else in the wider community.*

In order to achieve a descriptively representative sample, newDemocracy recommends using the four standard stratification variables of **age**, **gender**, **household type** (owner occupier or tenant – a surrogate indicator for income and education) and **geographic locality**. As well as these variables, we will use the specific variable of **City-use** (live, work or play).

The stratification is not claimed as a statistically-perfect method, instead it delivers a *more* representative sample than any other community process. The strength of this selection process lies in the wider community clearly seeing “people like me” in decision making positions – descriptive representation in this way fosters trust in the substantive representation of the panel and ultimately trust in its decision making.

To achieve a genuine level of randomisation, it is necessary to avoid an overemphasis on connecting with those who are traditionally likely to opt-in to community engagement processes, while also casting the net of invitations sufficiently wide. To generate a sufficient pool of individuals from which to randomly select, newDemocracy recommends the City extend a physical invitation to a random sample of 15,000 addresses (half to addresses within the city, half to addresses in neighbouring suburbs). These invitations will be sent to random physical addresses so as to not discriminate between those who own or rent their property. From this round of invitations, an expected response rate of 3% will return a pool of approximately 900. The size of this pool in combination with random selection sufficiently dissolves concerns of the narrowness of the reach and any possible skew that might entail. When combined with the stratification parameters outlined above, the risk of an inherent self-selection skew within the sample is negligible.

The invitations will come from the Lord Mayor (ideally under seal to emphasise the value of the opportunity), emphasising the remit and commitments made along with the authority of the Council's final report. Emphasis on the role of newDemocracy and independence of the selection process as outside the control of the City will demonstrate the participants' autonomy and freedom in the project. This link to democratic reform and participant autonomy is crucial to capturing participant interest; it builds upon latent social disaffection with public decision making by reinforcing the uniqueness of this opportunity.

Interested participants will register online with newDemocracy to indicate that they are available for the final selection (as a fall back, newDemocracy also provides a phone number for people who prefer to contact us to register). This registration process involves collecting relevant stratification data. Based on the registrations received, the stratified random draw will be conducted by newDemocracy seeking to randomly match to the demographic stratification drawn from the Census.

newDemocracy will contact the drawn sample to confirm and explain the process to participants when asking the recipient to confirm availability for selection in individual briefing calls. This exercise in personal communication establishes a relationship between newDemocracy and the participants – emphasising the independence of the process and the role of the participants. Additionally, contact with each participant builds a strong personal commitment to participating, noting that once underway we cannot backfill for non-attendees.

Importantly, newDemocracy will not provide *any* participant information to the City of Sydney (personal or contact details). Public cynicism around potential vetting is sufficiently high that newDemocracy's goal of public trust is threatened by any perception that lists are reviewed. City staff will meet the participants for the first time on the first day of the project.

Just as in criminal juries, payment of per diems is strongly advised to avoid excluding participants who may find participation difficult through hardship: this is proposed as \$600 per participant in total (with additional regional costs covered for participants who must travel long distances to participate). Invitations will clearly note that this payment will be made for time, and that meals are provided at the weekend meetings.

7. Active Stakeholders

The voices that the City hears from most often are a valuable resource of advocacy and local insight.

A central role for their input is co-ordinated through an initial briefing which would be used to draw on the wide range of views.

As a group, the participants of the briefing are asked to suggest:

- an initial list of speakers for the participants,
- a list of further speakers on a variety of topics for if the citizens have a specific information gap but are unsure exactly *who* they should hear from.

Stakeholders will do this by nominating speakers and their proposed topic. The ultimate goal here is to arrive at a consensus list of speakers who cover a diverse range of topics and views on those topics. The list of speakers who do not receive sufficient support (we cannot hear from more than 8 speakers in a day) will be passed on to the citizens for use when they are nominating their own speakers.

Stakeholders also play a key role in spreading awareness of the public submissions process and are of course encouraged to make a submission themselves. Their detailed understanding of the process creates a trusted channel to explain why the submissions process is worth people's time and creativity.

At the conclusion of the Citizens' Jury process, city staff and citizens' jury participants will report back to the stakeholders at a final briefing.

8. *Deliberation*

Deliberative activities such as this are designed around a core set of principles applied in depth to in-person deliberation, but useful for all companion engagement activities too. They centre on creating the environment for the consideration of the broadest range of sources while giving participants an equal share of voice. These principles are:

- 1. Clear Remit:** A clear, plain-English challenge or question is placed before a group. This neutrally-phrased question goes to the core of the issues and provides a strong platform for discussion about the trade-offs. A focus group tests an answer (or the way an answer is presented); in contrast, this method poses an open question.
- 2. Information:** Detailed, in-depth information is provided to the participants to help them understand the dilemmas. Through a **public submissions process** and the help of the City of Sydney, a **diversity** of sources and ideas will be brought into the discussion. By doing this the group can move beyond opinion to an informed and more balanced view. Not all participants read everything, but collectively an enormous amount is read, understood and shared in the conversations and decisions. Citizens will also spend extensive time asking questions and identifying sources **they** trust for the information they need.
- 3. Representative:** A random sample of the community is actively recruited to participate. Simple demographic filters (age, gender, owner/renter, location, City use-type) are used to help stratify this sample to represent broader demographics. Most engagement by government does not hear from a representative cross-section of the community with incentives to participants geared to those with the most acute interest. This is challenging, but possible to rebalance.
- 4. Extended Time:** The processes are built to ensure maximum involvement from all participants: equal access to information and equal share of voice. It develops thinking from individuals, to smaller groups, then to the whole group. Issues are weighed up and discussed in various exercises, aimed at approaching the problem from different ways, and given plenty of time before final recommendations are made. Time is a crucial factor for the deliberation, it is at the core of arriving at considered public judgement.
- 5. Influential:** The recommendations report must have a significant role in the City's 2050 planning. The best opportunity here is to present the entire report, un-edited, to the Lord Mayor – and deliver a public response to each of the recommendations.

These summary principles underpin the plan in this document.

9. What is success?

Success for this project comes in four different ways:

1. *We bring together a genuinely random mix of everyday people* – the Lord Mayor, councillors, journalists (and anyone reading their papers!), small business owners, residents and other groups all see a genuine cross section of people in the room that looks like who they see in the city every day.
2. *We elicit many more ideas from many different parts of the community* – We take advantage of the diverse skill sets and cognitive diversity without our City. They're able to generate innovative and nuanced ideas that might not have otherwise been explored.
3. *Experts are effectively integrated into the process* – We strike the right balance between expert advice and the trust people have in their peers. This balance allows everyday people to seek out the information they trust while hearing from a diversity of competing sources.
4. ***People stand behind the results, including tough trade-offs*** – Citizens' are confident enough in their recommendations and the credibility of the process to stand before the public and in the media to talk about the difficult trade-offs they've found common ground around. True success is when everyday people will stand behind their work and share decisions with our elected representatives.

Sydney 2050 – Civic Lottery

Ideas and Public Judgement

Operational Design

Stage	City of Sydney Citizens' Jury
Pre-Jury Stage 1 Week 1 July 3 – July 9	<p data-bbox="353 288 672 316">Design and Preparation</p> <p data-bbox="353 365 1933 435">City of Sydney and newDemocracy agree and approve necessary pre-Jury materials and decisions. Facilitation team(s) are recruited. Public submissions process is designed.</p> <p data-bbox="400 485 555 512">1. Kick off</p> <ul style="list-style-type: none"> <li data-bbox="499 523 1973 593">a. Recruit facilitators – including provision of this document (noting it as a v1 draft they are invited to contribute and refine) <li data-bbox="499 601 1137 628">b. Finalise contracts (including their publication) <li data-bbox="499 639 1868 667">c. Finalise design of public submissions process – how; where; template; resolve any technical questions <li data-bbox="499 678 1408 705">d. Agree timeframes, milestones and responsibilities (this document) <li data-bbox="499 716 1989 743">e. Recruitment process agreed and approved: provide logos for draft invitation – newDemocracy to draft artwork <li data-bbox="499 754 853 782">f. Finalise venue bookings <li data-bbox="499 793 1375 820">g. Finalise Project Design (document will be public once approved) <li data-bbox="499 831 1424 858">h. First draft of information kit (contents, structure, etc. for comment) <li data-bbox="499 869 1025 896">i. Create Stakeholder Reference Group
Pre-Jury Stage 2 Week 2 July 9 – July 31	<p data-bbox="353 959 770 986">Invitations and Announcement</p> <p data-bbox="353 1035 1924 1106">Invitations are designed and sent. City of Sydney makes announcement of the project and documents go public. The information kit is completed. Active media push <u>and</u> stakeholder communications to drive idea generation (target 100+).</p> <p data-bbox="400 1155 685 1182">2. Start recruitment</p> <ul style="list-style-type: none"> <li data-bbox="499 1193 891 1220">a. Invite design and approval <li data-bbox="499 1232 972 1259">b. Public announcement of process <li data-bbox="499 1270 983 1297">c. Public submissions process opens <li data-bbox="499 1308 1070 1335">d. Information kit production and approval <li data-bbox="499 1347 1249 1374">e. Dataset from Australia Post and City of Sydney extract

Stage	City of Sydney Citizens' Jury
	<ul style="list-style-type: none"> f. Invitation distribution g. Conclude RSVP period for participation
Pre-Jury Stage 3 Week 5 July 31 – August 10	3. Complete recruitment <ul style="list-style-type: none"> a. Participant confirmation emails b. Participant confirmation calls c. Information kit distribution – Thursday 2 weeks prior to Day 1 (August 8th) d. Finalise City of Sydney speakers for Day 1 e. Finalise nominated speakers for Day 1
Day 1 Week 8 August 24	Introduction, critical thinking and principles Participants meet for the first time, 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 City of Sydney, a range of active interests with conflicts and diverse views, and begin parsing public submissions. Tasks and milestones: <ul style="list-style-type: none"> a. Participants develop understanding of different thinking, working and learning styles b. Exercises include: what do we know, what are our key insights, do we need any fact checking, what more do we need to know in order to make informed recommendations? c. Identify initial questions and data points requested from the groups d. Finalise citizen nominated speakers for Day 2 e. Participants submit further <u>information requests</u>, <u>fact checks</u>, and <u>data points</u> f. Book nominated speakers for Day 2 g. Complete information requests in follow up
Day 2 Week 10 Sept 7	Information deep dive

Stage	City of Sydney Citizens' Jury
	<p>Participants hear from the speakers nominated by them. They begin to deep dive into information, the reading they have done and the public submissions. This is the beginning of the divergence phase of information gathering.</p> <ul style="list-style-type: none"> a. Exercises include: is there anything more we need to know? what key insights do we have so far? what core principles will inform our final recommendations? have we heard from a diverse range of speakers or just people we agree with? b. Groups share among themselves key insights and learnings – and focus on what new questions are now emerging now they have learned more. c. Participants make any information requests as needed and continue fact checking d. Option for additional requested speakers e. Participants consolidate around some criteria for selecting their shortlist f. Complete information requests
Day 3 Week 12 Sept 21	<p>Shortlist of ideas are selected</p> <p>Participants come to agreement on a shortlist of ideas (no more than 20). They explore the new information they have received, revisit critical thinking, and ultimate find common ground around a list of ideas for the panel of experts. The ideas must be presented clearly – the expert panel must be sure they know what the citizens are asking for.</p> <ul style="list-style-type: none"> a. Exercises include: What are your initial selections and why? Is there any overlap? Is it clear what you are asking for? b. Output – shortlist of ideas for expert panel to develop and cost.
Break Weeks 13-17	<p>Expert panel develop and cost ideas</p> <p>Each of the ideas nominated by the citizens are given to the City of Sydney's panel of experts for them to develop and cost ideas into proposals.</p>
Day 4 Week 18	<p>What information do you need to make a decision?</p>

Stage	City of Sydney Citizens' Jury
Oct 26	<p>Participants come together for the second phase of their meetings. They are presented with the developed and costed proposals (ideally provided 1 week prior to allow for pre-reading). They have the option of requesting more speakers as well as additional information to help with their deliberations. A key part of this stage is coming up with principles for how they will make the trade-off decisions.</p> <ul style="list-style-type: none"> a. Exercises include: is there anything more we need to know? what key insights do we have so far? what core principles will inform our final recommendations? have we heard from a diverse range of speakers or just people we agree with? b. Groups share among themselves key insights and learnings – and focus on what new questions are now emerging now they have learned more. c. Participants make any information requests as needed and continue fact checking d. Speaker nomination (if needed)
Day 5 Week 20 Nov 9	<p>Draft report completion</p> <p>The citizens hear from any final speakers they nominated. They must now begin to come to agreement on the proposals that are most important to them, accommodating any trade-offs and justifying their decisions. They begin draft report writing by developing their initial recommendations for critical reflection.</p> <ul style="list-style-type: none"> a. Citizens do all the writing task independently in small groups of 3-5 (laptops with internet required) b. Exercises include: aggregation of similar recommendations around key topics or themes, taking the temperature of the room on each individual recommendation, letting go of recommendations that do not have enough support, workshopping recommendations that the room is close to agreeing on. c. Emphasis on “Can I live with it? What would need to change for me to live with it?” Voting is avoided in favour of consensus approaches. <u>Output</u> here is a draft with some complete sections with gaps in rationale and polish. d. Draft recommendations at this stage are very rough. They’re asked to focus on <i>what</i> and <i>why</i> – facilitator pushes for specific, actionable and reasonable.
Day 6 Week 22	<p>Final recommendation report written and handed over to Lord Mayor</p>

Stage	City of Sydney Citizens' Jury
Nov 23	<p>The participants return to their report for finalising their recommendations and polishing. They've had time to reflect on their earlier thinking and look back on their draft. They're reminded of any recency bias when considering new information or critique.</p> <ul style="list-style-type: none"> a. Exercises include: final walk through of the report to refine writing and agree on the content word for word, letting go of any recommendations that do not have enough support, writing of any 'minority reports' b. Final presentation of the report to the Lord Mayor. <p>The goal is to have a document people own so if they ask for extra time as a requirement – we view that as a reasonable request.</p>