

## newDEMOCRACY

### PROCESS DESIGN FOR VICHEALTH

#### HOW CAN WE MAKE IT EASIER TO EAT BETTER?

##### OVERVIEW:

##### GETTING BEYOND EXPERTS, INTERESTS & LOBBYISTS: HOW DO EVERYDAY PEOPLE APPROACH THIS PART OF OUR OBESITY PROBLEM?

###### Overview

Obesity is a vexed policy issue for government, and one substantial part of the issue is about food choices.

Government regulation of food choices spans a broad spectrum of views. On one hand any intervention can be presented as the further reach of the long arm of the 'nanny state'. On the other is a mistrust of industry that suspects every piece of packaging or communication as having intent to trick the unwitting consumer.

Encompassing all of this is the large role food plays in society and psychology. In this context there are some influences few of us are aware of when it comes to food choices: social setting, colour and context are starting points. These factors combine to make the setting of policy highly contentious: many citizens resist regulation on things we know to be problematic (e.g. speed cameras), so the reluctance for intervention on problems *we are unaware of* is necessarily an order of magnitude higher.

Critically the public purse will bear the lion's share of the costs of the problem of obesity which drives the need for this conversation and for a fundamentally new approach. Many fine initiatives are underway, but statistically the trend for obesity is one-way increase.

Obesity is a highly complex issue encompassing activity, genetics, income inequality and a range of other factors. However, it is assumed in drafting this paper that it is uncontested that what we eat is one key component to consider.

The former factors are excluded from this design on the grounds of scope: addressing obesity has the potential to be a "boiling the ocean" undertaking, so for a deliberative process to be able to engage in in-depth discussion some narrowing of the topic is necessary. It is entirely legitimate to suggest that those other factors should be the subject of other jury processes, but we judge it infeasible for one community process to approach the issue substantively.

The dollar scale of the food industry also makes it no less likely than other large industries to have active donor and lobbyist positions. Equally, the scale of expenditure on current attempted solutions to the problem creates a set of established interests on the 'health and wellbeing' side of the industry, notably including those currently receiving program funding from government.

As with many issues, government involvement in regulating food choices is a policy area where all courses of action are open to criticism and mistrust. There is no step a Minister or government can take which will meet with anything other than a divided reaction. Notably, this process will endeavour to broaden those listening to a Citizens Jury from a single Minister or voice of government to a group of major interests spanning the food sector: this is an exercise in sharing a potentially contentious public decision.

### Background and Context

It is anticipated that within Victoria by 2025 more than three quarters of the population will be overweight or obese.

The Victorian Government operates a range of prevention activities yet is confronted by the fact that the problem continues to worsen and different approaches are therefore needed. This is complemented by industry initiatives, voluntary programs such as the health star rating system and the activities of a significant NGO sector as well as investments by local government. While they have an impact, the trend continues in the wrong direction.

Obesity may be considered a negative for the people concerned from a social point of view (their lives are likely a little harder in terms of mobility, health, self-care and longevity) and also a cost point of view (obesity in average terms leading to higher health costs).

The Victorian Health Promotion Foundation (VicHealth) is seeking to generate new thinking about what the community thinks would be acceptable, appropriate and effective to secure a change in direction for the obesity trend. **In simple terms, VicHealth wishes to give a random sample of everyday citizens a 'journey of discovery' about their food choices, allow any interested party to also present their view and then allow citizens to make their own decisions about it and how they would like government, industry and community to respond.**

### Project Objective

The objective of this deliberative process is to provide a **Steering Group** of sector leaders with a clear and actionable set of recommendations. This will convey those actions which a randomly drawn group of citizens who have deliberated on the issue see as reasonable.

The Steering Group should ideally include elected representatives, industry leaders and subject matter advocates. Its purpose is twofold: to bring to the table all those whom the community would like to present requests to, and to bring into the intimacies and intricacies of planning any of those who may be tempted to see the process as being staged for a pre-ordained result. Citizen jury processes are designed to be very hard to manipulate: the best way to convey this point is by giving a steering group the closest possible vantage point to observe all parts of the process.

The project aims to drive a dramatic change in policy, not an incremental one. The aspirational objective is that these citizens provide radically new thinking as to how the issue should be

approached. We know there are health advocate positions and industry positions: if the everyday person's view, as captured by this process, is radically different then how do all interested parties act on that?

The project aims to get beyond vox pop kneejerk responses and elicit both a considered view, and one which represents a common ground position emerging from a cross section of citizens. The focus on common ground is critical as it aims to be the means by which the options open for consideration are less subject to single specific interests arguing a narrow oppositional point.

As with all jury-style processes, the implicit related objective is to design a process with sufficient rigour as to withstand (understandable) sceptical scrutiny: one which visibly cannot be influenced by a politician, an interest group or financial interest.

Transparency of method is one part of this: the design itself must be shared prior to the commencement of the jury deliberations – and we conduct explanatory sessions of the methodology to every possible active stakeholder known to VicHealth who holds an interest in the topic.

Equally, the role of newDemocracy Foundation as non-partisan operators with no interest in the issue nor even further work with the agency must be emphasised. Citizens have grown wary of consultants and experts delivering the result which government pays for in order to earn further work. The Foundation's own brutal self-interest – *to prove that citizens can solve problems for themselves if given the scope to do so* – should be openly shared.

It should be noted that deliberative processes do not attempt to turn citizens into subject matter experts, in much the same way that criminal trials do not turn them into forensic experts. Our task in this case is made easier as it revolves around tastes, preferences and lifestyles where personal knowledge is very relevant. The panel's task is to provide the Steering Group with **clarity of intent** regarding what the community view as what they can live with as interventions which help them make better food choices so as to reduce the rate of obesity in Victoria.

Where the Government, industry and other stakeholders assess that recommendations made by the jury are of merit and supported by evidence then they should consider they are empowered to act.

#### About The newDemocracy Foundation

The newDemocracy Foundation is a not-for-profit research group, with a particular focus on best practice citizen engagement and innovations in democratic structures. newDemocracy Foundation believes that many consultation processes consist of feedback forum events largely attended by interest groups and hyper-interested individuals.

Such processes do not result in communities feeling they have had a say. In contrast, newDemocracy Foundation's proposal is to provide a jury-style process which enables a more representative section of the community to deliberate and find a consensus response. By combining the three elements of random selection, the provision of time and access to all information, and independently facilitated forums for dialogue, a much more robust and publicly trusted outcome can be obtained which can assist governments in achieving public acceptance of hard tradeoffs.

The newDemocracy Foundation provides design frameworks for public deliberation and overall innovation in democratic models. **Our research and advocacy is focussed on identifying less adversarial, more deliberative and more inclusive public decision-making processes.** Our services are provided on a cost recovery basis - consistent with our structure as a not-for-profit research Foundation, with services provided pro bono on occasion. We are not a think tank and hold no policy views. We also commission independent third-party research which occurs in parallel to the process in order to ensure robustness and to capture the potential for improvements to existing democratic processes.

*Rationale: Growing Trust through Public Accountability and Transparency*

The newDemocracy Foundation contends that if the public was told that 100 of their fellow citizens had reached consensus around a given solution after studying detailed information and hearing from subject-matter experts of their own choosing, then the community is more likely to trust this process over the announcement of the *exact same outcomes* delivered by a Premier, a Minister, a Mayor, or an individual expert. Public trust in government has declined and we respond to this.

In a murder trial, public trust is placed in a jury's verdict, without looking at each piece of evidence, because a trusted group of citizens was given sufficient time and access to information – and was free from outside influences (or even the perception of such influences). There is ample research evidence that supports that this same model can be applied to public decisions in general. More than 1100 case studies have shown that, by giving a representative panel time and information upon which to deliberate, stronger public engagement is achieved – as well as higher quality decisions (Diversity Theorem).

It should be noted that traditional models of community engagement do not contribute substantially to acceptance of the final decision: those with a specific interest and the loudest voices tend to dominate – one wins, others lose. The newDemocracy Foundation will encourage all these interest groups to make their cases to the jury so that these views are heard without having a disproportionate influence.

The trust objective is to be further pursued through the appointment of a Steering Group to oversee the design and operation of the process. It is suggested that invitation be issued to the following people, who in the event they are unavailable will be offered the chance to name a nominee:

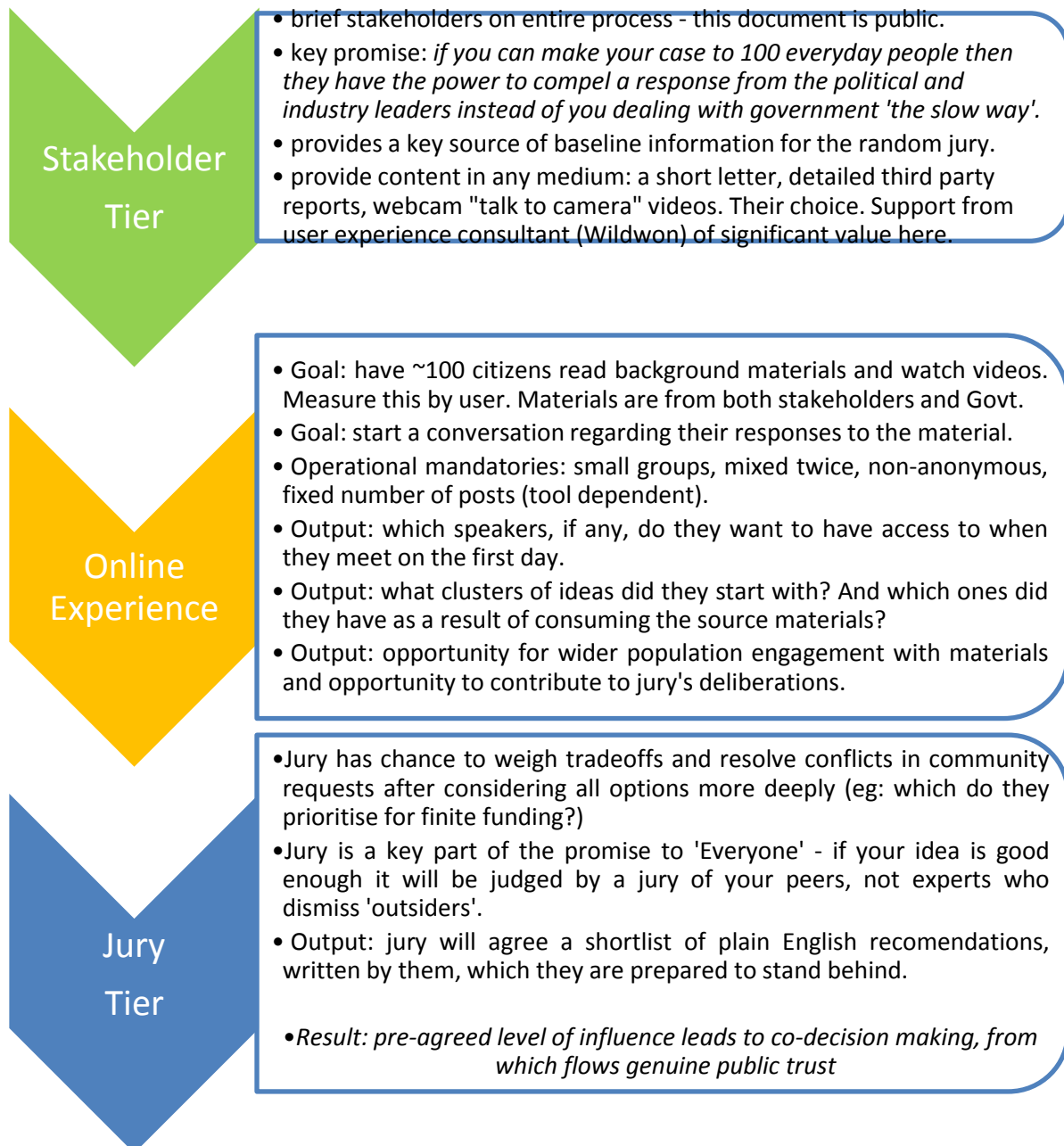
- ✓ VicHealth CEO
- ✓ The Premier's nominee or a nominee of the Minister, ,
- ✓ bi-partisan oversight from a VicHealth Parliamentary Board member (tbd)
- ✓ Coles Supermarkets as a supermarket industry representative
- ✓ Australian Food & Grocery Council
- ✓ AMA/ health professional representative

- ✓ Consumer group representation
- ✓ Academic representative with background in nutrition and research
- ✓ Obesity Policy Coalition group (or similar)
- ✓ Representative of disadvantaged, low income populations (charity sector)
- ✓ McDonalds as convenience food industry representative
- ✓ Australian Beverages Council as beverage industry representative
- ✓ National sporting organisation CEO representing sponsorship in sport

The Steering Group will be given the chance to interrogate the methodology, recommend changes, add to the baseline materials, have access to the online discussion and are encouraged to attend in-person for the duration of the weekend when the Jury meet.

## Methodology

This process is best summarised as comprising three stages.



It is proposed that a **Citizens' Jury on Obesity** of approximately **100 participants** will be convened for one weekend after spending six weeks working together online to read about the issue and start an ideas generation process. The six weeks will be split between three weeks of background reading and highlighting of pertinent facts (and questions arising from what they learn), and three weeks of early deliberation to start to explore the views of others.

Deliberative processes around the world have been extensively adapted and localised. newDemocracy Foundation's previous projects have tended toward smaller numbers with considerably greater amounts of time for in-person meetings (5-6 days spread across three months). This is a conscious decision to experiment with that format to see if the "people like me" descriptive (visual) representativeness can be enhanced through the combination of greater numbers and a reduced time commitment. It is understood the challenge will be to maintain the depth of inquiry and consideration found in other jury processes where the recommendations which emerge clearly highlight the citizens have achieved a strong familiarity with a range of reference materials. As a research foundation, this is a trial worth pursuing and we appreciate that VicHealth understand this point.

The process will trial greater than usual engagement and discourse online. User frustration with online processes generally revolves around a small core of active users becoming disenchanted with a high volume of citizens who appear far less engaged (in practice they may be reading and reflecting rather than posting comments). Building a compelling participant experience with appropriately set expectations, obligations and rules of engagement is a critical success factor in delivering this effectively.

The Citizen's Jury will have 15 hours together in person and we will explicitly ask participants for around 7-8 hours of reading and discussion time online. This is an aspiration and will prove challenging to secure, so for the first time -

- ✓ we will be explicitly detailing this requirement in the invitation.
- ✓ we will link this to the per diem payment being made.
- ✓ we will over-recruit in the initial sample and allow for a percentage of entirely disengaged non-participants to be removed before the in-person component (while maintaining the statistical mix of the stratified group). The 'lightly engaged' who only do part of the task will continue.
- ✓ we will operate a tool which closely measures reading and participation.
- ✓ We will factor in incentives, completion reminders and equalisation of participation measures (e.g.: no more than three posts per week).
- ✓ All forums will be non-anonymous.
- ✓ We will break the large mass of participants into smaller 10-15 person working groups and mix them into new groups for each new task to avoid factionalisation.
- ✓ Consider scheduling set times for online participation to encourage wider use (users to be clustered by time availability).
- ✓ We will factor in simple, engaging tasks (as provided by the Behavioural Insights Team) which enhance enjoyment and connection to the process: this may include feedback on grocery bills, the healthiness of your fridge or a simple insight into the juror's lifestyle.

The participant count is slightly fluid to allow for the statistical profile match to the Census to be maintained even if there is a shortfall in a single category. **This is a large number to recruit, with the goal being to get representation from as many possible communities, professions, lifestyle groups and demographics as possible.** The more citizens can identify with an individual participant and see “people like me” making a decision rather than government “telling them what to do” the greater the chance of success both in enabling a decision and in having the wider community amenable to its content.

There is negligible statistical impact (in confidence level and confidence interval) on representation within that range. It is notable that recent research from Princeton on the ‘wisdom of crowds’ highlights the greater capacity of small groups rather than large in complex situations (read more: <http://rspb.royalsocietypublishing.org/content/281/1784/20133305> )

Scheduling is a subjective decision: there are pros and cons to scheduling a single ‘intensive’ weekend as well to separating the two in-person days by a fortnight. In this instance we see there is a greater continuity advantage to scheduling this for a single weekend, with the tipping point being that we save time needing to refamiliarise the jury with the previous discussions. The need for overnight accommodation for a small portion of participants is noted in the budget.

The participant number is designed to be sufficiently large to achieve the goals of descriptive representation: does a diverse community look at the panel and see “people like me” involved in the decision, which newDemocracy Foundation suggests occurs insufficiently in our parliaments.

In order to achieve a descriptively representative sample, newDemocracy Foundation has considered a range of stratification options. Our recommendation is to proceed with only basic variables (age, gender) and leave it to the statistical benefit of randomisation and probability to deliver people across a range of professions, lifestyles, sizes, fitness orientations, ethnic and cultural backgrounds etc. The household type variable (owner occupier or tenant) is used as a surrogate indicator of income and education which may otherwise prove unlikely to be accurately disclosed. It is also being considered that a registration question concerning personal engagement to food is necessary to ensure a diversity of views toward food is present in the room: (Suggested qualifying question is a 7 point scale from Strongly Agree to Strongly Disagree on the question: “*I pay a lot of attention to what I eat and value information and guidance when I buy food.*”).

Central to the methodology is the use of a range of engaging online exercises. Online is not traditionally a deliberative space, and we will approach this cautiously and in two separate steps (alternative provisions being made for the highly variable second step). The first stage (pre-deliberation) is to elicit key points from the jurors from their readings and will naturally intersect with their own life experiences. This will evolve into an advanced discussion and generation of a range of ideas.

As a second step we will enable the group to deliberate online. Online environments are not noted for the preponderance of people having reasoned discussions and listening to others’ views before changing their own, and the tools to attempt this are still comparatively young. To the extent that we can advance the discussion we will see more deeply-considered, nuanced and detailed recommendations emerge from the in-person weekend. Should the group tend toward entrenched positions too soon rather than exploring the views and perspectives of others we will change the



focus of the online discussion and focus the deliberative component solely on the 15 hours in the room.

The jury can be complemented by any traditional engagement techniques (surveys, websites, forums, interviews, Advisory Committees, etc.) which VicHealth prefers or is already undertaking. This builds on the history and knowledge found in the actively-engaged community. Any additional materials can simply be provided as part of the library of materials made available to the jury.

The stakeholder tier which underpins the jury session will commence with an earlier session of stakeholders and interest groups spanning the full spectrum of views to allow them to be briefed on detail on the process and interrogate our methodology (and neutrality): this is essential to building confidence in the process. It is proposed that this group would be given the opportunity to prepare written/ video materials for the citizens' jury and to work together to agree on a number of the panel of experts the jurors should be exposed to in one session. This is designed to address the obvious, simple criticism *"if you haven't heard from person X, how can the process be well informed?"*

In addition to the process above, the successful facilitator will be strongly encouraged to include a specific Speed Dialogue session to open the in-person jury process. This allows for a range of experts and community voices to present on the topic and engage in Q&A in an 8-10 person conversational setting. The use of speed dialogue (small groups rotating among all participants for ~5-8 minutes each) encourages the sharing of a wide range of perspectives and experiences and a high volume of panellist questioning which accelerates their learning and understanding.

### Selection of Participants

Random selection is the key tool used to identify participants as a means of securing a descriptively representative sample of the community. Stratification will be used to ensure a mix (matched to Census data) by the variables described above. This is not claimed as a "perfect" method, but it delivers a more representative sample than any other community process.

In a comparatively small sample, the wider community will clearly see "people like me" in a sample drawn evenly in this way. Descriptively, we will secure people from all walks of life.

Recipients of the invitation will be invited to register electronically with newDemocracy Foundation to indicate that they are available for the final selection. Based on those available, a second round stratified random draw is then conducted which seeks to randomly match to the stratification detail set out above.

The response list is then checked against the original invitation list. newDemocracy Foundation has previously used unique security codes on each invitation to prevent the invitations being passed on (defeating the random element), but in practice the simple measure of automatically ensuring addresses registered match to one where we sent an invitation has proven sufficient – it is very easy to call to confirm a registration and ask where they received it if we can see we didn't post one. (We make these calls as occasionally a business owner will receive one at a work address and register from a home address.)

Just as in juries payment of per diems is strongly advised so as to avoid excluding participants who may find this a hardship. It also provides an incentive for ongoing engagement in the early stage online.

Invitations for the Citizens Jury would be issued predominantly electronically (some print) to at least 20,000 addresses, drawn from samples of:

- a. the VoteCompass database (570,000+ of 1.2m participants opted in to participate in events related to public policy).
- b. two student databases to maximise reach to 18-24 age groups.
- c. databases targeting those where lifestyle profiles (eating, exercise, body type) are a known variable.
- d. land titles information (print invitation address source).
- e. a media partner drawing on a visible and “uncheatable” random seed such as recent Lotto numbers: any newspaper reader having the first 2 digit Lotto number drawn appearing in the final 6 digits of their phone number would be invited to register electronically and enter the second round draw. The Foundation is keen to test the appeal of this method and the extent to which citizens gain a greater appreciation of random selection in contrast to having the most insistent voices involved.

Invitations will clearly note that a payment will be made for time, and that meals are provided for the weekend session.

Invitations will emphasise the role of the Steering Group and the buy-in of elected representatives, health advocates and industry to emphasise to potential participants the likely importance and impact of their involvement in the task. We emphasise the newDemocracy Foundation name to note the independence of a selection process which is outside the control of government. They will explain the process and ask the recipient to decide to confirm availability for selection in the Citizen’s Jury (*5% response rate targeted*).

From the positive responses, a sample is drawn electronically based on the pre-agreed stratification goals referred to above. The aim is to achieve a group descriptively representative of the community even if one subset of the community responds disproportionately to the initial invitation. The key measure of success is partly subjective: do parliamentarians, the local community and the media see a group that looks like who they see in their daily lives?

The sample drawn is contacted by email seeking a confirmation in writing from the participant, and newDemocracy Foundation also contacts each participant twice by phone prior to the first meeting to build a personal commitment to participating: once underway we can’t backfill for non-attendees so those selected need to feel sufficiently engaged to attend on the first day regardless of other circumstances.

#### Preparation and Information Process

Information and judgement are required in equal parts to reach decisions. newDemocracy Foundation advocates these processes because the judgement of random samples (or mini-publics) has been shown to achieve very high levels of public trust because they are non-partisan. It is thus imperative that the method of provision of information to the jury does not erode that trust.

There is no such thing as “perfectly impartial” information: the facilitator will explain to the participants that *all* sources have a point of view and that some bias is inevitable. Deliberation gives them the time to identify this and provide balance. It is the jury’s own diversity that is the most effective counterbalance to bias (real and perceived).

There are four key sources of information to inform the deliberations:

1. A baseline information kit provided by VicHealth. This is one view of the world and may incorporate any third party source they choose. It should be straightforward and factual in the presentation of the problem, but is entitled to ‘present a view’ when it comes to potential or preferred solutions, as the process allows for other competing views to be equally aired. Government always has a view: our recommendation is not to obscure this in faux neutrality.
2. Submissions from active stakeholders and interest groups will provide a complementary set of information to round out perspectives on the topic. These are to be provided unedited (bar redacting of contact details for individuals, and where this occurs newDemocracy Foundation will note an edit has occurred), and should be made public in chronological order to avoid a perception of bias which comes with other forms of categorisation – i.e. do not imply one submission is “better” or “more important”.
3. Responses to juror questions from VicHealth. Jurors will ask questions of fact which do not require a speaker, just an answer. Having VicHealth staff able to return rapidly with answers in a newDemocracy Foundation template is a key way to ensure a breadth of factual information directed by the citizens is injected into the room. Both questions and answers will be made public.
4. Experts (broadly defined) in the room as prioritised by stakeholders and jurors (in the online forum).

### What Does the Citizens' Jury Decide?

It is of central importance that the limit of the group's decision-making authority is pre-agreed and clearly conveyed. This must be expressed simply, broadly and openly so as not to be interpreted as directing a particular decision. Given the limited span of time, the topic proposed has been narrowed to provide the group with a tighter focus.

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

**We have a problem with obesity.**

**How can we make it easier to eat better?**

In terms of authority, it is proposed that:

**A Steering Group comprising the groups below will provide a direct response to each request you make of them indicating their willingness and ability to do what you ask.**

**[list out Steering Group when final]**

**VicHealth has a range of initiatives and the capacity to redirect some of these for a sufficiently strong idea in the future.**

In short, this needs to pass the test of being the single best offer to participate in a shared public decision that a citizen can ever expect to receive - and this is central to the very high positive response rates we are able to achieve for jury invitations of this type.

### What Constitutes a Decision?

In order to shift the public mindset from adversarial, two-party, either/or contests and convey a message of broad-based support for the recommendations, newDemocracy Foundation recommends an 80% supermajority be required for a final decision from the jury. In practice, citizens' panels tend to reach consensus (or group consent) positions with minority voices included in any report; they rarely need to go to a vote. Decisions are frequently unanimous.

Facilitators are advised to note the value of recording dissenting views (minority reports) in recommendations as the objective is to most accurately reflect the view of the room. For example:

*Recommendation: we should go outside in the sun.*

*Minority view: 8% of the room were of the view we should not go out in the middle of the day but other times were fine.*

The addition of the minority view serves to create a statement that more of the room can agree accurately reflects the discussion, however, the core recommendation always needs to have 80% support.

### Operations

A skilled facilitator, experienced with deliberative methods, will be required and should ideally be recognised by the International Association of Public Participation (IAP2).

The newDemocracy Foundation will operate the jury selection process to ensure there is the highest public confidence in the rigour and independence of the randomisation of invitations (and by extension as to why a given individual was not selected). As we have experienced in other processes, the public will accept our 'rejection' far more easily than if this is required to come from government, as principal.

Meetings will be at a location in Melbourne accessible by public transport (and as far as is reasonably possible, regional transport).

### Media Role

The role of the media in supplying information about the exercise is crucial. We have noted in other processes that the community should have the chance to see and identify with the people involved: an evoked response of "*people like me made the decision*" will see the recommendation earn widespread trust.

It is important that the Steering Group visibly endorse the process *at the outset before any results are known*.

VicHealth are strongly encouraged to magnify and amplify the experience of the randomly selected group through the use of a major metropolitan newspaper as a media partner. The media partner should be offered:

- advance access to a mix of randomly selected jurors to help the wider community make their own decision on whether they identify with them.
- a chance for readers to engage in a task designed by the Behavioural Insights Team which meaningfully contributes to the Jury's understanding of citizens attitudes toward food.
- reader recruitment using a random-generated seed number, which is suggested as the first 2 digit number drawn in the most recent Lotto draw. E.g. any reader of the newspaper with '32' anywhere in the last 6 digits their mobile number is eligible to register. The newspaper is requested to do a short callout on random selection and juries to explain why this is used. newDemocracy Foundation is available to assist with briefing of any media partner.

### Costing Outline

This information will be published in a separate document on the new Democracy Foundation website.

### Key Issues to be managed:

- Steering Group recruitment and agreement as to process – most specifically the remit and authority.
- Interface with internal subject matter experts (agency internal) and stakeholder contributors to ensure accessibility and availability for participation.
- Interest group buy-in and focus on breadth of submissions, and communication of the opportunity to make a submission. Early scheduling of new Democracy Foundation briefing session (likely multiple) strongly advised.
- Selection of simple and functional online tools.
- Allocation of responsibilities for communications task (this is also an education campaign for the broader community for a new concept, and needs to be approached as such).
- Early securing of venues.
- VicHealth Recruitment of facilitator, and facilitator's review and contribution to this process design at an early stage.

DRAFT TIMELINE FOR 2015 DELIBERATIVE PROCESS:

VICTORIAN HEALTH PROMOTION FOUNDATION  
**SHOULD THE GOVERNMENT AND THE FOOD INDUSTRY – OR ANYONE –  
 HELP US EAT BETTER?**

IDENTIFYING THE VIEW OF AN INFORMED PUBLIC

**We have a problem with obesity.**

**How can we make it easier to eat better?**

*A Steering Group comprising [list] will provide a direct response to each request you make of them indicating their willingness and ability to do what you ask.*

*VicHealth has a range of program funding and the capacity to redirect some of this for a sufficiently strong idea in the future.*

***The Citizens’ Jury is asked to make specific, measurable and actionable requests.***

<p>Late April</p>	<p>VicHealth, new Democracy Foundation and partners preparatory planning session.</p> <p>Key topics:</p> <ul style="list-style-type: none"> <li>➤ Identify required background materials and expert/ contributor program for inclusion. Agree document co-ordinator.</li> <li>➤ List communication targets for submissions and contributions (interest group involvement).</li> <li>➤ Identify media partners and seek early briefing.</li> <li>➤ Revise/ amend/ review program dates and goals.</li> <li>➤ Agree media and communications protocols – how we work together. Include Ministerial liaison.</li> <li>➤ Final budget approval by all parties.</li> <li>➤ Finalise date specifics – check for major event clashes.</li> <li>➤ Finalise venue bookings.</li> <li>➤ Dataset confirmed and supplied.</li> <li>➤ Confirm timing of Media briefing</li> </ul>
<p>End May</p>	<p><u>Deadline</u> for recruitment and briefing of independent, skilled lead facilitator – <b>May 20th</b> (this document and 3-way briefing call or in-person mtg)</p> <p>Selection of online platform services – <b>May 31st</b></p> <p>Media briefing, call for submissions and invitation to stakeholder briefings commence <b>by late May and run through mid June</b> (submissions accepted until late August).</p> <p>Datasets quoted and provided – <b>May 31<sup>st</sup></b></p> <p>Printed and electronic invitations designed and approved <b>July 7<sup>th</sup></b></p>

	<p>Printed invitation posted <b>July 17<sup>th</sup></b>  Daily Pulsing of electronic invitations <b>July 17<sup>th</sup> – 30<sup>th</sup></b>  RSVP final close (soft date) <b>July 31<sup>st</sup></b></p>
August	<p>First round selection to secure 125x representatives. (<u>Complete</u> by <b>August 16<sup>th</sup></b>)</p> <ul style="list-style-type: none"> <li>➤ Seeking approx. 120-130 citizens (allows for reserves).</li> <li>➤ Email explanation of commitment required: attendance at all elements of process, active (and measured) reading and discussion online.</li> <li>➤ Stratified random sample to deliver descriptive match to community (newDemocracy Foundation to provide technology/ expertise and to call each selected participant).  <i>N.B. List of attendees will not be provided to VicHealth as part of neutrality promise. When cynics suggest these people are handpicked favorites of government, you want any FOI request to return zero contact with this jury.</i></li> </ul> <p>➤ Online environment/ forum tested and loaded with submissions.</p>
Late August	<p>Finalisation of Panels. Provision of welcome kit of materials (via email, limited distribution by hard copy in post).</p>
<p>Online Step 1</p> <p><b><u>September 1<sup>st</sup></u></b></p> <p><i>15-30 minutes</i></p> <p><i>Groups of 15-17 (potential to vary sie)</i></p>	<p><b>Meeting, Immersion, Familiarisation &amp; Norms</b></p> <ul style="list-style-type: none"> <li>➤ Invitation to register for tool – provision of log in details on email and companion reminder SMS.</li> <li>➤ Pre-load with names and email addresses to smooth entry point.</li> <li>➤ Simple first exercise <i>“Say hello and tell us a little about yourself”</i></li> <li>➤ Starting point survey: measure initial attitudes, preconceptions and beliefs. Transformation/ change in viewpoint is worthy of measurement.</li> <li>➤ Introduction of the topic upon which they will deliberate: understanding remit and authority.</li> <li>➤ Checkpoint: how many have successfully logged in and posted comment – <b>Sept 8<sup>th</sup></b> (<i>must contact others</i>)</li> </ul>
<p>Online Step 2</p> <p><b><u>September 9<sup>th</sup></u></b></p> <p>2 hours reading</p> <p>30 min posting time.</p> <p>30 min read posts.</p>	<p><b>Read, Share and Question</b></p> <ul style="list-style-type: none"> <li>➤ Open up new forum/ discussion topic.</li> <li>➤ Focus question: <i>Which two documents or videos did you find the most interesting? What did you learn that you would like to share with the group?</i></li> <li>➤ Secondary forum: <i>what were your thoughts about the range of sources. Did they support or conflict with your own thoughts and what you have read from VicHealth?</i></li> <li>➤ User (jury member) rating of articles on a simple 1-5 scale to be trialled.</li> </ul>



<p>Online Step 3</p> <p><b>September 14<sup>th</sup></b> (Mon)</p>	<p><b>Reflect on Gaps in Knowledge</b></p> <ul style="list-style-type: none"> <li>➤ Focus question: <i>Who could we ask for help to better inform us? What is it we need to know, and who do we trust to give us a fair answer?</i></li> </ul>
<p>Online Step 4</p> <p><b>September 21<sup>st</sup></b> (Mon)</p> <p>30 minutes</p>	<p><b>Refine and Trial Agreement</b></p> <ul style="list-style-type: none"> <li>➤ Firstly: which of the people/ organisations from Step 3 do we want to provide some information in advance, and which do we want in person.</li> <li>➤ If required, voting and discussion process to limit/ shortlist speakers (i.e. a total of 10 is likely to be viable. 20 will not be.)</li> </ul>
<p>Transition of tool</p>	
<p>Online Step 5</p> <p><b>Through to end September/ early October (soft close dependent on activity)</b></p> <p>At least 2 hours per user.</p>	<p><b>Idea Generation</b></p> <ul style="list-style-type: none"> <li>➤ Prompt: What big ideas have we had that we would like to discuss together and perhaps tell the Minister?</li> <li>➤ Emphasis is on going broad, and going beyond the status quo.</li> <li>➤ Emphasis is on adding more ideas and not identifying negatives.</li> </ul> <p><b>Idea Refinement and Evolution</b></p> <ul style="list-style-type: none"> <li>➤ What would need to change about this idea for me to agree with it, or to like it more? [Digital tool will handle versioning and voting acceptance of each variant].</li> <li>➤ What would we need to know to accept this idea and recommend it?</li> </ul>
<p>In-Person</p> <p>Day 1</p> <p><b>Sat Oct 10<sup>th</sup> / 17<sup>th</sup></b></p>	<p><b>The First Deliberation– The Learning Phase</b></p> <p>Welcome from Minister/ Premier and Steering Group strongly recommended if possible.</p> <ul style="list-style-type: none"> <li>➤ Explanation of influence and context: What will be done with the results the Jury produces?</li> <li>➤ Introduction of the process, and its precedents; understanding the inevitability of bias &amp; importance of constructive, critical thinking/doing.</li> <li>➤ Agreement on Jury guidelines for participation.</li> <li>➤ Speed Dialogue sessions with 7-10 expert speakers (decided by previous stakeholder sessions and Citizens’ Jury online) to open the day. (Need bios for each speaker on table, not their views)</li> <li>➤ Build on online position as starting point but allow considerable freedom for expansion of ideas generation.</li> <li>➤ Steering Group on hand (encouraged to bring nominees to assist with questions).</li> </ul>
<p>In-Person</p> <p>Day 2</p>	<p><b>What Can We Agree On?</b></p> <ul style="list-style-type: none"> <li>➤ The Jury can be expected to deliver one page of content. For sake of</li> </ul>

<p><b><u>Sun Oct 11<sup>th</sup> / 18<sup>th</sup></u></b></p>	<p>time, they can sign off on a handwritten (poster) version. Online tool may be an option in the room but can be cumbersome.</p> <ul style="list-style-type: none"> <li>➤ Key is to use voting as a last resort: managing by exception “who can’t live with this” and then exploring why and what would need to change is a better method of seeking consensus.</li> </ul> <p><b>Owning the Shared Solution</b></p> <p>The focus of the afternoon of the final day is a consensus session which may incorporate new information only to reinforce or support the recommendations. A read-through session to finalise the draft report. Target completion by 3pm, and keep remainder of afternoon as spare time</p> <p><u>Recommendation(s) must be Specific, Measurable, Actionable, Realistic and with a Time horizon.</u></p>
<p>End October</p>	<p><b>Shared Decisions – Discourse with the Steering Group</b></p> <p>The Minister and Steering Group members have a discussion with the Panel having had a chance to review the report. This may be a Google Hangout or similar video discussion platform: the one mandatory element is that participants get a straight answer as to which parts of their recommendations are likely to be actioned</p>
	<p>Process debrief and agreement on final action items.</p>