



More verdicts on the Jury

Stories, insights and improvements for the Citizens' Jury model

“Everybody has emotions, feelings and beliefs, very few have technical understanding - but essentially these juries are about not just the technical expertise, it’s getting the values that matters. And everyone’s got a view, it doesn’t matter how educated you are, or what your experience is, you still have beliefs and values. - Juror.

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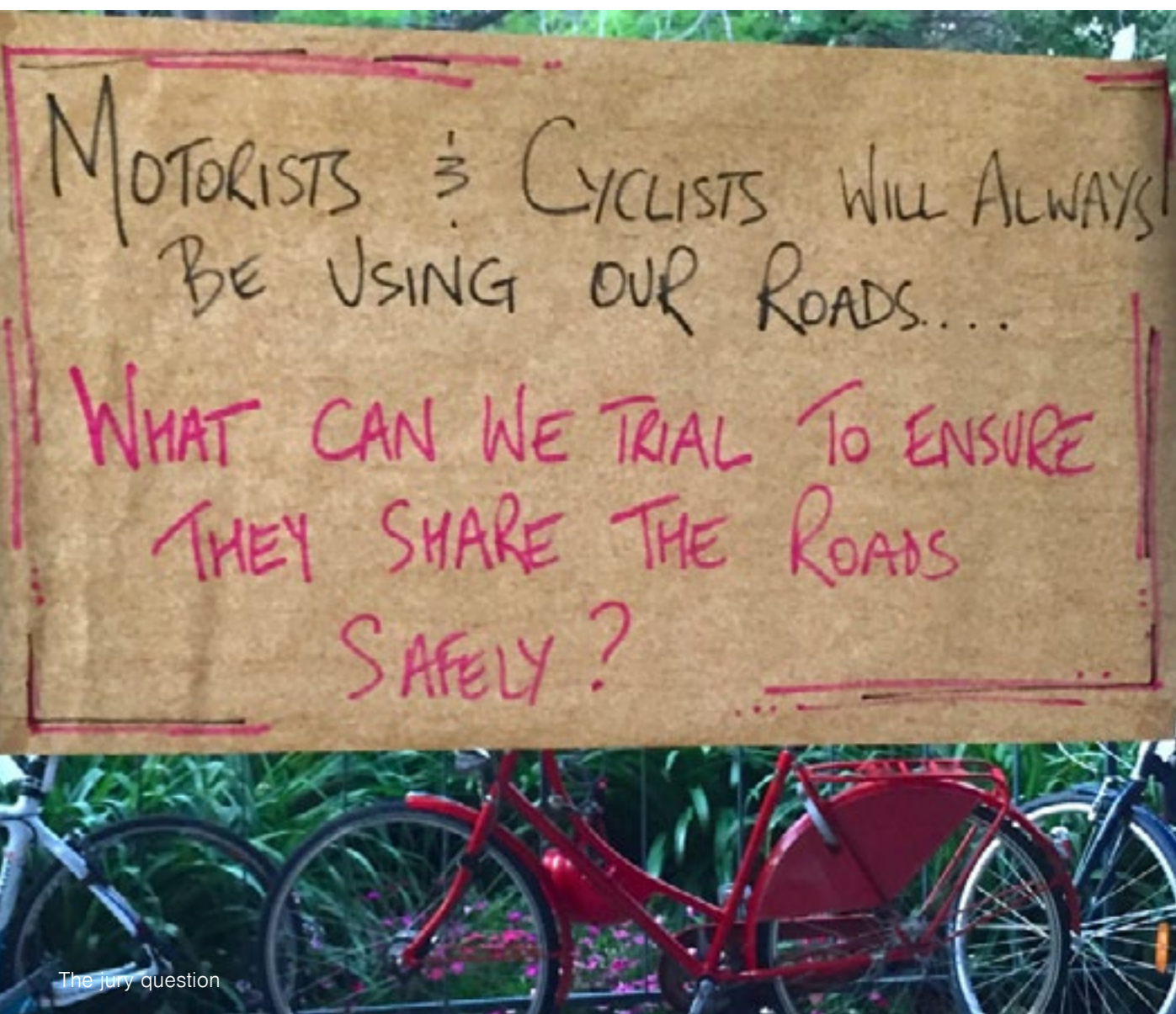
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The jury question

Introduction

During September and October 2014, 37 randomly selected South Australians came together to form South Australia's second citizens' jury. They met on five occasions to hear from experts, deliberate and make recommendations on: *Motorists and cyclists will always be using our roads. What can we trial to ensure they share the roads safely?*

The citizens' jury sits as part of a commitment by the Premier to explore and evolve the notion of democracy through a range of reforms designed to shift practice and perspectives. At the heart of this ambition is the move from an 'announce and defend' way of governing to a 'debate and decide' way of relating to each other, engaging 'unusual suspects', and recognising the value of gaining citizen's insights.

This is the second citizens' jury commissioned by the Department of the Premier and Cabinet (DPC). The inaugural one took place in 2013, and in 2014, TACSI undertook an independent review of this process. We produced a report which provided a summary of the experiences and shifts in perception of four key stakeholder groups (jurors, bureaucrats, special interest groups and facilitators) - and from these findings, identified a number of opportunities for improvement.

This report sets out to share some key perspectives from this experience through the eyes of different stakeholders. In a spirit of continuous improvement, DPC want to learn what has been the impact of changes they made to the model following the first evaluation. This will provide the opportunity to compare what was learnt and help deepen knowledge of the model more broadly.

An additional aim is to start to build a picture to understand the stages, strengths and considerations for using this kind of approach, and for this to help develop future juries and other participatory processes in the government 'toolkit' for democratic innovation.

To download a copy of the first report: *Verdicts on the Jury - views of jurors, bureaucrats and experts on South Australia's first Citizens' Jury* go to yoursay.sa.gov.au/creating-a-safe-and-vibrant-adelaide-nightlife/about

Research Methodology

"How do you take a group of disparate people as a microcosm of society on a journey to get creative outcomes?" - juror

Our task was simple: to learn from a range of stakeholders involved. This report is not designed as a comprehensive analysis, rather a more qualitative delving into a spread of views to understand the experience from their perspective, and learn the impact of what was changed, and what can be different from these multiple points of view.

We spoke with:

- Four jury members
- Eight stakeholders (including Core Reference Group members and sponsors)

We held face to face semi structured interviews lasting between 30 minutes and two hours.

Key questions for our focus were:

- **What was the impact of some of the changes made to the jury approach this time around?**
- **What is important to maintain in this approach?**
- **What are ways this approach could be more effective?**



Semi-structured interview with juror



Jury members during an activity

Changes made to the model

The following table shows the recommendations made in the first evaluation and what our interviews with jurors and stakeholders revealed were the changes made this time around:

Recommendations from last time	Changed this time around?
1. Increased stakeholder engagement	● ● ●
2. Clearer communication with stakeholders	● ●
3. More focused question framing	● ● ●
4. Targeted recruitment for unrepresented pockets of society	●
5. Focussed support with the collaborative writing process	● ●
6. Opportunities for external contributions to the process	● ● ●
7. Revision of the online space	● ● ●
8. Knowledge of existing policy shared during the process	● ●
9. Opportunities for jurors to participate in other processes	●

Key

● ● ●

Some change

● ●

No change

A number of the suggestions for improvement from the first report were taken on board which highlights DPC’s commitment to continually iterate and improve this process. In addition, the team made some additional adjustments to the model not highlighted in the first report. What follows are the reflections from our interviews in relation to the impact of these changes.

What has been the impact of the changes?

After making a set of recommendations in our first report, our conversations with stakeholders and jurors reveal that DPC have taken a lot of these on board. In this section we want to look at what these changes are, the impact of those changes, and the additional opportunities that were identified from our conversations and interviews.

Increased stakeholder engagement

Refer to table, page 9 - row 1 and 2

“How can we take key stakeholders, who are absolutely involved, committed, open and part of the problem - and define a new way of thinking, that is not singular, but a unified approach?” - Stakeholder

A recommendation from the last jury was for stakeholders to be brought into the process early - to provide an opportunity to shift them from passive observers to active participants.

For this jury, two key stakeholder groups were set up - a **Core Reference Group** (CRG) and a **Sponsor Committee**. The idea was to move

beyond the traditional exercise of giving a briefing, and instead provide a tangible way to draw on their knowledge, bringing them into sessions as speakers, and to start the conversation about what and how each would need to take responsibility for the recommendations.

Overall this experience was found to be positive for the stakeholders involved. They found it led to greater alignment, and were appreciative of the opportunity to contribute and be involved in the process. Many of the stakeholders felt that being given the opportunity to present at a jury has helped them to refine and shape their way of talking about the topic. More than one saw this as an opportunity to close the gap between them as separate stakeholders, and build ongoing collaboration and a sense of shared purpose beyond the jury scope.

The stakeholders also had a number of ideas for improvements going forward, and made the following suggestions:

- Most of the stakeholders felt the need for greater clarity of the brief and role expectations to be determined. Given the independent nature of this approach, and that a stakeholder may play multiple roles in the process (as a group member, speaker, observer, department briefer, or providing a response to an enquiry or the recommendations), providing clear distinctions between each role type could be useful. This could include insights from stakeholders of the previous juries.

What this could look like: A format (video or case study) where former speakers reflect on what they thought worked and what they would do differently.

- The majority of interviewees felt that more time and focus should have been given for discussion relating to the issue, and not just on the jury process. One interviewee shared wanting more focus given to closing the gaps between stakeholders, to facilitate a greater sense of shared purpose. A key opportunity was identified as using this forum to discuss how they might work together and differently beyond the scope of the jury.
- All of the stakeholders felt that earlier involvement (pre-jury) to help determine the question, and more sustained communication following the jury end, would also be beneficial.

Framing of the question

Refer to table, page 9 - Row 3

This time around the question was framed as the opportunity to ‘trial’. The jurors we spoke with felt this gave them freedom, permission and a framework to come up with lots of ideas and questions, rather than a set of ‘right’ answers.

Jurors also shared how learning from a speaker who focussed on the ‘how’ of innovative thinking was also valuable. As the facilitator shared: *“Chris from TACSI talked about different ways of thinking and assumptions. I would have loved him to come back at the end of the presentations and the start*

of our deliberations. On the last day we drew on that a lot. We said ‘remember what he said about innovation, a couple of things he said that resurfaced.’

“One guy talked about how the most obvious ‘solution’ to something, isn’t always the right one. A lot of people had come with very reactive responses, not expansive. I appreciated his contribution.” - Juror

One person saw the trial focus as a sign of maturity from the government, in recognising that anything new would require trialling and testing first to work out if it’s the right thing to do before going to scale.

One juror highlighted how it was important to draw a distinction between innovative thinking and innovation solutions: *“Looking through the responses on Twitter and Facebook, some people were disappointed it wasn’t more innovative: ‘tut, same old same old, this isn’t new’. But what are we trying to do though? We’re trying to take a stalled situation, and get people talking about it again, and hopefully move things forward. We’re not designers looking at this, we’re here as citizens.”*

“What I took and learnt from it is it’s not about getting the most innovative solutions, because the things you recommend, don’t go into innovation think tanks or labs, but to the government to respond to and implement. It’s a great opportunity to feed into the democratic process, but because of that, it’s never going to be the most revolutionary ideas that get up. So it just pushes things forward a little bit more. It doesn’t radically transform. And I thought that’s fair enough.” - Juror

Collaborative writing process

Refer to table, page 9 - row 5

“I asked ‘who is interested in writing?’ and a number put their hand up and we formed a group. A purist jury would use that last day to write - but I have never seen a group do that successfully, as big as this jury.” (Emily Jenke, facilitator)

The collaborative writing process in the first jury was highlighted by jurors as incredibly challenging. This time the process changed, and the facilitator played a more active role in bringing the different responses together, and convening a ‘writer’s

group’ of nominated jurors post jury. Their results were then shared for edits and final check via email and Basecamp (the juror’s online forum).

All the jurors we spoke with thought this worked well and that the recommendations reflected their shared views and intentions. One suggestion for improvement given was to offer giving jurors opportunities to hone their writing skills in this context, by sharing examples of ‘what makes an effective recommendation for this specific audience?’, while at the same time ensuring this is still in the citizens’ own language.

Online collaboration

Refer to table, page 9 - rows 6 and 7

The first jury had an online component for discussion threads, which the jurors shared was ‘clunky’ to navigate and its usage and usefulness was low. This jury improved its online presence by providing jurors ways to continue their discussions and upload material through Basecamp.

Jurors we spoke to found this really useful, particularly for sharing ideas and interesting research. It was felt this format gave a platform for some of the quieter or reflective voices to be heard and be considered. For jurors who didn’t want to use the online platform, the facilitator this time made space at the start of each session to summarise what had been discussed online when the group was together. One juror saw scope in a citizens’ jury happening solely online, and had some clear ideas about how this could be applied.

However it was acknowledged that at times Basecamp threads and discussions got ‘heated’: “After a session there would be a tirade of things people felt they didn’t get a chance to say or hadn’t resolved. Basecamp brought out all those typical



The jurors

aggressive behaviours that people will do online that they might not do to your face. Sometimes I saw what was happening, and thought ‘I’m not going to contribute. I have an opinion, but I hate the tone of that’. In a detached online forum, you don’t have to respect anyone’s opinion. A lot of our ground rules were ignored once people were in their own space hurling rocks.”

Generally it was felt by most of our interviewees, that it would be too impersonal to conduct a jury online. As one juror said: “The best use of Basecamp was about feeding in ideas. But trying to extend the conversation we had in the room on Basecamp didn’t ever really work.”

From the facilitator’s perspective: “It was an entire process. What happened in the forum, I talked

about and brought to the room when we were in session. I tried to bring it all in and not let jurors go home and vent on the computer at each other, and potentially create rifts in the community we set up.”

Another significant change to this jury was greater emphasis and more effort put into **social media engagement** with people not directly involved in the jury. Opportunities to bring people into the conversation included inviting them to contribute via the yourSAy website, via social media forums (including a live Twitter chat while the jury was in session), and also by opening up specific events with the jurors and the Premier to the wider community.

This was found to be very successful. Jurors we spoke to shared they liked hearing the additional perspectives and were grateful for the ‘permission’ to engage their wider circles in the debate:

“I liked knowing it was free for all. Brings more people into the process. This gave the message that the government is listening to people, whatever side of politics they are on. I used social media to consult with people I knew. I asked questions on Twitter. A few responses were outlandish, but there were lots of good contributions.” - Juror

A shared view was that once people from social media were actively brought into the process and at times the physical space, it was harder to dismiss them as ‘just crazy or attacking’. Instead it opened up a space for them to be seen differently - as people passionate about the issues, willing to listen, and wanting to also contribute as part of a deeper process.

However one stakeholder cautioned on measuring success through social media uptake, and felt a disproportionate weight is given to instant forms of public comment rather than a considered response:

“In government, if someone writes a well considered letter, puts a stamp on, sends it off, they can be lucky to get a response in 3 weeks. Yet someone writes an all caps one line tweet and pressure is applied to instantly react and respond.” - Stakeholder

The role of DPC as key support

Additional change

The first jury was run as entirely an outsourced model, with key roles being played by independent and external practitioners, which was thought to be a way of maintaining the impartiality of the model. This time around, while keeping the facilitation and recruitment of jurors independent, the model also drew heavily on internal DPC resources, particularly around session support, as well as providing logistic help and communication of the process.

In this instance this has worked. Everyone we spoke with had positive feedback about the professionalism displayed and the high standard of communication, and prompt action to requests and commitments during the process by the internal team.

Using internal resources has also resulted in less cost to the process. With cost often acting as a prohibitive factor to using this process, additional measures were also taken to keep expenses low during this process. The team shared that less has been spent on printing, venue hire, and refreshments, and from lowering the number of jurors invited to take part from 43 to 37.

Typically it was felt that internal involvement didn’t damage the integrity of the process, and that this slightly lower number of jurors were still able to provide the broad spectrum of arguments heard around this issue.

Others shared they would have liked to have seen more ministerial involvements. As one said: *“The only criticism I’d have is it seems like the Premier’s ‘thing’. I didn’t see Ministers involved, I would have like to have seen them. Maybe that was the point of it? It’s all about the jury, you go away and work it out. And then we’ll listen.”*

And another shared: *“It sometimes felt like the process of having a project called the Citizens’ Jury was more important than the Citizens’ Jury. That it would be successful regardless and show*

the public that we’ve listened, responded and now we’re taking action. And I totally get that and agree with the intention, but would like to see more space for learning along the way.”

The right timing

Additional change

The first jury was perceived by some as being introduced at a critical time in the electoral cycle, where a lot of political risk needed to be managed. The fact that this was the first of its kind to be trialled by the SA government and that a senior political staff member from the Opposition was recruited onto the jury through random selection felt added to this sense of risk and uncertainty.

For the second jury, operating in a space of less perceived political risk, meant that more flexibility could be brought into the process.

“The first one... was an inflexible model and we found it killed it for the bureaucrats who actually had to do the implementing. This one was co-designed more with the jurors and some of the stakeholders which meant they had greater control to influence the practice which led to more buy in.”

For one interviewee, clarity around the time frame concerning the wider process, which would include implementation and the measurement of outcomes would be useful:

“When is the curtain coming down on this? Do the government see the jury process as the entire play? A way to engage, make a statement for the process, announce the outcome and we all go home? From our point of view, the jury is the first act.” - Stakeholder

Changes to the experts

Additional change

A key difference this time around was that rather than wait for the jurors to request speakers, many were pre-identified (through collaboration with the CRG members) and already scheduled to attend. The jurors were informed that these were suggestions and that they had the option to say no to anyone or provide additional names.

The jurors we talked with shared they felt this provided a comprehensive knowledge base and did not offer further suggestions of who else they would have liked to have heard from.

A suggestion to test going forward would be to find the balance between jurors picking all the experts, and the experts being all pre-identified.

There was a shared view that there were too many speakers providing similar messages and that this cut into the time available for reflection and deliberation. Given this process is about providing opportunities for jurors to become sufficiently

informed and to cultivate good judgement, an improvement offered is that significant time must be given to ensure reflection and deliberation.

As one juror told us: *“I felt in the first few sessions, there was a lot of input from speakers and while we had chance to ask questions of the speakers, there was not a lot of discussion between us or to reflect.”*

In the next section, we have highlighted what jurors and stakeholders offered around other ways they thought the jury process could be improved.



“ There was always the suggestion that people could suggest experts, but it was a fact that there were people already arranged. That said, I felt like there wasn’t anyone I felt like we should have heard from that wasn’t there. - Juror

”

Other ways the jury could be different and more effective?

In this section, TACSI offer additional insights from the interviews around what stakeholders and jurors felt could make the jury process more effective. Our view is these could offer a useful starting point when thinking about the next round of improvements.

Developing a range of narratives

“There are Cabinet Ministers who think that you just get on and make decisions. There are public servants whose professionalism is bound up in being an ‘expert’ and telling other people how to do things. And there is a view held by some of the public that government should just get on with it - ‘why would I bother participating, I can’t really influence. I’ll reserve the right to criticise’.” - Stakeholder

This recommendation focusses on the practice of good storytelling. Engaging diverse stakeholders - from politicians, public servants, partners, press, and the public - requires the ability to generate a number of stories from the process and to speak to different concerns. This is already being in progress with the design of the CRG group and the sponsor committee, and the opportunity is to therefore think about how DPC can be intentional in their storytelling to other key stakeholders.

Utilising deliberative practices to support internal engagement

Continuing to learn and build on the support to stakeholders will be key for building more trust and ownership in this approach. Are there interactions that can be designed for stakeholder engagement that utilise the change mechanisms that are part of the jury process?

TACSI see these as a focus on following through with commitments, respecting alternative views, providing interactions for reaching consensus, and going beyond just providing information. Designing interactions that champion these practices could be positive in helping to shift negative perceptions and practice.

“Once you’ve done it, you probably won’t get another chance to do it again. But this leaves you wanting to participate again in another issue. - Juror

Continual testing of the model

It’s important that any new model continues to adapt and develop with learning from check-ins and reviews built into the end of each stage and process. This could look like ‘post-mortems’ for sharing appreciations and possibilities from the experience. We see these steps as being essential in continual improvement and maximises the chances of reaching the desired outcomes.

Targetting the under-represented

While the random selection attracted a very broad mix, our conversations revealed two groups appeared to be under-represented. These were local and state government elected members and regional citizens. Therefore finding a way to engage, recruit and work with these stakeholders and potential jurors could be beneficial and offer new learning to the process.

Small process changes

Capacity building: Some of the reflections given by interviewees made us think about what are the skills required to be a competent jury member, and whether skills development could be built into the process. Actions like being able to question effectively, frame assumptions, reflect, and pull together a written recommendation were some of the suggestions given by our interviewees - these could be focus areas in the next process.

Facilitation support: All the people we spoke to had praise for the facilitation and support given to the process. A small number did wonder whether engaging a second facilitator in a support role might take the pressure off just one person.

Limit recommendations: Similarly to the last jury, it was offered in our conversations with stakeholders, that too many recommendations were given. Perhaps the next opportunity could test whether limiting the number of recommendations is a useful constraint to test?

Building sustained citizen involvement

“I would love to be involved in initiatives that roll out of it. A project team to think through - piloting and prototyping - take examples - do a little hub to explore and carry on involvement.”

All the jurors said this experiences had been extremely positive and they were open to contributing to other engagement activities in an ongoing way. Some were already engaging differently with their local councils as a result. The idea of mobilising jurors was a recommendation given in the last evaluation also.

What are ways to mobilise after the jury? Jurors suggested they could play a role in supporting the implementation of the recommendations in some capacity, or acting as ‘champions’ by sharing their stories and support of the process.

What is important to maintain in this approach?

From our conversations, it would appear there were a number of features of the jury process that are important to maintain each time this is used. This section gives an overview of these features.

Random selection of citizens

"I was impressed the jury had a real cross-section of abilities - a preponderance of educated, articulate people, and I was delighted to learn from people with very little further education, some not in the workforce, people from every decade and a cultural and gender mix."

We know from empirical literature that a diversity of perspectives acts as a critical success factor when drawing on the 'wisdom of the crowds'. The experiences shared in both evaluations of these juries would also point to this value. It's therefore important that this kind of participatory process continues to offer a way of learning from a 'microcosm' of the larger community.

Closing the expert and community gap

"Experts are experts for a reason. The community have a different lens. The two need to come together. It shouldn't just be dominated by one or the other."

"Public Service for many years has been geared up to be the 'expert'. Telling people how to do things. This is about shifting that. People can be articulate and thoughtful about what they say, but even if they are not, if you listen, there's insights to be discovered." - Stakeholder

A process like the citizens' jury is about recognising the importance of learning about and uncovering the value of citizen experiences and assumptions. It's recognising that these additional forms of knowing, such as values and emotions, have something valuable to offer in the process of decision making, and using the techniques to draw these out.

Unaltered, unedited writing

"It's powerful from the Premier's point of view, to be able to get up and say, 'here's the report you

“A big aha moment came at the very beginning when a juror made the statement that this wasn't about cars v's bikes. It's about people sharing the road. All of a sudden we had something really positive to work with.” - Facilitator

gave me, and it's unaltered, and I'll be tabling it in Parliament and the whole world can see this is what people said and deliberated who were random selected citizen's . It has nothing to do with government manufacturing an outcome.” -

Stakeholder

Both jurors and stakeholders shared that being able to present the recommendations in their words, without any edits or additions, is a key element in building trust and validity.

Strong mandate from leadership

One stakeholder shared that at a recent internal gathering of 'intrapreneurs', a key feature identified as enabling innovation in government was finding a strong mandate. Establishing this early on and communicating this in a coherent way is seen

“**When we’re confronted with all the issues and trade-offs, we arrive at something different. This jury is a way of demonstrating that.**” - Stakeholder

as core to this process. It was also offered that making a declaration of political will for working in a particular way, gave leaders within government the permission to act differently.

Encouraging stakeholders to witness the process

“I emailed (some speakers) afterwards, or caught them after for questions and they responded really quickly. They didn’t skirt responsibilities, didn’t try and dumb it down.” - Juror

Within this jury and the last one, buy-in by bureaucrats was consistently strengthened by encouraging and providing multiple opportunities for stakeholders to witness the jurors’ commitment during the process. From this jury it would appear providing opportunities for this to be two way and for jurors to engage with public servants builds mutual respect.

Building shared understanding and ownership

“If a jury process is to have any credibility whatsoever, then there needs to be a willingness for the recommendations to be taken on and listened to, otherwise the entire credibility of the process is null and void. They don’t need to be agreed with. But you have to agree to consider them. So getting that engagement between the recommenders and the people who are going to take on the recommendations, is key.”

Central to the citizens’ jury process is providing ways to build ownership across all stakeholders. All the stakeholders interviewed talked of how the jurors were committed and brought a sense of seriousness and accountability to the sessions. It was also felt that the quality of recommendations showed that the jurors ‘didn’t just race off and come up with ‘crazy’ suggestions’, but considered the impact and consequences of the ideas they presented.

In some instances the recommendations mirrored the intention of work already being considered in government, it was suggested by one stakeholder as offering a form of validation and impetus for some internal stakeholders that their work was on the right track.

Building trust

Who do you trust? One interviewee shared that in the Readers Digest annual poll of the top 50 trusted professions - politicians came 49th out of 50. This is lower than sex workers and real estate agents. They felt this was indicative of an appetite for politicians who invest in connecting with people in a way that draws out and respects their views. Building trust is central to the citizens’ jury design.

A contributing factor was identified in considering how dramatically the communications environment has changed in the last 10 years.

People now search out information for themselves, and rely more heavily on peer commentary through interactions such as TripAdvisor, rather than trust just the views of authority figures, experts or the media.

Two jurors shared that the type of process offered is critical to building trust. For them, this is one that is not about adversarial viewpoints, but actively

sought to diffuse conflict and build co-operative relationships which they felt was what the jury was about.

For another juror, this was about the commitment shown by government by investing in inviting a critical mass of the community to participate, and then listening, responding and acting differently to what they had to say.

I wouldn’t go to a public meeting. Because if I have a different point of view, someone will attack me. And I can’t handle that. That’s why an empowering process like the citizens’ jury is so important. You can get your views out there but you’re safe. And you can establish rapport with others and move forward without aggression.” - Juror

Adequate time and focus to each jury stage

The citizens’ jury process requires adequate time for each stage of the process¹. This includes space to have a say, to listen and question the range of arguments presented around the issue, reflect on information, examine and ground assessments, ideate, debate possible decisions, weigh up views and move forward in coming to consensus and making recommendation decisions.

¹ Further information of each of the jury stages can be found in the appendices: model of a jury on page 52

Coming to consensus

It was argued that typical forms of citizen engagement such as consultations, public meetings, surveys and special events do not provide the space to engage citizens to get connected to each other, or to play a role as designers of the future. Generally these formats encourage showing up as a critic and consumer.

It was also offered that as humans we all perceive reality in a wide variety of ways, and may bring a different interpretation and reaction to a shared event or issue. The danger lies in thinking that from our unique experiences, we 'know' what's best, without seeing the bigger picture.

As one juror shared: *"Hearing people speaking passionately from their point of view that something was really wrong because it threatened them personally - that's their reality. A big issue for them. And in this process, you get the opportunity to tone down views once you can see it from a bigger picture."*

At the heart of this process is the inclusion of strategies for reaching consensus which will require jurors to test assumptions, abandon easy 'answers', coming in with a critical or consumer mindset, or being too influenced by wishful, nostalgic thinking.

"You need a mindset where you are willing to learn, offer your thoughts, willing to change. Many said 'I've learnt so much about a whole heap of things, not just about the issue, but how much I'm stuck in my ways'." (Facilitator)

"The challenge is to take the opportunity well beyond what it means to achieve and make the individuals work as one, think as one. The community cohort of 37 jurors came to reason, let's reach a shared understanding as key stakeholders too." - Stakeholder

Face to face interactions

"Could a jury happen completely online? You would not get the same result. It's the people interaction. That's how people change their views. And some people are reluctant readers, or aren't computer literate. Online you could claim it represented community views, but you wouldn't get the depth and the consensus."

Although this jury benefited from using an online tool to share more ideas and further the debate, most people we spoke with still felt this needed to be a blended approach and have face to face interactions. Without it, it was felt the quality of relationships would not be there, and that the act of coming to consensus would suffer.



Jurors in discussion

"I don't think there's much substitute to face to face when you're talking about and grappling with value judgements. You have to be able to look people in the eye and say 'I think this and this is why ...' with the opportunity to question, gain clarity and reflect. There's something intensely personal about it. There's separation online - you can't address the emotional ethical consequences of a decision."

Stakeholder



Jurors in action

Conclusion

It is a big risk to explore truly deliberative processes like the citizens' jury. They are challenging to the status quo and traditional forms of governance, of doing 'to' citizens, and vox-pop politics. They are also challenging to do well.

The Department of the Premier and Cabinet have now successfully run two juries. TACSI is delighted to witness these have occurred in a spirit of innovation, with recommendations sought and adaptations designed and tested to continuously improve the jury process.

Throughout this report we've shared a deliberately broad snapshot and insights from the conversations we took part in, to identify what is important to be maintained and what could be improved in a citizens' jury. The jurors and stakeholders we spoke to identified real shifts as a result of taking part in the jury — perhaps most significant is the sense of accountability from the opportunity to contribute to meaningful decision making, and increased trust in government processes.

This is an emergent model, and in Appendix B we've sketched out a way of thinking about the different stages and details of its components — not as a definitive, fixed description — but to continue the conversation of how to intentionally design interactions to enable citizen deliberation and prompt better outcomes for both government and citizens. Fundamentally, we see that success comes from designing processes that value our humanness: by bringing diverse people together, acknowledging their perspectives, and bringing depth, quality and validity in the outcomes and findings it delivers.

The citizens' jury sits as a deliberative process among a larger toolkit of participatory approaches. These all have the goal of initiating different kinds of conversations, relationships and action for advancing change across the state. It's TACSI's view that while participatory tools might reach greater numbers, they don't go to the depth of engagement or have the transformative potential of deliberative processes.

TACSI hope the impact of these citizen juries inspires further exploration in a full range of deliberative tools as part of a permanent, ongoing exploration towards democratic innovation.

“I'd like to think there is a bit of a think tank, who have independence in getting some interesting 'skunkwork' style things happening, no name projects that can be done out of the main arm of government to try stuff and see what comes of it. I'm excited by innovation in the government. Even if it's tiny, it puts more power and influence in the hands of the people.” - Juror

Appendix A

Stories

The following stories provide a snapshot of some of our interviewees, and illustrate their experiences and insights from being part of the second citizens' jury.



Jurors in action



Isaac, juror

Isaac is not a cyclist but would like to think this option was available to him and his children in the future. He was eager to get involved when this opportunity came up, and quickly registered before his wife could see the invitation and get to it first.

A key driver for him was the notion of brainstorming ideas, and participating in a ‘long form’ process, rather than providing a ‘knee jerk response’ to an issue, typically offered through surveys or online forums. He prepared by doing a lot of research which he likened to ‘having a second job’.

Hearing what matters to others was ‘enlightening’, and Isaac enjoyed the process of seeing how views were changed during the process. As he shared: *“You might start thinking, ‘they are an idiot’ but you could talk to them and think, ‘why do they have this perspective?’ And you could narrow it down and find common ground with all of them.”*

Isaac felt the facilitation was excellent, which he put

down to the fact the facilitator demonstrated care and engaged everyone. As he shared: *“There were little cliques that developed, but she navigated that and brought us together.”*

He also felt the speakers were well prepared and interesting, and liked that they included people talking about behaviours and skills to support jurors in the process, as well as experts in the content. He took the opportunity to communicate with some of the speakers after their presentation and was impressed by their considered and timely responses to his questions.

Isaac is a regular user of social media and enjoyed using these channels to communicate the process and request ideas: *“I was vocal about the process on Twitter so people saw I was involved. People were paying attention. I really liked that the process was that open. I went in expecting they would say, ‘this is private, please don’t talk about what we’re discussing’, but you could say anything.”*

He also valued that this openness extended to inviting spectators and contributors of the process to specific events: *“There were a few people we met at Parliament house on the night of the handing over who made submissions at the start. They were good guys who cared and wanted change. It wasn’t us v’s them, they could see the problem.”*

Basecamp was a space he wanted to contribute a lot too. He put this down to: *“In text you can take your time to write stuff exactly the way you want to, to make a persuasive argument.”*

Isaac also shared he thought the people involved from DPC were professional. In talking about the mandate from the government, he had this to offer:

“I’d like to think they are doing this because they can get a pretty good read on community views. It could just be a PR thing. But I never felt like that. When we met Weatherill and heard him speak, he seemed very genuine and natural, ad-libbed a lot and came across like he really cared. I had never met him before and didn’t pay much attention to him before previously.”

Isaac also shared a number of ideas for improvements with the process.

Initially he felt confused by the process due to the number of different stakeholders involved in the process. As he put it: *“New Democracy Foundation called at the start, DPC are involved, and now there’s a facilitator managing everything? It didn’t work poorly, it’s just (the clarity around roles) could be a little bit clearer how that all works at the start.”*

He was also concerned that some strong ideas might have got lost in the process, and in some instances, there wasn’t a chance to make a clear case for and against each one, or the space for ideas to be fully considered. He told us: *“Because everything was being thrown on post-its, it felt like some good stuff was lost. They didn’t have a chance. It didn’t grab people straight away so there was no chance to build on and see it was a good idea. Often people were judging an entire concept on one post-it of text, 5 words, and that’s hard.”*

Isaac found sharing documents through Microsoft Office was ‘quite painful’. He attributed this to having no change log and therefore no version control. He offered the solution of using google docs or a ‘wiki’ (editable database) so that all ideas could be captured and coalesced in a consistent way: *“This is the name, describe it in 140 characters, is it expensive, what are the challenges? Let people submit responses for all of them. And then have a review. Ideas are then always considered at their best.”*

He also thinks the collaborative writing process could be different: *“There were a couple of times we were writing a recommendation, and there were people crowding around one laptop. And that’s really tough when you are either trying to contribute or when you’re having a group of people look over your shoulder. There also wasn’t a consistency to the style.”*

Isaac saw scope for improving how the jury came to consensus. He wanted more time for debating and discussion to find common ground: *“It felt like it was rushed on a couple of points. A few people felt frustrated. The critical things were happening in a too short a timeframe.”*

This frustration was exasperated by what he felt was too much time 'getting bogged down' explaining the process: *"We would lose 1/2 hour trying to talk through 'now you've got to do this, now you've got to do that'. If we'd just got up and said, 'we're going to start doing it and you'll learn along the way' or 'these 3 people will do an example', this could have been better."*

He also felt giving the jurors the opportunity to learn some questioning skills could have added some depth to the process by providing a way to support jurors to ask more relevant questions.

Isaac would have liked the process to be more about generating innovative solutions. As he shared: *“Generally the recommendations were what would you expect. That’s where I felt at odds with some of the majority views - where a recommendation was for something that was going to happen anyway, or wasn’t really interesting, or money could have been spent better elsewhere.”*

One idea he shared was for a jury process to be conducted largely online. He felt this was a way to involve more people and discuss more topics, and to experiment with the time period, and would appeal to people, *“who wanted to be involved in*

a process that wasn't just "throw my opinion into the ether and hope someone reads it." By being less hands on, he felt this model would result in considerable savings, but acknowledged it wouldn't work for everyone.

He finds traditional ways of public engagement are unappealing and ineffective. Giving a government example, he shared: *"I think the yourSAy website they are using is OK, but you really need to drag people onto it. People don't go there voluntarily. Either make the opportunity really interesting for them or make it really easy for them."*

Isaac wasn't interested in going to the handover of recommendations. For him the value of this came from contributing something that might affect change: *"Going to a presentation of the response - my feelings are 'it's done now'. It's lovely to see everyone again, but I am flat out, working."*

Talking about South Australia, Isaac shares feeling positive about the changes in the city, “*Smaller bars, festivals, pop ups, and start ups is really healthy.*” He’d love to see more of it.

He also feels excited about innovation in the government and the idea of pockets of government working on “*Getting some interesting ‘skunkwork’ style things happening, random, no name project that can be done out in the main arm of government to try stuff and see what comes of it.*”

We need to talk about interesting moral and ethical dilemmas that you can't just make a quick judgement on, you have to think about." - and other ways to meaningfully participate. About the jury he says, "Once you've done it, you probably won't get another chance to do it again. But this leaves you wanting to participate again in another issue.





Sue, juror

Sue has a background in education and has just submitted her thesis for a PhD in urban planning. She came to the jury with a strong pro bicycle bias, and a desire to open up possibilities for more children to ride to school instead of being driven in cars.

Coming to the process, she initially felt shocked at the strength of people's opinions that were so different to her views: *"It is natural to think something is logical but then you discover it's not logical to someone else. There were people who saw bike riders as the enemy. And they came out openly with their prejudice."*

A process that felt safe and respectful was important to Sue. She puts the success of this down to the facilitation: *"Within the jury we had a skilled facilitator whose number one priority was to make people feel safe and valued, who knew she needed this to get a cross section of views."* She also felt this 'nurturing' was very evident in the actions from the support team at DPC.

A draw card was also the safety focus in question. As Sue shared:

"We were talking about the lives and the health of human beings. It taps into an inner emotion we all have. We all came there because we thought keeping people safe was a valuable thing to do. If people can relate it to the human experience, you will get them speaking from their core beliefs."

She also saw a value in moving beyond just applying technical expertise to an issue, and getting a shared understanding of the values as a way to move forward. As she puts it: *"Get what's important to people right. There are experts out there, they know how to build bike lanes and make safe curbs, but they need to understand the values that drive people, upsets them or makes them glad. And everyone's got a view, it doesn't matter how educated you are, or what your experience is, you will still have beliefs and values."*

Sue was impressed with the range of speakers, and was influenced when they spoke with conviction and passion.

A key learning for her has been about the importance of engaging community early and building ownership: *"I don't think I realised how many obstacles there are in the community process, and how incredibly important it is to start with the assumption that people will react and say no to anything that threatens their status quo and what they see as their security - their home, their family and their neighbourhood. And if you start to say 'we're going to change such and such', but you haven't spoken to them or got them on board, you're doomed. The more people dig themselves into a hole, the less likely they are to understand any benefits or advantages."*

She sees that entrenched views are incredibly difficult to shift and require a willingness to change. *"I was amazed that some views came out of the woodwork at the end of our deliberations and I*

thought they were going to sabotage them. But that's where it was so good to have someone like Emily to say 'we will capture it, we have got it in the thrust, not the detail, and if your particular beef is not here, it's in the library of ideas', which is a brilliant strategy. Nothing is wasted."

Sue found using the online tool Basecamp a 'brilliant concept', particularly for sharing data that was interesting and relevant with other jurors. Yet she was adamant that a jury solely online would not work: *"You would not get the same result. It's the people interaction. That is the way people change their views. Some people are very reluctant readers, or not computer literate - something like this covers the whole community. Online you could get something and claim it represented community views, but you wouldn't get the depth and the consensus."*

When asked what improvements she would make, Sue thought another session would have been beneficial, and at times working at a slower pace. She also points to the importance of ensuring proper breaks. As she states: *"People often said 'how will we get this done?' Sometimes it felt like we didn't get chance to think. I probably over think things. A few times we had to do working lunches because of the pressure of time. This doesn't work. If you are involved all day, you need your brain down time. One afternoon was particularly low energy - when we were pulling recommendations together. Unfortunately my lunch that day was a pasta with no protein in it. A few hours later, we were running out of energy."*



She felt that an additional session would have been accepted by the group, who were sufficiently involved and committed, and that extending the process to include this would therefore be something worth trying in the next jury. She also felt it would take the pressure off the facilitator.

Something she felt set the jury apart from these kinds of interactions were the skills and qualities of the facilitator: *"Emily stays so tranquil and is so good at affirming people. At times it needs amazing peace making skills. There was also great support from Viv and Gail (DPC) - they were always there collecting stuff in the background. This meant*

"I reckon most of the people in that group will become advocates in some way for safety on the roads. Just the fact I've been on the jury puts me there as a person with something to say."

Emily was able to focus on direct interaction with people." Given all that is involved with co-ordinating a jury, she wonders whether an additional role supporting the facilitation might have been helpful.

Now the jury is over, Sue has another opportunity to use the knowledge she has acquired. As she says: *"Our local council is reviewing its bike plan and want a forum. Once you've been through this powerful experience, you feel you have an obligation to pass on your knowledge. Because we've been very privileged. How many people have been given the inside picture of safety on the roads? For us to then disperse and have nothing to do with the subject seems a bit of a shame. I reckon most of the people in that group will become advocates in some way for safety on the roads. Just the fact I've been on the jury puts me there as a person with something to say."*

She is put off by processes based on anger, fear and loud polarised views: *"I would never attend reactive kinds of meetings. When there's someone with a big loud voice, and assertive personality, it's*

usually all over for me, I can't take them on, I get wounded easily and I withdraw."

Sue is left with a very positive perception of the government - in terms of its workers and its politicians. As she shares: *"I feel very positive. I support all sorts of policies in place for making SA a better place to live. I've seen a huge amount of change come in, in recent years. SA has this ability to push on and introduce new ideas and put them out there. I hope that we can continue."*



Mel, juror

“I was hoping we’d really get into innovative, creative solutions. But what I took and learnt from it is that’s not the purpose of this. The things you recommend don’t go into innovation think tanks or labs, it goes to the government to respond to and implement.”

Mel works in innovation for a not-for-profit supporting older South Australians. She was excited by this process as it tapped into her passion for getting citizen voices heard, and utilising the insights of people on the ground to design solutions. She saw the jury answering: ‘how do you take a group of disparate people as a microcosm of society on a journey to get creative outcomes?’

She felt the innovation framing of the question and its charge for ‘trialling and testing’ ideas was effective:

“It really free’d us up from ‘we have to make these decisions’ to ‘what can we try?’”

However she is quick to point out that from her experience of the process, while it is about innovative thinking, there is a distinction to be drawn here regarding innovative solutions: “I was hoping we’d really get into innovative, creative solutions. But what I took and learnt from it is that’s not the purpose of this. The things you recommend don’t go into innovation think tanks or labs, it goes to the government to respond to and implement. So it just pushes things forward a little bit more. It doesn’t radically transform. And I thought that’s fair enough.”

Mel thought the facilitation was ‘fantastic’: “Emily did a great job of making it an independent process and said ‘OK this is set up by the government, but while we’re in the room together, it’s a neutral process, and if we want anyone to speak to us, we call the shots.’”

She was also impressed by the effort involved in being able to weigh up different views and ideas:

“She would frame things in different ways and do a number of tests on an idea. It felt arbitrary, and some people struggled with that. But Emily kept saying ‘trust the process.’”

She felt the safety focus was a key determinant in getting this issue discussed: “It was a political process - sponsored by government - they wouldn’t have got it over the line if it didn’t have safety in the title. You have to pull the levers that work.”

An improvement offered by Mel was to start the process with an interaction for uncovering everyone’s starting assumptions, which she believes would have helped to build more trust. As she shares: “I felt it was hard to get to know where everyone was coming from. We didn’t know each others stories.”

She also would have liked more space to reflect and have conversations as a group: “We were constantly encouraged to note down ideas and

thoughts but it was very individual. I would have liked more discussion.”

Given this, she also felt overall there were too many speakers and that at times they duplicated information: “Some didn’t say anything different than what was in their submission, or they were just toeing their party line - it’s not that helpful.” She would have liked to hear from more ‘fringe thinkers’ to really get a wide range of diverse views.

She found it most powerful when the speakers provided an invitation to put yourself in another’s shoes: “Gemma’s presentation was effective. She had Go-pro’d her commute in the morning as a cyclist. This was played on a loop, you could hear the gasps, as people saw how terrifying it was.”

Mel used Basecamp for feeding in additional ideas outside of the sessions and appreciated that it provided a chance for some of the quieter voices to be heard. However she felt that it also brought out

‘typical aggressive behaviours that people will do online but not to your face’. If used again, she offers it will be helpful to have additional guidelines about the purpose and best practice of it.

She also wonders whether the process would benefit from using more than one facilitator: *“I really like and connect with Emily. But if one juror didn’t, what impact would that have had? This process depends on connection and trust, it needs a choice.”*

She would have also liked to have seen a breakdown of the whole process at the start, which she feels would give people a picture of what to expect and alleviate early anxiety.

Now that it’s over, Mel would love to still be involved in the process and sees an opportunity for future jurors to be part of ‘innovation incubator thinking’:

“The government shouldn’t lose track of 37 people who have already invested in a process, and should draw on them and be part of thinking through of the ideas. Not to just putting it straight back into ‘right the experts will fix this now, leave it to us’.”

Her perception of innovation and the government has shifted from being part of this: *“Processes like the citizens’ jury humanises government a bit. It humanises leadership, and creates change, and breaks down some of those barriers.”*

She sees a significant barrier to innovation is constant comparison to the eastern states, and would like to see South Australia move beyond this: *‘SA has to get away from this and instead it should be thinking how can we be a player in a global market? We need to take risks and continue to attract good thinkers.’*

“**At the start there was a bit of cynicism. You wonder how genuine is it? Now I feel the mood of Weatherill government is ‘let’s just go for it’. He said ‘we’re in the business of risk, that’s what we’re about this term’. I don’t think it’s tokenistic. It reassures me that democracy is still possible.**”



Christian, CRG member

Christian is the CEO for Bikes SA, acknowledged as the peak body for recreational cycling and regularly called on to provide advice. He's been part of it for the last 10 years. Their ambition: 'more bums on bikes'. Their mechanisms: advocacy and community based social marketing. We meet at Bike SA, a large, friendly, bike filled space with a range of opportunities for the public.

How did he learn about the Citizens' Jury? A direct call and meeting with DPC to talk through the idea and ask if he wanted to be part of a Core Reference Group (CRG). He understood this was to act as a sounding board to the process. Christian's assumption was that ultimately the CRG would play a key role in the implementation of specific recommendations.

He hadn't heard about the first jury and was surprised by the process, as well acknowledging some initial cynicism: *"In Adelaide we'd just hosted a global cycling conference, with the biggest*

thinkers around the issue there, if agencies had wanted to find clever solutions, why not use the opportunity and knowledge base there?"

However he saw this jury as an opportunity to witness a microcosm of the Australian community and a way they can come out of this process with a more reasoned and informed approach, that if successful, could be spread.

Random selection. Christian found it reassuring that the process was made up of randomly selected citizens. Hearing the impartiality had recruited the Opposition's Chief of Staff to take part in SA's inaugural jury, this piqued his curiosity and hope this was something rigorous and genuinely different.

An initial concern was that the jurors might not accurately represent the views of the whole community. However after listening to them, he believed their conversations reflected the narrative he hears out in the community and in the media:

"I was surprised and relieved to walk out after the first session, feeling the jurors opinions were mirroring the stories we hear."

Media coverage. He sees media coverage of the process being effective. At Bike SA, they work with local media strategically to support behaviour change. Their aim has been to work closely with the Advertiser to shift the context from a less adversarial 'war on the roads' viewpoint, which he sees as acting like a vicious cycle, spiralling to more antagonism and animosity - to one that values freedom and collective accountability in building relationships and sharing road space. He believes the Advertiser's goal is two-fold: to sell papers, and make a difference.

Replicating the process. He's hopeful that Bike SA can look at the process and take away some key learnings. He's already thinking about using a process similar to the jury in a two day summit that's happening in Canberra this year. And he wants to continue to work with the Advertiser in engaging the public about the benefits of bikes.

Question change. Christian thought the question worked to a degree. But from his perspective he sees the real issue as being about building relationships between road users, rather than just 'safety', which he offers could have the potential to limit the discussion. Given his goal, he would have liked to have seen more focus on the benefits of cycling.

Clarity of role. What would have worked for him was more clarity about the roles he played, as a CRG member and as an expert. At times not being clear on the purpose of each, he was unsure how to progress:

"(As an expert), do I present Bike SA's views in a robust, advocacy role? In other words, provide the answers we know and believe is important to resolve the issue. Or (as a CRG member) do we provide a method of thinking that may assist the jurors in taking all the other information that's provided to them?"

Because of this, he felt he made an error in his presentation to the jurors: *"My reasoning was if the government are doing this at arms length, then I need to do this too. If I understood the entire process, that the jury would engage with many experts, I would have definitely navigated a different course."*

More dialogue with the jury. Lacking a steer in direction, he feels an informal conversation with jurors (past or present) or with the facilitator to offer some advice about how best to progress, could have been helpful.

Overall he would have liked further opportunities for dialogue with this jury: *"I expected some robust debate - to be able to play a devil's advocate role - hit me with stuff, I'll tell you why it is and isn't, the pros and cons."* However the limited time and structure didn't allow for this. He hopes that future juries could build in informal opportunities for more conversations. A key benefit he sees is for jurors to be able to check their understanding throughout the process.

Clarity of purpose. In his observation of the jury, he's left with some questions about whether the intention is for the jury to absorb information or to really grapple with what this means for them and South Australia.

He also wonders about the depth and sustainability of some of the recommendations and think there is scope to build this in future juries. And not just for this process. He sees possibilities for key stakeholders involved to learn from the process and to move beyond acting in silos: *"The challenge is to really take the opportunity well beyond what it's meant to achieve and to take the individual stakeholder entities and make them become one. Work as one, think as one. The community cohort of 37 jurors comes to reason, let's reach a shared understanding as key stakeholders too."*

"We (community, business and government) need a different mindset and a different narrative to move beyond the many interpretations, distractions and competing priorities. How can this change process matter, rather than being just another thing to do with less money and less resources? The conversation needs to be turned on its head."

Key to this shift in context is the notion of not seeing the government as an endless benefactor but drawing and mobilising community resource in a sustainable way. He believes interactions like the jury process are a good start.

What next? He is left with some key questions about the process: *"When is the curtain coming down on this play? Do the government see the jury process as the entire play? A way to engage, make a statement for the process, announce the outcome and we all go home? In our view, the jury is the first act. The second act is then making the recommendations happen. I see our role is to make sure the intent of jury is delivered through engagement with stakeholders. And the 3rd act is how can we take all these learnings and find better ways of doing our business."*





Emily, facilitator

What makes Emily tick is doing meaningful work that is legitimate about engaging in the community. Her model focuses on deliberative democracy and is underpinned by a belief that 'people support the systems they are able to create' which she attributes to Peter Kenyon: *"I know from experiences that 1 + 1 = 3, not 2."*

She's worked with DPC on a number of projects (including the Strategic Plan, Better Together training and branding) since 2009 and has a deep understanding of pressures and possibilities of government. She's also ran previous juries, so was a good fit in terms of experience and context.

As a community facilitator, a number of things are important to Emily and it's some of these factors she attributes to working successfully with the process this time.

Input into the question: She sees a real benefit in being brought in early to help come up with

the question: *"I helped to write the charge - even though I wasn't formally engaged. I felt I was able to test it as we went through the process."*

Learning mindset: She believes a key success factor was that the majority of jury members came to the process wanting to learn and were prepared to shift their thinking:

"You need to be willing to offer your thoughts, and to change. Many said 'I've learnt so much, not just about the issue, but how much I'm stuck in my ways'."

Coming to consensus: Emily believes devoting time and effort into group decision making is key: *"We spent a bit of time on what 'consensus' means and we decided we wouldn't be a 'majority rules' group, and we would need to keep coming back to whether our ways of getting to this were still right."*

Validating different experiences: A key way of working throughout the process was not focussing on difference:

"One juror asked 'can we find out by show of hands who is a bike rider?' and I said no, it's not important for this work. She came back to me on the last day and said 'I'm so glad you did that'. I thought it was important but it's not."

Innovation focus: *"Chris from TACSI talked about different ways of thinking and assumptions. I would have loved him to come back at the end of our presentations and the start of our real deliberations. On the last day we drew on that a lot. We said 'remember what he said about innovation, a couple of things he said that resurfaced.'"*

Support from DPC:

"DPC did all the practical stuff - without that I would have been stuffed. The jurors would say 'We want to read more about this'. By the time we looked at Basecamp the next night, all they had requested was there."

Ownership: *"My goal was to make myself invisible, and so much so, we got to the end, and they were all patting each other on the back, and someone says 'oh, we have to thank Emily' and I felt 'yes, they've done it'. They owned it."*

"I also let them change the process - if we started down something that wasn't working, we just changed. This included a range of rigorous voting methods and card sorting exercises to whittle down the recommendations to the ones that mattered."

Trust: *"I trusted them. They didn't talk to me, they talked to each other."*

Importance of language:

“In a first draft of the recommendations, feedback from the jurors was ‘it’s not feeling right, what is it?’. One juror said ‘I know what it is - we’re using motorists and cyclists and we need to take those words out’. We changed to ‘all road users’ - there was no pitching one against the other. That simple change took all emotion away.”

Environment: Using the Pavillion, Veale Gardens: *“Whenever I work, I want to see trees, sun, water, grass, feeling you have the space to think. This venue was great, we could look out the window and see nature as well as bike riders interacting with car drivers.”*

Impromptu opportunities for discussion: Emily continued to facilitate discussion online via Basecamp which she found powerful. She played a range of roles here, including devils advocate, mediator and information sharer.

A good ending: For this jury they ended in a big circle of chairs facing each other and passed around the ‘talking stick’ to share their experiences. This was written into a ‘slam poem’ and read back to them. Jurors reported this was meaningful.

When asked for improvements, Emily was able to identify the following as things she might try differently:

Facilitation support / sounding board: *“There are the moments you need someone to give yourself space to think. In my experience, groups love a central facilitator, but having a back-up and someone else help you is great. Some people might not engage with me, I might not be the style of person that brings out the best in them - so different styles are important”.* Next time Emily would consider engaging a sounding board to support her during the process.

Too many speakers: In hindsight she also felt there were too many presenters to the jury: *“We had 1 - 2 speakers too many - all up we had 14. By the end they started to repeat what each other was saying. A bit of repetition. 9 in one day was a bit much. the jury were anxious to get on.”* A possibility here could be to have access to experts in a different format. As short videos online or via an extra teleconference if needed.

Problems online / additional support: While she felt the online forum was effective, she is mindful that a small number of the jurors did not engage in this

way. She also wondered whether the fast pace of the jury meant that there were times where jurors could become lost in all the content. Emily thought the idea of creating study circles or buddies for jurors who didn’t use Basecamp or wanted additional support could be effective. *“We could have organised a conference call - spend an hour on the phone together to support each other”.*

Building questioning skills: She would have liked to have added an opportunity for the jury to learn questioning skills, which she felt could have helped them to clarify their thinking and come to shared understanding.

More time: Time and lack of it is always a factor in meaningful processes: *“It was a highly intense, charged last day. At the end they said ‘I don’t think we’re done yet?’ and I said ‘we’re not. I still need you to engaged in this report. For another week, I need you to review the recommendations.”*

Bringing on board partners: Her key takeaway is not

to underestimate the time it takes to communicate and bring on board internal colleagues and stakeholders: *“The jury is easy - they put their hand up, they are willing, they have come for a reason, some might have agendas, but that’s fine. However just as important is how we build ownership within government about the recommendations”.*

She feels the role of the facilitator could be sustained to help broker the recommendations being received by various different departments, and translating the intention of them if this was unclear: *“Someone needs to support that end to end and represent the jury. So whether it’s a spokesman from the jury or a facilitator who goes with the report to the various agencies and helps them understand it”.*

She also thinks this role could play a part in bringing on internal stakeholders even earlier and get their input into all the phases of the jury, including the planning.

“ There is no magic around being a great leader - it’s who is willing to put their hand up and have a go. In the jury, I saw 37 great leaders.” ”

Apendix B

Designing a citizens' jury



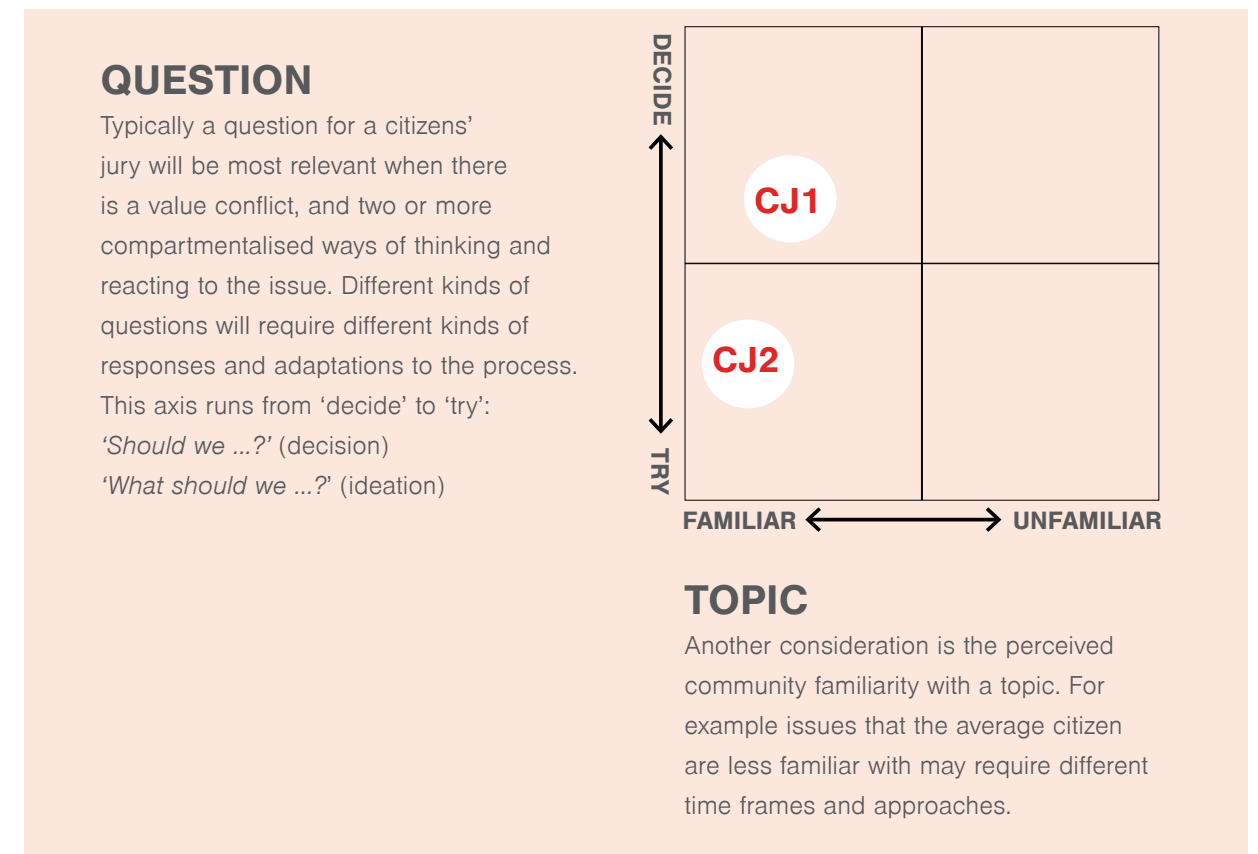
Jurors and stakeholders involved in the process

Framing questions and topics

The following matrix has been designed to help teams thinking about planning a citizens' jury.

We see there are two key things to consider in advance:



1. Question type
2. Topic



The model on the next page has been created as a starting point to explore the design of the jury and the parameters of this particular tool. Here we wanted to explore:

1. The stages of a jury and key interactions
2. Key activities and outcomes for specific stakeholders
3. What is core to the process
4. Adaptations and considerations in each of the stages

Model of a jury

		INVITE	DISCOVERY	POSSIBILITY		SHARED PURPOSE	ACTION
<div>JURORS</div> 	Activities	<ul style="list-style-type: none">- Receive invitation at random- Register interest- Accept the offer- Have access to research and readings to prepare for the start- <i>What happens to potential jurors who were not selected?</i>	<ul style="list-style-type: none">• Participate in sessions• Listen and talk with each other and presenters• Ask questions and articulate concerns to the group		<ul style="list-style-type: none">• Reflect on what they have heard and identify the key factors for them• Generate ideas and explore• Identify any gaps in knowledge Reach out to new and existing networks to ask questions and further the debate	<ul style="list-style-type: none">• Narrow down a range of possibilities to identify desirable/feasible ways forward• Come to a resolution and commit to a range of choices they wish to share as their deliberations• Craft recommendations	<ul style="list-style-type: none">• Handover recommendations to Premier• Learn of the governments response to the report• Have opportunities for sustained involvement by participating in further initiatives
	Outcomes	<ul style="list-style-type: none">• Understand the intent of the Jury• Decide to participate• Feel prepared for first session'• Feel their participation is valued• Feel excited to be taking part in something that is different• <i>What outcomes do we want for potential jurors who are not selected?</i>	<ul style="list-style-type: none">• Can share their perspective• Feel they are learning from others• Feel they have sufficiently explored information about the current context, issues and opportunities• Are talking to each other about what is standing out for them• Feel that there is a shared understanding as to what happens next		<ul style="list-style-type: none">• Can distinguish between fact and opinion• Are able to ground opinions in evidence• Are able to develop creative possibilities• SAY ' What if ...?'; 'All ideas are valid at this stage'• Think they can request ideas from other sources• Have a shared understanding as to what happens next	<ul style="list-style-type: none">• Feel that fair compromises were made• Feel that the documentation represents the debate• Feel the recommendation are of value to the government and wider community• Feel able to share the rationale behind their decisions• Feel that there is a shared understanding as to what happens next	<ul style="list-style-type: none">• Feel that their submission will be taken seriously and they've made an important contribution• Want to participate• Encourage people they know to participate• Advocate on behalf of deliberative processes• Feel the government is committed to making things better in SA• Have increased trust in govt
<div>STAKEHOLDERS</div> 	Activities	<ul style="list-style-type: none">• Learn about the process• Have an opportunity to ask questions• Agree to be part of the process and have shared understanding about their role	<ul style="list-style-type: none">• Are invited to share a range of perspectives around the issue, including factual (technical and operational) and normative and ethical considerations		<ul style="list-style-type: none">• Have the opportunity to discuss progress and be on hand for jury enquiries	<ul style="list-style-type: none">• Are discussing early ideas with their agencies	<ul style="list-style-type: none">• Are responding to the recommendations• (If relevant) are drafting legislation or policy• Are mobilising teams to work on recommendations
	Outcomes	<ul style="list-style-type: none">• Feel knowledgeable about the role they play• Feel any concerns they have have been addressed	<ul style="list-style-type: none">• Feel satisfied they have given the jury the best information to make their decisions		<ul style="list-style-type: none">• Feel involved• Feel issue has been properly explored by the jury	<ul style="list-style-type: none">• Are interested to learn the outcomes of the process• Feel buy-in to the process and the value of engaging citizens	<ul style="list-style-type: none">• Are committed to the agreed actions
CORE ELEMENTS		<ul style="list-style-type: none">• Strong mandate• Random selection of jurors• Number of jurors are representative of wide range of community perspectives• Early engagement of stakeholders	<ul style="list-style-type: none">• Opportunity for jurors to get to know each other• Opportunities for listening, framing assumptions, reflecting and developing insights		<ul style="list-style-type: none">• Opportunities for analysis• Brainstorming and ideation• Facilitation tailored to the question	<ul style="list-style-type: none">• Opportunities for weighing up alternatives, consequences of possible ‘trade-offs’, and to reflect on making hard choices• Opportunities for coming to consensus	<ul style="list-style-type: none">• Review of the jury from the perspective of all stakeholders to determine what was learnt, and what to improve or test
ADAPTATIONS & CONSIDERATIONS		<p>Low familiarity topics may require an explanation in the invite as to how these topics relate to day to day life.</p> <p>This may help people feel that it's not too ‘technical’; and to reinforce that their knowledge and opinion would be of value.</p>	<p>Low familiarity topics may require more time / guidance / expert input for jurors to learn about the topic.</p> <p>High familiarity topics may require facilitation to help jurors see past their own experience and assumptions.</p>		<p>Different questions will require different facilitation interventions. See the graph for types of questions.</p>	<p>Provide more guidance on the kinds of recommendations sought e.g. technical, behavioural, budgetary.</p>	<p><i>Is an independent evaluation commissioned to measure outcomes?</i></p>

“ We’ve been very privileged. For us to then disperse and have nothing to do with the subject seems a bit of a shame. I reckon most of the people in that group will become advocates in some way for safety on the roads. Just the fact I’ve been on the jury puts me there as a person with something to say. - Juror ”

About TACSI

The Australian Centre for Social Innovation creates bold solutions to real problems.

We develop, run and scale solutions for older people and families.

We support organisations in building innovation capability, strategy and insight using our unique co-design approach - a blend of tools from design, business and social science.

We run Australia’s national network of social innovators and Australia’s national festival of social change.
tacsi.org.au

All the jurors and stakeholders who were forthright and passionate in what they shared with us. Thank you.

The TACSI team for this project was:

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