

Government with the people – building trust in deliberative processes

- CAPaD's reflections on the OECD review of citizen deliberative processes and its relevance for the ACT experience of deliberation.

Lyn Stephens, July 2020

Introduction

I am a member of a CAPaD action group - Genuine Citizen Participation Action Group (GCPAG). We are volunteers who have engaged with participatory developments in the ACT and overseas to deepen our knowledge and critical thinking around participatory processes; and to contribute this learning to the strengthening of participatory democracy in the ACT.

GCPAG members Beth Slatyer, Petra Cram and Mark Spain have contributed enormously to my thinking in developing this presentation. I am also very grateful to our colleagues at the Centre for Deliberative Democracy and Global Governance at the University of Canberra for their generous sharing of information and research with us and their facilitation of our input to the OECD report.

Today I am going to address three questions

- How could reframing to a 'government *with*' approach address some current problems with representative democracy?
- How could institutionalisation of trustworthy public deliberation on difficult public policy issues strengthen our democracy?
 - referring to the OECD report, *Innovative Citizen Participation and New Democratic Institutions - Catching the Deliberative Wave*¹ and describing the OstBelgien model - the first region to institute a permanent role in democratic governance for randomly selected everyday citizens
- What are some implications of all this for the future of democracy in the ACT?

1. REFRAMING TO GOVERNMENT *WITH*

What is the problem we are trying to address?

Representative democracy has basically been equated with elections in the western world since the late 18th Century. Electoral representative democracy is based on the theory that people have needs, people know their needs, people find politicians that respond to their needs, and they vote them into power.

The basic idea of representative democracy is delegation. You give your power away and you can sanction the person you voted for at the next election some years later; but people are no longer willing to give their power away. Democracy has been described as a "dictatorship of elections". Democracy itself needs to be democratised. Some citizens are angry and others are turning away from a political system which seems divorced from their reality. As shown by the rise of protest in

¹ OECD (2020), *Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave*, OECD Publishing, Paris, <https://doi.org/10.1787/339306da-en>.

recent times, many citizens in so-called democracies are not satisfied with ticking a box on a ballot paper every few years.

Many contemporary issues are too complex for a Yes or No referendum, yet we are also seeing a rise in populism – an offshoot of democracy which can be positive or negative – of fundamentalism which seeks to simplify. We are also seeing apathy as people seek to distance themselves from a political system which seems irrelevant to their day to day lives. All are symptoms of a democratic process which has become oligarchical and has lost its way.

Some commentators also feel that the challenges representative democracy is tasked with handling, such as climate change, are too big for the way we do democracy now, which is dominated by party politics. We are seeing politicians who know what should be done but who do not dare to move because they fear that another political party might benefit too much from their decision.

To rebuild trust in representative democracy people need to feel their concerns are being taken seriously and that there can be a place for them, beyond voting, in the democratic process. This is where government *with* the people comes in.

How could government *with*² the people strengthen democracy?

In the face of the many challenges facing us it is easy to fall prey to feeling despair and powerlessness. David Matthews – President of the Kettering Foundation, a US based not for profit which researches what makes democracy work from a citizen's perspective says "We are most vulnerable to despair when we are alone. The antidote is the strength that comes from joining with others to shape our future, in whatever way we can." We need to work collectively with each other and with the institutions that we have created to serve us.

The governing system is made up of a range of institutions from the local to the national level, which are granted their authority by the citizenry. Despite a spike in trust in government in most countries during the early stages of the pandemic, in general these institutions are experiencing declining public confidence and the perception that some at least are pursuing their own self-serving and self-perpetuating agendas not those of the citizenry.

It could be argued that Australians today know that they are dissatisfied with many aspects of how governing is practiced here but they have no clear idea about what a healthy civilly engaged democracy could look like.

We once talked of government for the people and by the people, but what we really need is government *with* the people. Democracy can be seen as a political system in which, in daily life citizens work with other citizens to produce public goods which make things better for everybody and the governing system is a means of organising these processes. These two aspects of the system - one government and one civic - are interdependent in the ecosystem of democracy. Citizens *can't* be left on the sidelines because their work is needed to reinforce and complete the

² David Matthews, 2020 *With the People An Introduction to an idea*, <https://www.kettering.org/catalog/product/with-the-people-introduction-to-an-idea>

work of democracy. There are some things only government can do and there are some things only citizens working with citizens can do. A 'government with' strategy is not just another form of public participation, it is a reframing of the whole system, a different way of thinking about the relationship citizens could have with their governing institutions and it can open the way to imagining new ways of acting.

The organic nature of democracy needs to be acknowledged – it becomes weakened if we delegate too much to government or if citizen influence is overtaken by vested interests. The voluntary work of producing things for the common good can generate a sense of sovereignty – of power and accomplishment. Human beings are more likely to take responsibility for what they have made than for what is made for them.

Making democracy work is a journey not a destination and there are many ways that democracy can be strengthened and protected eg

- ICAC
- Accountability of representation
- Transparency/reduction of donations
- Reform of candidate selection processes etc

But today we are looking at involving citizens in credible deliberation on important public policy decisions as a strengthening mechanism to bolster democracy and deliver better public policy.

What is deliberation?

According to the recently released OECD report, *Innovative Citizen Participation and New Democratic Institutions – Catching the Deliberative Wave*, (p11) deliberation involves both dialogue and debate and it has four key characteristics:

- First, it means to “weigh carefully both the consequences of various options for action and the views of others” (Matthews, 1999).
- Second, deliberation requires accurate and relevant information, which reflects diverse perspectives. It might involve debate when there are invited experts arguing different positions.
- Third, “there is a broadly-shared evaluative criteria for considering solutions and reaching decisions, which takes into account the views of others regardless of how divergent” (Bone et al., 2006).
- Finally, deliberation requires participants to apply these evaluative criteria to proposed solutions, to weigh trade-offs, and find common ground to reach a group decision (Carson, 2017; Bone et al., 2006).

This definition acknowledges that we have a facility for making sound judgement with a diverse range of other people that will, if we use it, help us to avoid mistakes that we as individuals are susceptible to making. Deliberative processes have been shown to work best for problems which involve

- Values driven dilemmas
- Complexity which requires trade-offs
- Long term issues which go beyond the short-term incentives of the electoral cycle

‘Deliberation goes much beyond ‘consultation’. It is a non-linear learning together process which enables people to have a more comprehensive view of the realities they face. Deliberative decision making involves looking at the pros and cons of various options in order to find a path for moving forward that goes beyond hasty reactions and opinions. It enables us to exercise our faculty for informed judgement after acknowledging tensions and opposing views. An unpopular or minority opinion may contain information or surface feelings that have to be taken into consideration if a decision is to serve the good of all.

Factual information is important but it may not be the only consideration – many political decisions are about what is the right thing to do so facts are not enough. People need to rely on the moral reasoning the deliberation employs, and often have to face up to trade-offs in exercising judgement, and so there is an element of trust underpinning all of this.

Why is trust more important than ever now?³

When we are faced with immediate crisis, as with COVID-19, we need to build trust as a way not only of strengthening democracy but of strengthening society itself. Citizens need to trust government, but government needs to trust the citizens also, and citizens need to trust each other if they are to deal with challenges that affect everyone.

While the crisis has hit hardest those who were already disadvantaged in our societies and who may have least voice, society is everyone’s business. To deal with risks that affect all of us we need to create processes so no one feels like an outsider. We have to make sure that participatory processes are not just a fancy way for the elites to have their say. All groups need to be involved and at an early stage. Too often involvement has been too late in the policy cycle; and in fact many so called participatory processes may be counter-productive, they are not *with* the people and merely widen the gap between the governing institution and the citizen.

Twenty first century problems are often hard to deal with. Developing sound policy responses can be difficult, yet it is only the first step. Implementation can also be challenging. Without a trusting partnership between government and citizens and *across* the citizenry it will not happen. We need to do things together. Better policy achieved through citizen involvement can generate two-way trust between government and citizens and help to build trust among citizens from diverse backgrounds. This trust is vital to building the social capital necessary for dealing with the challenges we face.

So how to build that trust? One way is to ensure that participatory deliberative processes are themselves trustworthy.

2. INSTITUTIONALISING TRUSTWORTHY DELIBERATION

Trustworthy deliberation – the OECD good practice principles

The OECD report, *Catching the Deliberative Wave*, found that well conducted deliberative processes can lead to better policy outcomes, enable policy makers to make hard choices without so much

³ Katju Holken, Head of the Governance Policy Unit, Ministry of Finance, Finnish Government, speech at the launch of the OECD report 10 June 2020

political risk and enhance trust between citizens and government. They can help to counteract polarisation and misinformation.

These findings are based on the 282 cases, characterised by deliberation, representativeness and impact, involving 755 individual juries or panels which were included in the study. They covered processes from 20 OECD countries including 48 from Australia over the period 1986-2019, and were assessed against 60 variables.

A well conducted process is described as one which has

- Design integrity
- Sound deliberation
- Influential recommendations and actions
- Impact on a wider public.⁴

In support of this the OECD researchers, in consultation with practitioners from government, civil society and academia, have developed 11 good practice principles, shown in the diagram below.

Good practice principles for deliberative processes in public decision making



Definitions of each are provided at Attachment 1.

The ACT Government committed to holding a number of deliberative processes in 2017-18. In response CAPaD partnered with ACTCOSS to develop 11 good practice criteria to assess the trustworthiness of such processes. We were pleased to see that our principles aligned well with those of the OECD, although differently worded. We did not pick up privacy and had a focus on embedding the processes more broadly into the political agenda, but largely they are a good match. Our work is mapped against the OECD principles in Attachment 2.

^{4 4} OECD (2020), *Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave*, OECD Publishing, Paris, p82

Summarised comparison of CAPaD/ACTCOSS and OECD Good Practice Principles

CAPAD/ACTCOSS Principles for Deliberative Engagement Processes	Good Practice Principles for Deliberative Processes for Public Decision Making
5. GETTING THE QUESTION RIGHT	1. Purpose
4. COMMITMENT TO PROCESS AND OUTCOME	2. Accountability
1. TRANSPARENCY AND ACCOUNTABILITY OF ALL PHASES	3. Transparency
6. DIVERSITY of PARTICIPANTS	4. Representativeness
	5. Inclusiveness
9. BREADTH and ACCESSIBILITY of STAKEHOLDER INPUT	6. Information
12. DELIBERATION FACILITATED	7. Group deliberation
8. ADEQUATE TIME ALLOWED	9. Time
3. OPEN-MINDEDNESS 7. NEUTRALITY of CONVENORS	10. Integrity
	11. Privacy
11. REFLECTION and IMPROVEMENT	12. Evaluation
2. COMMUNICATION, EDUCATION and CONFIDENCE BUILDING	
10. BROADER ENGAGEMENT	

Trustworthy deliberation– the ACT experience

As a small jurisdiction the ACT is well placed to be a leader in reviving trust in democracy by incorporating genuine participatory deliberation processes into policy making. Over 2017-18 the ACT Government made a start by holding four participatory deliberative processes:

- Carers' Voice Panel
- Compulsory Third Party Insurance Citizens' Jury – which was included in the OECD study
- Better Suburbs
- Housing Choices.

CAPaD advocacy contributed in part to the ACT Government's decision to conduct the four deliberative projects. We congratulate the ACT government on these initiatives which involved considerable time, energy and resources, while also registering disappointment that government funds were not allocated for formal evaluation of these processes.

However, an informal citizens' review based on observation of the processes, participant commentary and reference to international experience was conducted by the GCPAG against the criteria developed by CAPaD and ACTCOSS.

Key overall findings derived from our review were:

- A diverse range of people is capable of coming to grips with complex issues and evidence and of deliberating in the public interest, regardless of differences in educational standards, socio-economic status and political interest.
- Random selection was seen to be generally well done in these projects and this is important. Deliberation was described as richer because it went beyond the usual suspects to hear a diversity of voices.
- Those citizens selected valued the experience, learned about the complexity of policy making, gained depth from the diversity of the group and felt satisfaction through contributing to the community. Even where participants were critical of aspects of the process, they appreciated the opportunity to be involved. This is consistent with overseas findings.
- The educative process for the general public in relation to all projects was seen to need improvement.
- Remits were project-specific and the connection to government decision making was generally unclear. Yet these deliberative processes do not stand alone, they are part of broader policy development and implementation. Isolating the project from broader policy considerations can give rise to the perception that the outcomes of the specific deliberative process is faux deliberation which can be "cherry picked" to give answers the government wants to hear.
- The quality and independence of design and facilitation were major contributors to trust in the process. Without some form of independent scrutiny and input, processes conducted by the public service risk being skewed to the political will of relevant Ministers.
- Given that citizens were not able to set the agenda or define the problem in the ACT processes – and were thus still captive to politics - the impact on improving the general citizenry's sense of agency and efficacy and increasing levels of trust is likely to be limited.

- While citizens can make a useful contribution to policy decisions these deliberative processes are not a panacea – they are complex democratic tools which can be used well or badly.
- The potential role of Community Councils in encouraging genuine citizen participation in the CT seems largely unexplored.
- There is useful exploration to be done on the impact of these forms of deliberation on the role of MLAs in the ACT Assembly and how government business is conducted.

As far as we are aware there are no plans to engage in formal deliberative processes in the near future. The government is relying on an online forum platform to consult with citizens called the Yoursay Community Panel. People self select for this panel and our understanding is that there is a process to maintain a demographic spread, but this appears to be a one way a process which seeks opinions on particular issues selected by government rather than promoting citizen agenda setting and deliberation.

Going beyond projects to institutionalise deliberative processes

“Institutionalising public deliberation into democracy means incorporating deliberative activities into the rules of public decision-making structures and governance arrangements, so that they become part of the regulatory framework and are assured of continuity regardless of political change.”⁵ There is also a cultural dimension when regular citizen participation becomes a social norm.

Regular use of these processes enables governments to take more hard decisions and at lower cost. It improves practice by ensuring collective learning and experimentation, and can potentially increase trust in government, strengthen democracy, and enrich democratic fitness by creating more opportunities for more people to significantly shape public decisions.” Routes to institutionalisation include:

- Permanent or ongoing structure for citizen deliberation
- Requirements for public authorities to organise deliberative processes under certain conditions
- Rules allowing citizens to demand a deliberative process on a specific issue. (p17)

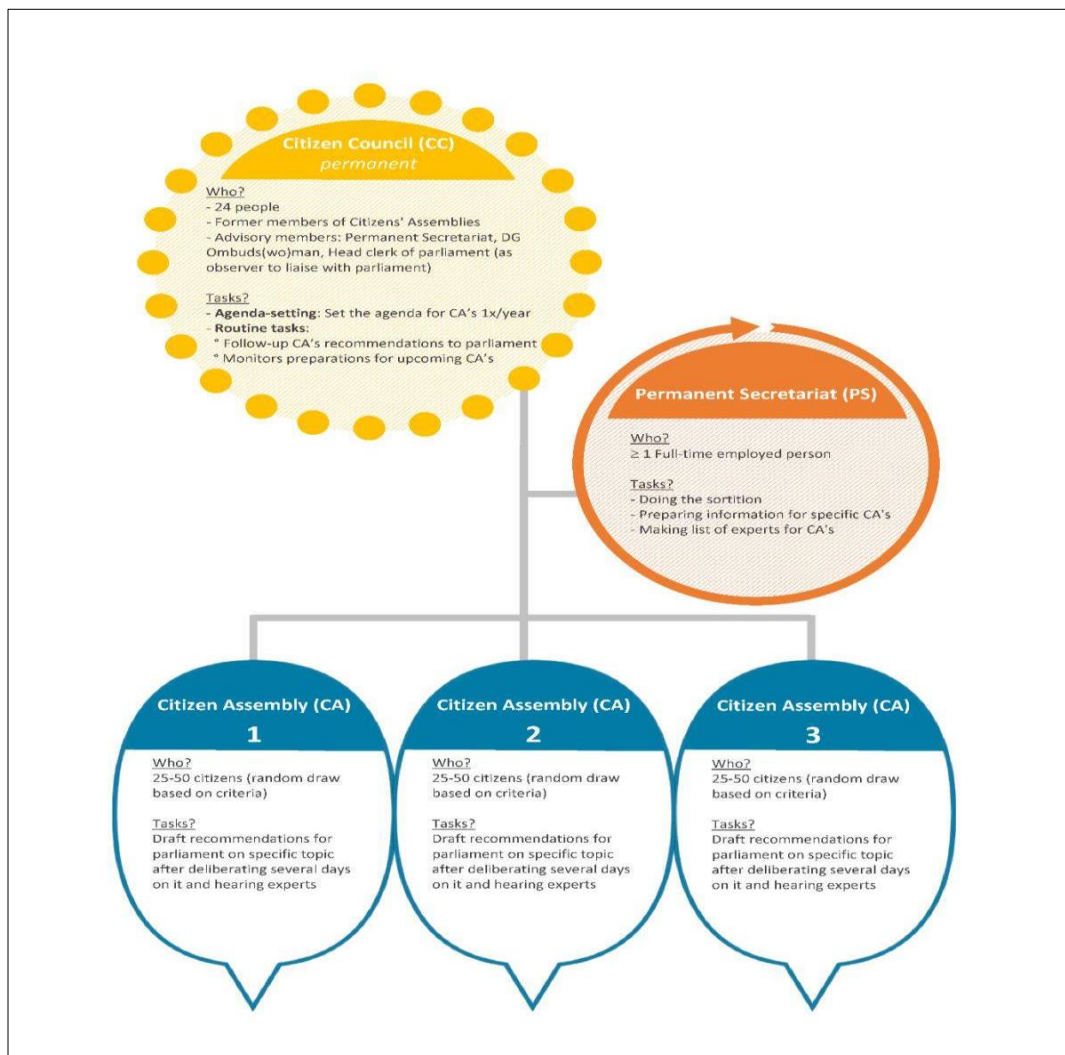
The Ost Belgian experience is an example of the first. In 2010-11 Belgium was without a government for 541 days after its election failed to result in a majority. While this was an issue in Belgium it was also seen as having wider application to modern democracy generally where elections which were meant to facilitate the citizens’ voice often seemed to inhibit it. In response to the stalemate, G1000 - Belgium’s leading platform for democratic innovation - set up the G1000 project which consulted widely over 2011-12 on how to revive democracy in Belgium.

⁵ OECD (2020), *Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave*, OECD Publishing, Paris, p121

The outcome of the G1000 project was support for revitalising democracy by instituting more citizen involvement in agenda setting and decision making and moving beyond one-off projects to more permanent structures to support democratic innovation. The Ostbelgien Model was born.

Starting in September 2019, and following a successful trial in 2017, the parliament representing the German-speaking region of Belgium, some 76,000 people, has handed some of its powers to a Citizens Council. These citizens are empowered to put the issues they care about on the legislative agenda, to facilitate citizen deliberation, and to monitor the follow-up of citizen policy recommendations as they pass through parliament.

The structure is shown below



The Citizen Council runs in parallel with the regional parliament. Meeting monthly, it organizes regular citizens' assemblies made up of at most 50 people who meet for three weekends over three months to deliberate on a policy question set by the Council. These assemblies invite experts to help them learn about the topic and draft independent policy proposals.

The Council comprises 24 members, drawn by lot from a pool of previous members of the citizens' assemblies, who each serve 18 months with rotation of a third of the members every six months. It is supported by a permanent secretariat and an annual budget to cover the Council, the secretariat and three Citizens Assembly per year

Members of the Council and its Assemblies represent the gender, age, education and residence of the population. Assembly members do not need to be citizens but they must be at least 16 not hold political office. Participation is not mandatory, but those who join in the process have their costs covered and receive a modest *per diem*.

For the first time a political institution has created a permanent structure to involve citizens in political decision making. Politicians, in turn, can tap independent citizens' panels to deliberate over thorny political issues – they will be able to see voters as a resource rather than a threat.

3. IMPLICATIONS FOR THE ACT

Where to next for the ACT?

Simply initiating more project specific participatory deliberations – no matter how well each is conducted - will not necessarily result in government *with* the people. While innovations, such as the setting up of a permanent Citizens Assembly, as in the OstBelgien model, are worth exploring it is important to understand that structural change is not a solution on its own.

Groundwork needs to be done if innovation is to lead to better democracy. Politicians, public servants and the media need to be on board. There needs to be encouragement of bottom up community deliberation so that the community also builds its capacity for agenda setting deliberation and monitoring government accountability.

Further experimentation - beyond for example the Ostbelgien model and the Indi model in Victoria - is needed to build this capacity. There may well be a role for GCPAG here in helping to educate the community on how real participatory deliberation can be embedded in our way of governing in an ethical and effective way.

The 2019 Review of the Three Branches of Government in the Australian Capital Territory against Latimer House Principles⁶, also supports this approach. Recommendation 13 states:

In view of the Executive's interest in deliberative engagement, the potential for a citizens' council should be explored as a structure that complements and supplements the Legislative Assembly (variations being either electorate-based mechanisms for providing a real recognition or a local government focus).

The time is right for broad community discussion – perhaps via a Citizens' Assembly - about what participatory deliberative mechanisms and structures would work best in the ACT what we need to do to achieve them.

⁶ The Latimer House Principles are Benchmarks for Democratic Legislatures particularly around the importance of the separation of powers between the Legislature, the Executive and the Judiciary to ensure effective governance and democracy.

Attachment 1: OECD Good Practice Principles for Deliberative Processes for Public Decision Making

1. **Purpose:** The objective should be outlined as a clear task and is linked to a defined public problem. It is phrased neutrally as a question in plain language.
2. **Accountability:** There should be influence on public decisions. The commissioning public authority should publicly commit to responding to or acting on participants' recommendations in a timely manner. It should monitor the implementation of all accepted recommendations with regular public progress reports.
3. **Transparency:** The deliberative process should be announced publicly before it begins. The process design and all materials – including agendas, briefing documents, evidence submissions, audio and video recordings of those presenting evidence, the participants' report, their recommendations (the wording of which participants should have a final say over), and the random selection methodology – should be available to the public in a timely manner. The funding source should be disclosed. The commissioning public authority's response to the recommendations and the evaluation after the process should be publicised and have a public communication strategy.
4. **Representativeness:** The participants should be a microcosm of the general public. This is achieved through random sampling from which a representative selection is made, based on stratification by demographics (to ensure the group broadly matches the demographic profile of the community against census or other similar data), and sometimes by attitudinal criteria (depending on the context). Everyone should have an equal opportunity to be selected as participants. In some instances, it may be desirable to over-sample certain demographics during the random sampling stage of recruitment to help achieve representativeness.
5. **Inclusiveness:** Inclusion should be achieved by considering how to involve under-represented groups. Participation should also be encouraged and supported through remuneration, expenses, and/or providing or paying for childcare and eldercare.
6. **Information:** Participants should have access to a wide range of accurate, relevant, and accessible evidence and expertise. They should have the opportunity to hear from and question speakers that present to them, including experts and advocates chosen by the citizens themselves.
7. **Group deliberation:** Participants should be able to find common ground to underpin their collective recommendations to the public authority. This entails careful and active listening, weighing and considering multiple perspectives, every participant having an opportunity to speak, a mix of formats that alternate between small group and plenary discussions and activities, and skilled facilitation.
8. **Time:** Deliberation requires adequate time for participants to learn, weigh the evidence, and

develop informed recommendations, due to the complexity of most policy problems. To achieve informed citizen recommendations, participants should meet for at least four full days in person, unless a shorter time frame can be justified. It is recommended to allow time for individual learning and reflection in between meetings.

- 9. Integrity:** The process should be run by an arm's length co-ordinating team different from the commissioning public authority. The final call regarding process decisions should be with the arm's length co-ordinators rather than the commissioning authorities. Depending on the context, there should be oversight by an advisory or monitoring board with representatives of different viewpoints.
- 10. Privacy:** There should be respect for participants' privacy to protect them from undesired media attention and harassment, as well as to preserve participants' independence, ensuring they are not bribed or lobbied by interest groups or activists. Small group discussions should be private. The identity of participants may be publicised when the process has ended, at the participants' consent. All personal data of participants should be treated in compliance with international good practices, such as the European Union's General Data Protection Regulation (GDPR).
- 11. Evaluation:** There should be an anonymous evaluation by the participants to assess the process based on objective criteria (e.g. on quantity and diversity of information provided, amount of time devoted to learning, independence of facilitation). An internal evaluation by the co-ordination team should be conducted against the good practice principles in this report to assess what has been achieved and how to improve future practice. An independent evaluation is recommended for some deliberative processes, particularly those that last a significant time. The deliberative process should also be evaluated on final outcomes and impact of implemented recommendations.

Attachment 2: Comparison of CAPAD/ACTCOSS and OECD Good Practice Principles

<p>CAPAD/ACTCOSS Principles for Deliberative Engagement Processes</p>	<p>Good Practice Principles for Deliberative Processes for Public Decision-making⁷</p>
<p>5. GETTING THE QUESTION RIGHT The question presented for deliberation is sufficiently discrete to enable thorough deliberation in the time available. The process is sufficiently deliberative to consider options. Deliberation was evident. <i>Indicator: Jurors feedback confirms that they are confident they understand the implications of the topic and of the options for recommendations on the topic.</i></p>	<p>1. Purpose The objective should be outlined as a clear task and is linked to a defined public problem. It is phrased neutrally as a question in plain language.</p>
<p>4. COMMITMENT TO PROCESS AND OUTCOME Initiators and decision makers back the process and commit to responding. <i>Indicator: Initiators provide a public description of the purpose and process (including how the public will be kept informed and how recommendations will be considered and responded to), before the jury is convened so everyone knows what is proposed.</i></p>	<p>2. Accountability There should be influence on public decisions. The commissioning public authority should publicly commit to responding to or acting on participants' recommendations in a timely manner. It should monitor the implementation of all accepted recommendations with regular public progress reports.</p>
<p>1. TRANSPARENCY AND ACCOUNTABILITY OF ALL PHASES The drivers, process, output/recommendations and response processes are transparent and enable accountability, for all phases of the deliberative democracy process. <i>Indicator: Initiators provide a public description of the purpose and process (including how the public will be kept informed and how recommendations will be considered and responded to), before the jury is convened so everyone knows what is proposed.</i></p>	<p>3. Transparency The deliberative process should be announced publicly before it begins. The process design and all materials – including agendas, briefing documents, evidence submissions, audio and video recordings of those presenting evidence, the participants' report, their recommendations (the wording of which participants should have a final say over), and the</p>

⁷ OECD (2020), *Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave*, OECD Publishing, Paris, <https://doi.org/10.1787/339306da-en>

	<p>random selection methodology – should be available to the public in a timely manner. The funding source should be disclosed. The commissioning public authority’s response to the recommendations and the evaluation after the process should be publicised and have a public communication strategy</p>
<p>6. DIVERSITY of PARTICIPANTS Random selection results in a diverse group broadly representative of the community. <i>Indicator: Non-identifiable data on the selected participants is available for review.</i></p>	<p>4. Representativeness The participants should be a microcosm of the general public. This is achieved through random sampling from which a representative selection is made, based on stratification by demographics (to ensure the group broadly matches the demographic profile of the community against census or other similar data), and sometimes by attitudinal criteria (depending on the context). Everyone should have an equal opportunity to be selected as participants. In some instances, it may be desirable to over-sample certain demographics during the random sampling stage of recruitment to help achieve representativeness</p> <p>5. Inclusiveness Inclusion should be achieved by considering how to involve under-represented groups. Participation should also be encouraged and supported through remuneration, expenses, and/or providing or paying for childcare and eldercare.</p>
<p>9. BREADTH and ACCESSIBILITY of STAKEHOLDER INPUT (a) A fair spread of evidence/information is provided and drawn upon. (b) Stakeholders/experts are available to be recalled to answer further questions. (c) Jurors are able to call upon fresh, additional experts if they request it. <i>Indicator: Jurors feedback confirms that they were confident they had interrogated the issues well.</i></p>	<p>6. Information Participants should have access to a wide range of accurate, relevant and accessible evidence and expertise. They should have the opportunity to hear from and question speakers that present to them, including experts and advocates chosen by the citizens themselves.</p>

12. DELIBERATION FACILITATED

This includes:

- offering basic respect to each person, along with preventing any overt put-downs, criticism, or undercutting of anyone's ideas or contributions.
- protecting people's individuality in groups
- "taking all sides"
- noticing how you may have your own position but be in service of the group reaching its own collective position
- welcoming differences while supporting creativity
- responding to statements that are unconsciously racist, sexist, or classist in a useful manner that supports a learning environment for all
- being aware and challenging the group when emphasizing psychological safety how and when it can unintentionally support conflict-avoidant behaviour
- accept and allow people to be triggered and respond with individual and collective learning and awareness
- notice and become curious when the facilitator gets fearful and damps down people's comments thereby squashing authenticity in the name of civility
- demonstrate and model idea generation and critical thinking processes such as brainstorming, co-designing critical thinking questions to ask witnesses and De Bono's Six Thinking Hats model
- Inviting individuals and the group to regularly reflect on what is working and what needs to improve and how they are deliberating
- demonstrate and model holding two differing ideas in one's head at the same time and speak critically about each one.⁸

7. Group deliberation

Participants should be able to find common ground to underpin their collective recommendations to the public authority. This entails careful and active listening, weighing and considering multiple perspectives, every participant having an opportunity to speak, a mix of formats that alternate between small group and plenary discussions and activities, and skilled facilitation.

⁸ Zubizarreta, Rosa (n.d.) 'On Relational Facilitation: Supporting the creative potential of divergent perspectives', Medium online, <https://medium.com/@rosazubizarreta/on-relational-facilitation-approaches-supporting-the-creative-potential-of-divergent-perspectives-ca9509dbf1cf>

<p>8. ADEQUATE TIME ALLOWED (a) within the context of both the breadth of the question and the complexity of input from stakeholders, sufficient time was allowed to explore all options. (b) Additional time is allowable, in the event that jurors request it. <i>Indicator: Juror and community feedback confirms that sufficient time was allowed.</i></p>	<p>8. Time: Deliberation requires adequate time for participants to learn, weigh the evidence, and develop informed recommendations, due to the complexity of most policy problems. To achieve informed citizen recommendations, participants should meet for at least four full days in person, unless a shorter time frame can be justified. It is recommended to allow time for individual learning and reflection in between meetings.</p>
<p>3.OPEN-MINDEDNESS Initiators/decision makers have not already made up their minds – they are open to advice and consider it seriously. <i>Indicator: There are no fixed positions on the outcome on the public record from Initiators and decision makers. The public is kept informed, the jury is given access to available points of contesting advice and government includes the advice in their considerations and responds publicly.</i></p> <p>7. NEUTRALITY of CONVENORS Recruitment and facilitation are conducted by neutral actors with a transparent and skilled process. <i>Indicator: Jurors feedback confirms that they were satisfied that the process was conducted thoroughly, fairly and expertly. Community feedback trusts the process.</i></p>	<p>9. Integrity The process should be run by an arm’s length co-ordinating team different from the commissioning public authority. The final call regarding process decisions should be with the arm’s length co-ordinators rather than the commissioning authorities. Depending on the context, there should be oversight by an advisory or monitoring board with representatives of different viewpoints</p>
	<p>10. Privacy There should be respect for participants’ privacy to protect them from undesired media attention and harassment, as well as to preserve participants’ independence, ensuring they are not bribed or lobbied by interest groups or activists. Small group discussions should be private. The identity of participants may be publicised when the process has ended, at the participants’ consent. All personal data of participants should be treated in compliance with international good practices, such as the European Union’s General Data Protection Regulation (GDPR).</p>

<p>11. REFLECTION and IMPROVEMENT Evaluation, learning and feedback is demonstrated to the community to be used to continuously improve the process.</p> <p><i>Indicator: A public and transparent evaluation process is used to gather and share information about the strengths and weaknesses of the process.</i></p>	<p>11. Evaluation</p> <p>There should be an anonymous evaluation by the participants to assess the process based on objective criteria (e.g. on quantity and diversity of information provided, amount of time devoted to learning, independence of facilitation). An internal evaluation by the co-ordination team should be conducted against the good practice principles in this report to assess what has been achieved and how to improve future practice. An independent evaluation is recommended for some deliberative processes, particularly those that last a significant time. The deliberative process should also be evaluated on final outcomes and impact of implemented recommendations</p>
<p>2. COMMUNICATION, EDUCATION and CONFIDENCE BUILDING Commitment is made to build broad community confidence in the process.</p> <p><i>Indicator: The public is regularly updated on progress and receives prompt responses to questions about the process</i></p>	
<p>10. BROADER ENGAGEMENT It is clear how the deep deliberative process relates to broader engagement.</p> <p><i>Indicator: Initiators provide a public description of the purpose and process (including how the public will be kept informed and how recommendations will be considered and responded to), and what follow-up actions are to be taken and how the process might relate to issues in other areas.</i></p>	