

RAPID REFLECTION MODEL

Population-Ageing-Society

- *Instruction Manual* -



Demography Work Sector

- 'Population-Ageing-Society' -

The work sector has explored a number of key demography themes since it was established in 2006. As the work programme was refreshed in 2014, with a remit to consider the policy implications of the major demographic drivers of change, it was agreed that the most pressing and significant demographic driver affecting all the BIC administrations was population ageing.

As the sector developed its programme, it identified that while the demography concern is around '*Population Ageing*', the main areas of policy implication available to explore are in response to the '*ageing society*' that results from population ageing. The sector decided to adopt the shared theme of '**Population-Ageing-Society**' to embrace both demographic and societal policy implications.

Why have a Rapid Reflection workshop?

The Demography work sector responded to the feedback and ambition expressed at the February 2016 gathering of BIC Co-ordinators and Chairs, that Ministerial gatherings should explore new ways to engage Ministers on their shared topic of interest. We heard that Ministers were keen to adopt innovative formats and fresh engagement approaches when meeting.

With this in mind, the work sector officials, under the lead of the Scottish Government Chair, decided to adapt a strategic thinking tool which is being applied to a number of policy challenges in the Scottish context. The work sector officials have been working during 2016 to populate and design the model and the 'matching' report. The Ministerial is therefore supported by a full report on 'Population-Ageing-Society', which underpins the information presented in the Rapid Reflection model.

The report and model are both available on the BIC website:

<https://www.britishirishcouncil.org/areas-work/demography>

RAPID REFLECTION MODEL

What is it?

The RRF model is a big picture thinking tool which consists of a large scale infographic and an accompanying structured collaborative discussion process.

It provides decision-makers faced with difficult policy challenges and global crises with a strategic framing of the context and consequences of the issue in question. A rapid immersion into the big picture allows us to a better understand what the challenge may mean for Scotland as well as help us to inform strategic policy-making going forward.

The RRF model overcomes the limitations of traditional knowledge transfer by constructing and presenting information in an easy-to-understand and highly visual strategic framework. The model consists of three elements to capture the big picture of a crisis or policy challenge:



The logic underlying the model is designed to build organisational capability for big picture thinking by fostering a holistic understanding of what **lies behind** key current challenges and events in order to better anticipate what **may lie beyond** them.

How does it work?

DELIVERY SESSIONS The finished product consists of a long banner which is mounted on the wall. A group of max 8-12 participants are invited to immerse themselves in the information on the banner. They are equipped with clipboards and post-its and are asked to write down and stick up on the banner questions, things that are missing, or they disagree with, or that strike them as important.

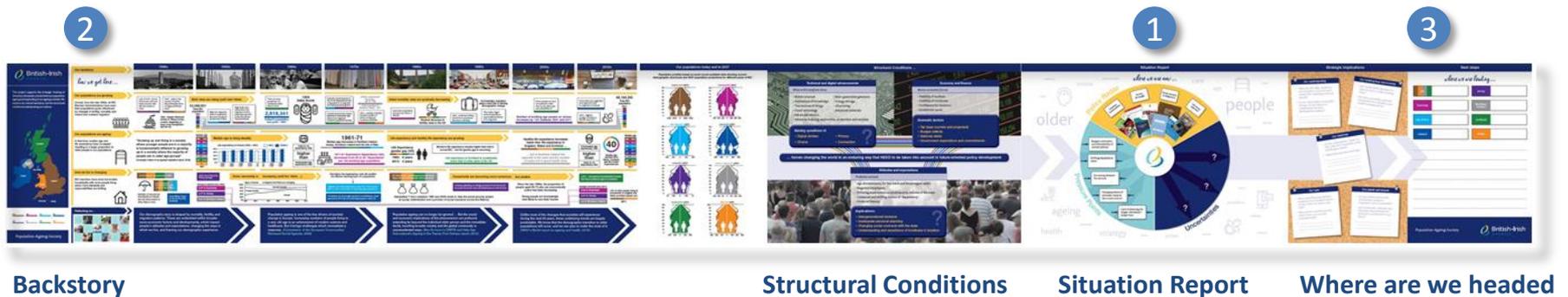


Once the group has immersed itself in the banner, a conversation is facilitated around the post-it notes and further comments and thoughts are captured and stuck up on the banner. Through this conversation the group moves collectively through the backstory and into discussing possible future trajectories and implications. In the final section, the group discusses what the crisis or policy challenge might mean for Scotland based on a re-perception in a big picture framing. The whole discussion serves to create shared sense-making, understanding and co-ownership of the implications within only 60 minutes.

RAPID REFLECTION MODEL: POPULATION-AGEING-SOCIETY

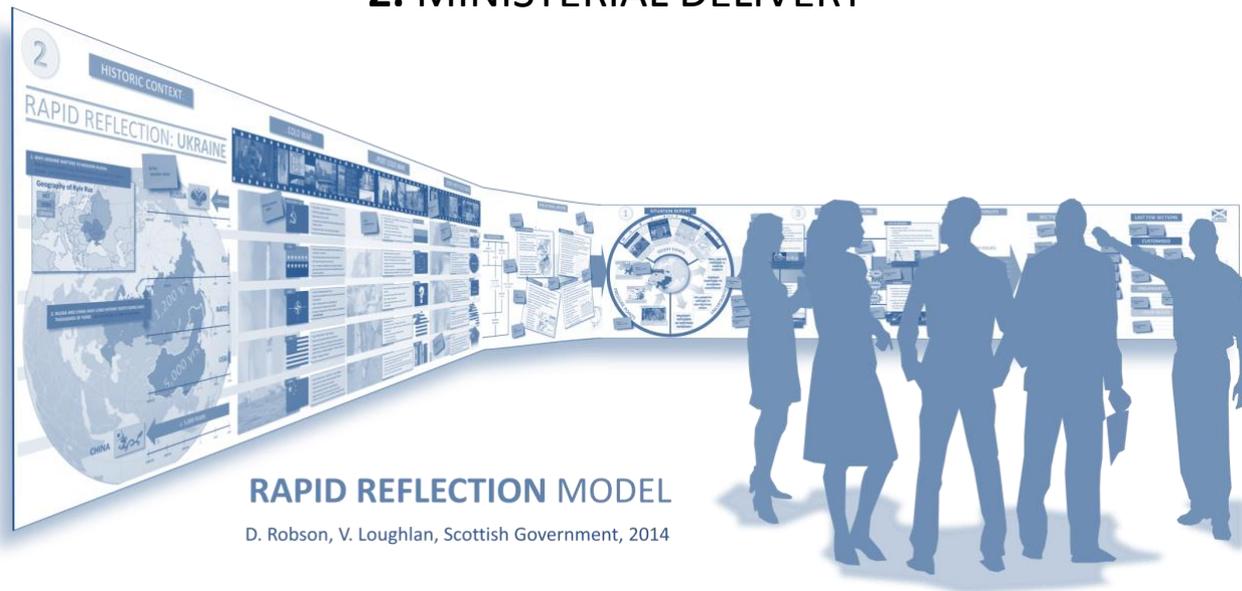
This RRF tool has been developed by the British-Irish Council demography work sector to help communicate strategic thinking on the demographic driver of population ageing. It presents information from all of the 8 BIC member administrations, and offers a 'shared demography backstory' in the 'how we got here' section. This stretches from the end of the 1940s to 2015, and concludes with the illustration of the 8 relevant population profiles for the member administrations, with their 2037 projections outlined. The situation report includes an assessment of existing strategies and policies, while the pressures and uncertainties will vary at each session where the RRF model is deployed.

This RRF model begins with the **'Situation Report' in the circle (1)**. A quick initial assessment will allow participants to engage with the dual aspects of 'population ageing' and 'ageing society.' This section banks where we are today, before participants turn to section **(2)** to examine and explore the **backstory**. After considering the **'structural conditions'** – enduring forces shaping the future landscape around demographic drivers – the **(3rd)** section allows participants to consider options and ideas to 'take away' into focused policy discussions to actively shape **where we are headed**.



DELIVERY

1. OFFICIAL DELIVERY
2. MINISTERIAL DELIVERY



1. OFFICIAL DELIVERY

The ideal session encompasses 12 to max 15 participants. It is up to you who you would like to attend. Our recommendation is to make the group as diverse as possible, along as many variables as possible (rank, seniority, policy area, analyst, policy-makers, admin, age, gender, etc). The more diverse the set of perspectives the better the discussion.

The session runs for 60 min but do plan in an extra 30 min for set up and 20 min for clean-up. Make the room booking for about 110min in total.

Room: You will need a room with flat walls which can accommodate the whole of the infographic.

If you use an external venue, make sure **you visit the room before the session** or at the very least are **clear on the measurements and texture of the walls** and whether the venue is **ok with you putting paper up on the wall**.

OFFICIAL DELIVERY: facilitation and choreography

Facilitation and choreography: We recommend having one if not two facilitators. Two work better as they can switch between one listening and the other one capturing. We also think it best if these two are not part of the policy area as it allows for a more neutral as well as critical probing and posing of questions.

Introduction – ~ 5 min

- Welcome and introductions (who's in the room?)
- Explanation of the model
- Set up task: hand out post-its and sharpies and tell participants they have about 20-25 minutes to read and digest the content of the RRF model.



Ask them to note down and stick up onto the infographic

- things that strike them as important
- things they disagree with (encourage contestation)
- things that are missing
- and all other comments that pop into their head



1 SITUATION REPORT - *'where are we today'*-

The session will start with a facilitated introduction to the 'Situation report' around 'Population-Ageing-Society' where workshop participants are invited to offer comments and observations on our ageing population, as we are aware of it and understand it. This is a 'check-in' where both questions and observations are invited. Contributions will be noted on post-its to capture the range of comments.

SITUATION REPORT TASK

- **Are there pressure points (enablers and constrainers, opportunities or obstacles) and uncertainties (known unknowns) that you can identify related to Population ageing?**

2 BACKSTORY- *'How did we get here'*-

Then, participants are invited to move to absorb the 'backstory' information on the Rapid Reflection model. This section represents the main elements of the shared demography story of these Islands, pulling out facts/figures/trends that help explain the current situation that we inherit as a challenge. Again, this section of the session will invite participants to jot notes, ask questions and react to the material they encounter on the mural.

BACKSTORY – TASK

- **Are there particular parts of the story you find striking? (MEMBER ADMINISTRATION IS WHICH COLOUR on the model)**

2 STRUCTURAL CONDITIONS – *‘enduring forces changing the world’-*

Then, participants will be guided through a discussion of the kinds of ‘structural conditions’ that shape any of the social policy challenges we face. The report sets out the kinds of ‘structural conditions’ that come into play here (how will digital innovation shape our solutions, how do attitudes act as an enabler or a barrier?). Again, discussion will draw from participants own perspectives and experiences, not necessarily from their ‘positions’. The facilitator will then ‘check-in’ with the original challenge set out in the situation report, to elicit whether an immersion in the backstory elements, or consideration of the high level structural conditions has altered how the challenge is viewed.

3 WHERE ARE WE HEADED

- ‘How can we actively shape where we ought to be heading’-

Finally discussion will be directed to the ‘Strategic implications’ section of the model, to allow participants to express and bank some of the ideas and questions they are ‘left with’ as a result of the discussion.

This section is not for ‘answers’, but for ‘take away questions’ that each participant can bring back to their jurisdiction for further consideration.

STRATEGIC IMPLICATIONS – TASK

- **What questions and thoughts does this process surface for you to ‘take away’?**

2. MINISTERIAL DELIVERY:

The length of these sessions are dependent on the diary availability of the minister. They are usually no more than 45 min. Ministers receive an A3 version ahead of the meeting and will often like to talk about different aspects of the RRF model. Be ready to talk about any of them.

The main thing to anticipate is how much time and what 'head space' your Minister may have to engage with the session. The degree of pre-briefing you provide will be informed by your assessment of what the Minister needs to get out of the session and how you'd expect them to engage.

You should give consideration to how your Minister may wish to be supported during the RRF session; you may wish to invite policy or analytical participants, or you may decide to involve stakeholders.

In any scenario it is important to consider and agree how notes from the session will be recorded, documented and shared.

Some Ministers may enjoy and engage with the RRF session; others simply won't like the format, and will find it difficult to engage. It is best to find out as much as you can about how the Minister prefers to engage in advance of the session, so you anticipate how to best draw out their contribution.

It is perhaps wise to alert the participants to what 'success' from the session will look/feel like. Depending on the topic, simply to leave the session 'with a niggle you didn't have before' or a 'few new unresolved questions' may feel like success. Other sessions may yield epiphany moments, and allow participants to identify solutions that they hadn't thought of before. It is good to set out the range of indicators that may mark out a successful session, when starting the session.

PRINTING!

Printing 'small'

Choose the 3 pdf files for small prints. These are best printed on A3 format, colour, single-sided. Once printed, you can tape these together using 'magic tape' to create one small banner for an easy at-a-glance RRF version. These versions are helpful to accompany ministerial briefings ahead of RRF sessions for example.

Printing Large

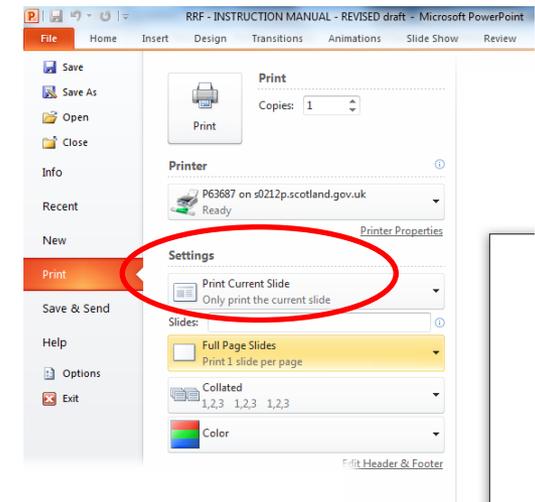
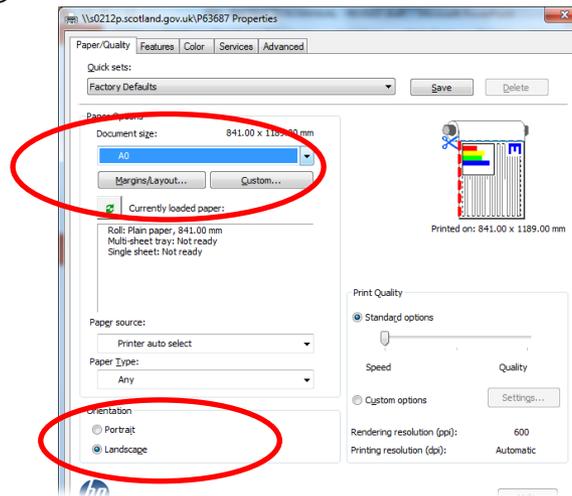
Choose the 6 pdf files for large prints. Check if your organisation has an A0 plotter and check whether you have access to it. You may have to ask nicely 😊

1. Ensure printer properties are set to:

- Document size 'A0'
- Orientation 'landscape'

2. Ensure print commands are set to

- Print *Current Page only*



3. Print each page in turn (rather than all pages together)

4. You may want to trim off excess paper if you want a seamless join between pages

5. Use 'magic tape' to join the pages together (tape both back and front)

YOU'RE DONE! Thank the printer owner 😊

After your RRF workshop...

OUTPUTS:

There are a range of outputs that you may assemble and disseminate following your workshop:

- A re-drawn and more detailed model, with the 'right hand side' completed?
- A short summary note of the 'emerging issues' from the discussion?
- A further session where you gather again to interrogate and develop the 'where are we headed' section?
- Taking the model to engage further with stakeholders?
- Publish the model as part of an engagement strategy?
- **Depending on your purpose and participants; you can decide**

OUTCOMES:

The change you observe as a result of engagement with the model should also be anticipated.

Explore ways to capture whether participants' perspectives have changed after the session.

Conduct follow up evaluation to include whether perspectives of the challenge has shifted, whether participants had shared their experience with colleagues, whether further Rapid Reflection discussions are planned or whether the RRF session triggered further work.