

1: The Good Governance Game

Data and AI are changing our world. But who gets to decide how?

In this game you work as a team to create a governance and engagement strategy for a digital project. Can you find a mix of methods that give voice to the right people, at the right time?

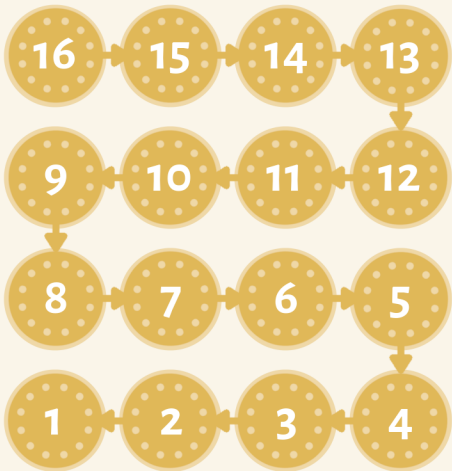
Visit the website or scan the QR code for more information about giving communities voice in the governance of data and AI.



We would love to hear how you get on with the game. Drop us a line:
hello@connectedbydata.org

When you are ready to play, turn this card over to track your budget.

Budget Tracker



2: Preparing the game

1. Deal the method cards equally between players.
2. Place the challenge and change cards face down on the table.
3. Shuffle the role cards and hand each player one face down for them to read.
4. Choose your scenario and place the cards face up on the table.

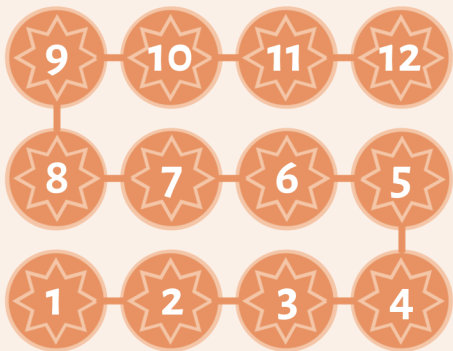
Before you play, take a moment to read your role card and introduce yourself based on the description. Role play as much as you like!

Appoint one player as chairperson.

When you are ready to play, turn this card over to track your delivery progress.

Delivery Tracker

During the game, your score may go up or down. Pay careful attention to the points awarded each round.



3: Scenarios

This box contains two playable scenarios. Find more or design your own at ConnectedByData.org/game

Scenario 1: AI Strategy

You are developing a new AI strategy and need to hear from affected groups.

Start with 12 budget and 3 trust points.

Scenario 2: Smart Data Collaborative

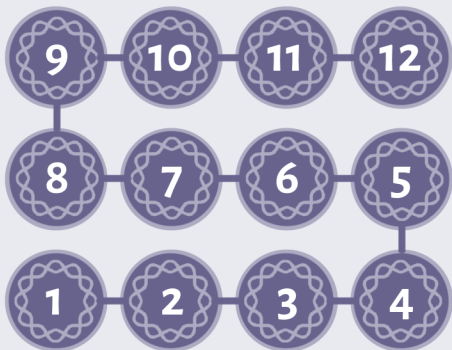
Your team are setting up a new data project using loyalty card data to give people early warning of possible health problems.

Start with 15 budget, and 2 trust points.

When you are ready to play turn this card over to track your trust points.

Trust Tracker

During the game, your score may go up or down. Pay careful attention to the points awarded each round.



4: How to play

A cooperative game played in four rounds.

You are the governance and public engagement committee. You meet each round to decide which engagement activities will help deliver your project and maintain public trust.

Each round has four stages:

- 1. Suggest:** The chair reads the scenario card for this round and asks everyone to propose an engagement method: players choose one method card from their hand and place it face down. When everyone has played a method card, the chair turns them over and each player explains their choice and which stakeholder they plan to engage with this approach.
- 2. Select:** All discuss, and choose, which set of methods to play. The chair has final choice if there is disagreement. Tuck your chosen method cards under the left or right of the round card showing which stakeholders you've engaged, and how. Methods played, but not chosen are discarded.

Method cards have two ends: choose which stakeholder to engage.

Peer-Research

2 ♦

We recruit and train a small group in peer-research. They define questions, collect evidence and report on their findings.

Collaborate Inclusive Research

Affected communities

General public

Round 1

Round 1

Costs vary! Check the budget to engage your chosen stakeholder group.

3. **Score:** Subtract the budget cost of your chosen methods, and add/subtract trust and delivery points. Players might use special skills from their person card to update the score.

4. **Surprise:** Draw a challenge and change card, read it out, and follow the instructions.

Move to the next round, appointing someone else to the chair, and repeating stage 1 – 4.

You can win as a team by reaching the end of the game without running out of budget AND achieving delivery and trust scores of at least 7.

General public

3



Citizens' Jury

2 ♠

We randomly select 12 representative stakeholders and they meet over 3 weekends to consider evidence and make recommendations to the project.

3

Affected communities

Collaborate

Deliberation

Sortition

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

4

Affected communities



Citizens' Assembly

1 ♠

We commission a citizens assembly for 50 people to spend 4 days hearing expert input, deliberating and making a collective recommendation.

Deliberation

Invite only

Ongoing

5

General public

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

General public

2



Civic Journalism

4 ♠

We give 'citizen reporters' access to learn more about the project, ask questions and write-up what they find out.

Oversight

Self selecting

Small group

Colleagues

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Technical experts

1



Co-creation Workshops

1 

Stakeholders join a series of workshops with our product or service design team. They jointly develop ideas & make design decisions.

Co-design

One-off

Small group

Affected communities

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Technical experts

2



Collective Intelligence Process

6 ♦

Through an online platform stakeholders create and vote on statements about the project. The platform shows where views cluster, and helps discover consensus solutions.

Involve

Self selecting

∞ Participants

General public

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Colleagues

1



Comment Box

7♣

We invite stakeholders to submit their comments on the project. One team member regularly reviews feedback and provides a summary to the rest of the project team.

Consult

Ongoing

Self selecting

General public

1

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Technical experts

2



Data Governance Clinic

4♣

We send stakeholders to a 2 hour meeting with a data ethics expert who provides mentoring support on data governance decisions we need to make.

Invite only

One-off

Research

Colleagues

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

General public

1



Desk Review

6 ♠

We look for evidence about how our plans will affect people, particularly reports from relevant public engagement that other organisations have run.

Inclusive

One-off

Research

Customers

1

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Technical experts

1



Expert Advisory Panel

2♣

We invite a small expert group to provide technical advice and recommendations based on their in-depth knowledge.

Collaborate

Ongoing

Small group

2

Affected communities

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Colleagues

1

Field Experiment



5 

We run an experiment to understand how design decisions in the project might affect different communities.

General public

3

Inform

Large group

Research

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

3

Affected communities



Focus Group

5♣

We pay market researchers to recruit a representative group of 10 people and discuss their opinions together for 2 hours. We will review the report.

Inform

Large group

Research

1

Customers

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Colleagues

1



Governance Board

1
♣

We appoint a board to meet regularly and review our decisions about data collection, sharing and use.

Empower

Invite only

Oversight

Affected communities

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Affected communities

2



Legal Action

6♣

We instruct our lawyers to take action against groups who have been opposing our project.

Large group

One-off

Opinion

Technical experts

4

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

General public

2



Online Consultations

3 

We create an online forum and set out questions for participants to respond to over the next two months. Participants can see how others have responded.

3

Affected communities

Consult

Opinion

Self selecting

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Customers

1



Opinion Polling

6 

We commission an opinion poll to understand public attitudes towards our project.

Invite only

Large group

Opinion

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Technical experts

2



Participatory Futures Workshop

4 ♦

We bring together 15 people with a futures workshop facilitator to consider possible outcomes from our project over the next 10 - 20 years.

Affected communities

3

Co-design

Involve

Small group

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

General public

2



Peer-Research

2 ♦

We recruit and train a small group in peer-research. They define questions, collect evidence and report on their findings.

Affected communities

3

Collaborate

Inclusive

Research

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

General public

4



People's Review Panel

1 ◆

We commissioned an independent review of our project. A 15 person panel, recruited for diversity, heard expert evidence over the course of one week, and then report their take on the pros and cons of our approach.

Collaborate

Deliberation

Small group

2

Affected communities

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Technical experts

1



Privacy Impact Assessment

3

We put together a study on the potential risks of the project, and the groups it might affect.

Inform

Oversight

Small group

Affected communities

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Customers



Prototyping

5 ♦

We open up the process of creating design sketches, models and mock-ups in order to collect feedback on how the final product should work.

2

Co-design

Involve

Small group

Colleagues

1

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

General public

4



Public Dialogue

3 ♠

We bring together a mini-public of 30 people to discuss the project over two days. The project team attend the final decision to hear the themes that have emerged.

3

Affected communities

Deliberation

Involve

Sortition

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

2

Affected communities



Public Hearing

7 ♠

We hold a formal open meeting where we present our plans and attendees put forward their questions and comments. The project board are there to listen.

Consult

One-off

Self selecting

3

General public

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Affected communities

2



Smarter Crowdsourcing

7 

We put a clearly defined problem to a large group of outside experts using an online crowdsourcing platform.

Large group

Research

Self selecting

Technical experts

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**



Social Audit

3 ♦

We invite and support a group of stakeholders to monitor and evaluate the project. They can review all project documents and report to senior decision makers.

Empower

Invite only

Oversight

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

General public

1



Social Media Chat

7 

The project lead will hold an online Q&A about our work. We'll monitor what people say about the project on social media.

Consult

Self selecting

∞ Participants

Customers

1

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Customers



Survey

4 

We run a survey to collect the views of stakeholders about the project. We'll accept responses online, and on paper forms.

2

Consult

Opinion

Self selecting

Colleagues

1

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Affected communities

1



Town Hall

5 ♠

We hold an open meeting about the project. Anyone who attends can ask questions, and the project board are asked to respond.

Involve

One-off

Usual suspects

General public

1

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Technical experts

2



Workers' Council

2 

We will recognise a workers council. Staff select delegates to represent them and to negotiate with the project board on key decisions.

Empower

Oversight

Small group

Colleagues

2

Methods:

who will you engage and how?

**CONNECTED
BY DATA**

Board Member



The buck stops with you. You draw on your experience to ask the tough questions when needed.

Once per game, you may take this action

Do over. In one round, after you have seen everyone's suggested methods, you can ask them to choose again.

Everyone retrieves up the cards they played and chooses again (they can repeat the same choice if they want).



Board Member

After you take your action, flip your card so that this side is face up.

Diversity & Inclusion Lead



You are responsible for making sure everyone's views are taken into account. You thrive interacting with communities, and in creative processes.

Once per game, you may take this action

Bring back the good ideas. Swap a card in your hand for a card in the discard pile if you have seen an engaging method thrown away too soon.



Diversity & Inclusion Lead

After you take your action, flip your card so that this side is face up.

External Communications



Everything you do is 'on brand'. You make sure every opportunity is taken to promote the positives of the project.

Once per game, you may take this action

Once in the game you can Run a paid communications campaign (lose 2 budget but gain 2 trust) or Use your contacts to monetise user data for marketing (gain 2 budget but lose 2 trust)



External Communications

After you take your action, flip your card so that this side is face up.

Head of Legal



Everyone thinks you just like to slow things down and say no: but you just have an eye on the rules, and keeping risks to the organisation under control.

Once per game, you may take this action

If you have to pick up a chance card, you can pick up and look at two, before deciding which one to use, and which to discard.



Head of Legal

After you take your action, flip your card so that this side is face up.

Product Owner



You listen to everyone's input... and then make sure there's a prioritised list of what needs to get done. You thrive in combining inputs from different groups.

Once per game, you may take this action

Find a way around. For one round where you risk losing delivery points, you can use your skills to hold onto progress and cancel the points loss.



Product Owner

After you take your action, flip your card so that this side is face up.

Project Leader



You are responsible for keeping project delivery on track... but make sure you don't undermine trust by pushing ahead without engagement!

Once per game, you may take this action

You can play out of turn for one round. Wait until you have seen everyone else's cards before choosing which method to propose.



Project Leader

After you take your action, flip your card so that this side is face up.

Technology & Data Lead



You are responsible for representing the technology teams working on the project ... and keeping them happy.

Once per game, you may take this action

Use your geek whispering powers. When a method you propose to engage with technical experts is chosen, get it free: no budget cost.



Technology & Data Lead

After you take your action, flip your card so that this side is face up.

Change

Community backing



When stakeholders feel they have been meaningfully involved, there is a greater chance they will give their backing to a project.

If you have involved, empowered or collaborated with the general public, customers or affected communities in this round then gain two trust points.

Challenge or
change

**CONNECTED
BY DATA**

Challenge

Community impact



An online newspaper has just published an expose on how our work could impact two different marginalised groups.

If you have already have two or more affected communities method cards on the table, you can use what you have learned to respond to the report with no impact on your points. If not, you have to choose whether to: (a) Carry on regardless and lose 2 trust point or (b) Pause & take stock and lose 2 delivery points

Challenge or
change

**CONNECTED
BY DATA**

Change



Increased reach

By engaging with affected communities, and understanding their needs, the reach of the project could increase, perhaps unlocking new funding too.

If you have involved affected communities in this round gain 1 budget.

Challenge or
change

**CONNECTED
BY DATA**

Change

Job satisfaction



Feeling listened to, and feeling connected to the communities that a technology is for can be really motivating.

If you have chosen to involve both colleagues and customers or affected communities in this round, then gain 2 delivery points.

Challenge or
change

**CONNECTED
BY DATA**

Change



New insights

Gathering views from a broad public can provide valuable insights into how our project will work in practice, and can reveal new opportunities to make it a success.

If you have chosen methods that involve customers or the general public in this round, gain 1 extra delivery point.

Challenge or
change

**CONNECTED
BY DATA**

Challenge



No-one showed up!

There was a mess up in marketing and the dates were wrong on all our invites. We spent the time working instead on other project tasks.

Gain 1 delivery point but lose 2 trust points.

Challenge or
change

**CONNECTED
BY DATA**

Change

Pitfalls avoided



Engaging those who might be affected in questions about project design lowers the risk of messing up and ruining our reputation, or project success.

If you have any methods that co-design with affected communities or customers on the table then gain one delivery point and one trust point.

Challenge or
change

**CONNECTED
BY DATA**

Change

Reconvene



Good engagement is not just linear: it involves going back to review progress, to learn and adapt.

In addition to the methods chosen, you can choose to also repeat a process from a previous round for a budget cost of just 1. Bring the card forward into this round and include it in your score.

Challenge or
change

**CONNECTED
BY DATA**

Challenge

Storm disruption



A storm knocked out transport and internet connections on the day we were planning our largest engagement. We will need to re-arrange for a later date or re-plan your strategy.

Choose to: (a) Spend 1 extra budget to re-schedule your existing plans and score based on your current chosen methods or (b) Spend 2 extra budget to rethink your plans and you can get two cards out of the discard pile to use as well

Challenge or
change

**CONNECTED
BY DATA**

Challenge

Strong feeling



There are a lot of strong feelings against the project coming up from the general public and affected communities. Technology colleagues are feeling hurt by this.

If you have not already engaged technical experts in this or past rounds then you need to: (a) Cheer them up and lose 2 budget to buy a lot of pizza or (b) Take the hit and lose 1 delivery point and 1 trust

Challenge or
change

**CONNECTED
BY DATA**

Challenge



This is complicated!

People are finding it hard to engage with the technical topics of discussion. It feels like everyone is talking at cross purposes.

If any method chosen in this round generates informed or deliberative engagement then keep all your points. If not, then lose 1 trust and 1 delivery point.

Challenge or
change

**CONNECTED
BY DATA**

Round 1: Scoping

You need to prepare a high level outline of the topics the strategy will address.

Who will you hear from, and how?

+1 Delivery

for each instance of engaging technologists or colleagues in this round

+1 Delivery

for each process involving co-design or opinions in this round

+2 Trust

for each instance of engaging affected communities in this round

+2 Trust

for one or more processes that engage affected stakeholders in this round

Round 1: Agreements

You need to develop the partnership and set up your data sharing agreements.

Who will you hear from, and how?

+1 Delivery

for each instance of engaging technologists or colleagues in this round

+1 Trust

for each process that provides oversight in this round

+1 Delivery

for each process involving background research to understand potential issues in this round

+1 Trust

for each process that involves the general public or affected communities in this round

Round 2: Background Paper

You are developing a background paper that brings together evidence for the strategy.

Who will you engage with, and how?

+1 Delivery

for each process gathering research in this round

+1 Delivery

for each process gathering opinions from the general population in this round

+1 Trust

if you have at least one inclusive process in this round

-2 Trust

if the ONLY methods this round are self-selecting, invite-only or with usual suspects

Round 2: Pilots

You need to decide when, where and how, data & messages will be presented and how to evaluate it's impact.

Who will you engage with, and how?

+2 Delivery

for each process involving co-design in this round

+1 Trust

having at least one oversight process in this round

+1 delivery

for each process involving affected communities in this round

-1 Trust

if you do not have any engagement with affected communities in this round

Round 3: Draft

You need to write the first draft of the strategy.

Who will be involved, and how?

+1 Delivery

for each method that engages with a large group in this round

-1 Delivery

if you have no technical experts or colleagues involved in this round

+1 Trust

for each method this round engaging affected communities or the general population

-1 Trust

if the only people involved are technologists or internal stakeholders in this round

Round 3: Scaling Up

You need to decide whether the pilot is ready to roll-out nationally.

Who will be involved, and how?

+1 Delivery

for each method that provides research in this round

+1 Trust

if you have at least one method that engages with a large group in this round

-1 Delivery

if you do not have any research findings in this round

-1 Trust

if no methods in this round provide opinions from the public, affected communities or customers

Round 4: Review

You need to gather feedback, adapt the final draft, and present it for approval.

Who will you invite, and how?

+1 Delivery

for each method that is consultative, collaborative or empowering in this round

-3 Delivery

if you have no larger group engagement in any round

+1 Trust

for each method involving affected communities in this round

-3 Trust

if you have no collaborative or empowering methods in any round

Round 4: Monitoring

You need to agree how the project will be monitored in future.

Who will play a role, and how?

+1 Delivery

for each ongoing or oversight method you use in this round

+1 Trust

for each method this round with customers, the general population or affected communities

-2 Delivery

if you have not involved colleagues or technical experts at least twice in all the previous rounds

-3 Trust

if you are not involving affected communities at all in this round