CONNECTED BY DATA

Strategic roadmap

2022–2023

This document outlines the **CONNECTED** BY **DATA** strategy and the roadmap of its goals and activities for 2022-23.

Strategy

Our vision: We think organisations and communities should make decisions about data together.

Our mission: We want to put community at the centre of data narratives, practices and policies.

We have three main strategic **goals**:

- **Change the narrative**

    - Challenge the language of data ownership

    - Highlight how, why and when individual consent fails us

    - Show how we are connected by data

    - Find the metaphors that resonate with people

- **Change organisational practice**

    - Develop practical guidance to help organisations adopt collective decision making

    - Help organisations pick appropriate approaches

    - Cultivate a community of tech workers who use participatory approaches

- Run pilots and develop case studies
- **Change public policy**
  - Change the law to recognise that harms don't just fall on individuals
  - Change regulation to require organisations to take wider community and societal considerations into account
  - Change regulation to require participation when organisations balance different rights and interests
  - Change the law to enable and encourage organisations to engage their communities in all data decisions

These goals will be enabled by an **effective organisation** and a **strong community**.

Roadmap

During 2022-23 we will be aiming for a mixture of short-term momentum-building activities, and longer-term foundation-building activities.

This is a roadmap rather than a hard-and-fast plan. The idea is to give a rough shape to the activities we undertake and how we will deliver them, rather than set deadlines.

Change the narrative

Our aim in 2022-23 is to establish ourselves as an alternative voice with something interesting to say.

We will know we are successful if we are contacted for comment by journalists on data stories of the day. (Note that this measure depends on there being data stories that journalists are covering.)

To get there we will have three strands of activity:

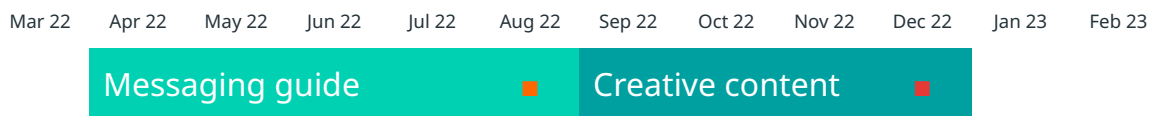- Message development
- Proactive comms

- Opportunistic responses

Message development

We want to ensure our message resonates with our audience. This strand of activity will focus on:

- [Empathy mapping](#) to understand where people are coming from

- Finding punchy phrases that land our messages

- Identifying metaphors that resonate with people

- Developing responses to arguments and counter-arguments

- Creating informative animations or other content that can be reused

The output of this work will be a **messaging guide** (see [the Y's](#) as an example; ours will not be this long). This should be developed by September 2022. Supportive content, such as animations or videos, will be created by the end of 2022.

Mar 22	Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23
	Messaging guide					■ Creative content			■		

Ideally, this process would be led by our [Advocacy and campaign director](#) from the start. However given likely delays to hiring, it is more likely that we will need to commission the Messaging guide from an existing communications agency and have the Advocacy and campaign director take over when they come on board.
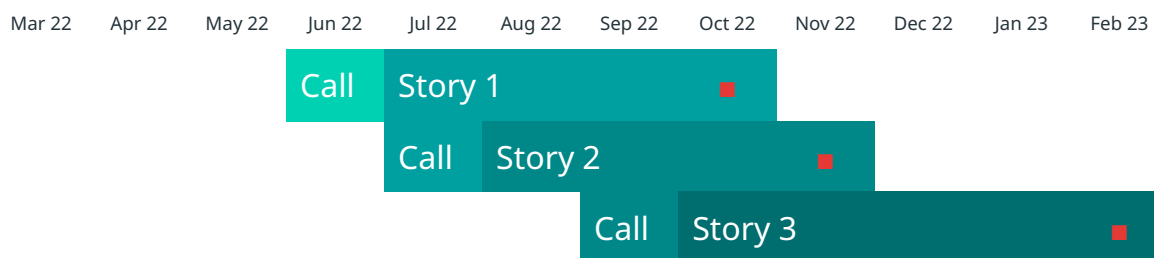
This work will need to be aligned to our [proactive](#) and [opportunistic](#) comms, and our [UK public policy campaign](#).

Proactive comms

We want to establish ourselves as a voice in data debates. This strand of activity will focus on creating impactful content that is shared on social (and ideally mainstream) media. These might be:

- Data analyses and visualisations

- Results of surveys

- Deep dive critiques

As an output, we will aim to create **three stories** during 2022-23, to be released in early October 2022, late November 2022 and late February 2023.

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Call — Story 1 ■

Call — Story 2 ■

Call — Story 3 ■

To support [building the community](), we intend to invite proposals for these stories and provide support in shaping and communicating them. Current ideas are:

- Research on the way that legitimate interests is used by organisations of various types, and an attitude survey about whether those uses are viewed as legitimate.
- An analysis of demographics of those who opt out of NHS data reuse to examine whether it's the more vulnerable, or the more privileged, who are more likely to opt out.
- A behavioural analysis of social media privacy controls to highlight the dark patterns that prevent us from making rational choices.

Opportunistic responses

We will respond to stories of the day when doing so gives us an opportunity to challenge the language of data ownership, highlight how individual consent fails us, or show how we are connected by data. An example is [Jeni's Twitter thread in response to the Crisis Text Line story]().

To enable this we will need to:

- Put in place mechanisms for detecting response opportunities

- Establish a process to make it easy to respond rapidly

- Build relationships with UK-based journalists that are likely to run data stories

As an output, we will aim to create around **two responses per month**, starting from April. These may be in the form of Twitter threads; interviews or quotes for journalists; or longer form pieces similar to those developed through proactive comms if the story is substantial enough to warrant the effort. The precise numbers will be dependent on what opportunities present themselves.

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	Opportunistic responses										

This work would be entirely delivered by the team.

Change organisational practice

Our aim in 2022-23 is to start to learn about good practices, laying the foundations for developing concrete guidance for organisations during 2023 and beyond.

We will know we are successful if we have influenced the adoption and/or implementation of participatory approaches for data governance in one or more organisations.

To get there we will have two strands of activity:
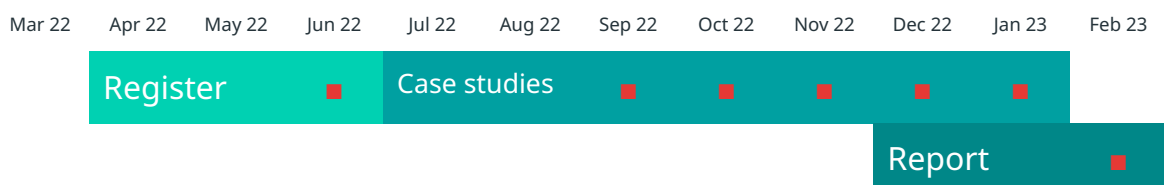
- Case studies

- Pilots

Case studies

We will develop a set of case studies where organisations have adopted participatory approaches in data governance. These are likely to include citizen

juries, advisory boards, member surveys and so on. The goals of this research are:

- To have detailed examples to point to, to inspire other organisations to try similar approaches

- To learn what works and what doesn't, to ensure that any advice and guidance we create is well-founded

The outputs of this research will be a **register** of examples where these approaches have been used; at least **five in-depth case studies** that probe the experience of organisations that adopt these kinds of approaches and a **short report** that summarises any lessons learned of future areas for research.

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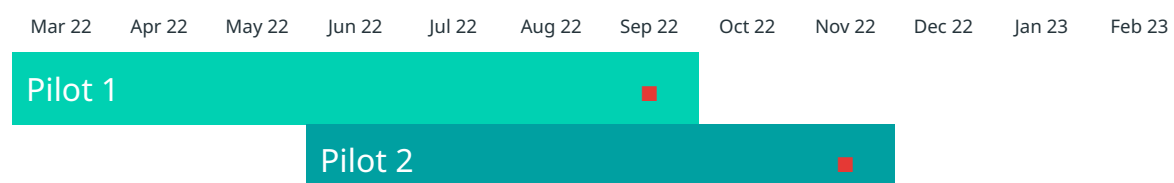Register ■ Case studies ■ ■ ■ ■ ■

Report ■

This work will be led by our Researcher.

Pilots

We will engage with partners to support the development of participatory approaches within organisations. In early 2022, there are two potential light-touch pilots on the horizon. The aim will be to work on at least two such projects (and hopefully these two) during 2022-23, to gain experience of the practical barriers to adopting participatory approaches to data governance.

The outputs will be regular **blogs** about these pilot activities, and a brief **case study** including lessons learned, when the pilot is completed and it fits with the rest of the schedule.

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Pilot 1 ■

Pilot 2 ■

We envisage that this work could be relatively light – consisting of providing advice and review – unless additional funding is found for it. It will be delivered by the team.

Change public policy

Our aim in 2022-23 is to influence the development of the UK's new Data Protection Act to include space for collective data governance approaches, and to lay the groundwork for longer term influence further afield, particularly the European Union and African Union.

We will know we are successful if the UK's Data Protection Act contains provisions that enable or encourage collective data governance.

To get there we will have three strands of activity based on influence in different jurisdictions:

- UK

- Europe and the Global North

- Africa and the Global South

Our activities will seek to influence:

- civil servants who are drafting policy

- MPs and Members of the House of Lords

- think tanks and other public policy influencers

UK

We will influence work on the Data Protection Act, which is expected to go through parliament during 2022-23. We expect 50-60% of our overall public policy activity to be focused in the UK this year.

We will draw up a light **campaign strategy** document by the end of April 2022. This will include a **stakeholder map** of those we wish to influence, and a proactive **plan** for how to do so. Delivering this plan may include creating **briefing papers** and hosting an **event**. We expect this to align with our broader

work on [changing the narrative](#) and to utilise Jeni's Affiliated Researcher position at the [Bennett Institute for Public Policy](#).

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Strategy

Campaign

Depending on costing, and recruitment progress, there is the possibility that some of this work could be commissioned. Otherwise, we would expect it to be led by the Advocacy and Campaign Director with substantial support from Jeni.

Europe and the Global North

We will lay the foundations for future work at the level of the European Union to influence future changes to GDPR and other policy instruments such as The Data Act and The Data Governance Act.

We will also retain awareness of and opportunistic influence on policies across other countries in the Global North, in particular through Jeni's co-chair position at the [Global Partnership on AI](#).

This work will focus on **relationship building** with the three stakeholder groups of civil servants, politicians, and civil society influencers.

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Relationship building

This relationship building will be done by the whole team, but mostly Jeni.

Africa and the Global South

We will work with a partner organisation on experience with collective data governance in Africa, in particular focusing on what the Global North can learn from participatory practices in the Global South. The output of this work is to be decided, but is likely to include research reports and policy papers.

We will also retain awareness of and opportunistic influence on policies across other countries in the Global South, in particular through Jeni's Board membership of the [Global Partnership for Sustainable Development Data](#).

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Africa-focused partnership

Relationship building

This partnership and relationship building will be led by Jeni.

Build community

Our aim in 2022-23 is to establish Connected by data as a useful collaborator and enabler for other organisations doing good work in the field.
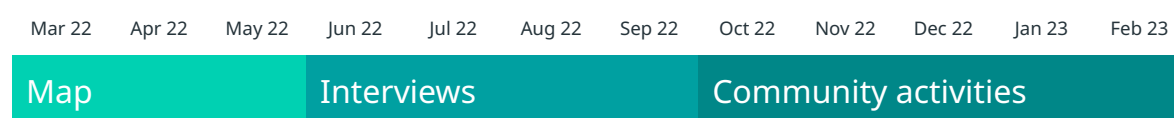
We will know we are successful if we are asked to amplify or feature the work someone in the community is doing around participatory data governance, through one of our channels.

We will carry out some basic community activities throughout 2022-23:

- Creating **Twitter lists** based on our stakeholder mapping

- **Amplifying** others' work through Twitter

- Having an open **Discord community** that we will use for internal collaboration and that others can join

- **Participating in events** run by other networks, such as the Data Cooperatives Working Group and Digital Commoners events

Our work on community building will have three phases:

- **Stakeholder mapping** to identify people who are already doing important work on collective data governance, during March 2022.

- **Interviews** with those stakeholders, to learn more about their work and current thinking; to feature and amplify their work to others; and to identify where they think there are gaps that Connected by data could fill. We will aim to do at least five of these interviews through to the end of September, and extend this if they prove to be useful.

- **Community activities** based on feedback from those stakeholders about what would be useful. These might include newsletters, podcasts, regular meetups or a larger conference or event. These won't be planned or put into place until after October 2022, to avoid starting anything that can't be sustained.

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Map			Interviews				Community activities				

Build the organisation

Our aims in 2022-23 are to establish the organisation, put the fundamentals in place that enables it to function, and to start to build the team and governance structures.

We will know we are successful if we have engaged two people as part of the team (beyond Jeni) by September 2022, and have run our first Advisory Board meeting by the end of February 2023.

Our activities around Connected by data will be focused on:

- **Operations** – Putting in place basic systems including finance, HR, brand, knowledge management and IT, including the website and communications technologies. We will aim for these fundamentals to be in place by the end of March 2022, but there may be additional requirements as the organisation establishes itself during the year.

- **Recruitment** – We will aim to engage an [Advocacy and campaign director](#) as soon as possible, alongside a more junior [researcher](#), preferably with an interest in public policy and community building. Given the moderately short runway, it may be hard to recruit into these positions, so we will also spend time building a network of associates who can take on distinct pieces of the work.

- **Advisory Board** – We will aim to create an Advisory Board of approximately 7-9 people with a diverse range of experience and networks. This will involve research into potential members, exploring their interest, and eventually holding the first Advisory Board meeting by the end of February 2023.

- **Fundraising** – We will engage in fundraising activities to extend the scope and runway for Connected by data. During 2022-23 this will mean developing the Connected by data strategy and plan beyond 2022-23, building relationships with prospective funders, and bidding for restricted and unrestricted funding to take forward the work in 2023 and beyond.

- **Shuttleworth Foundation Fellowship** – Jeni will take an active and engaged role in the Shuttleworth Foundation Fellowship programme, to make the most of the opportunity it presents to provide support, challenge and growth.

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Ops

Recruitment

Advisory Board

Fundraising

Shuttleworth Foundation Fellowship