



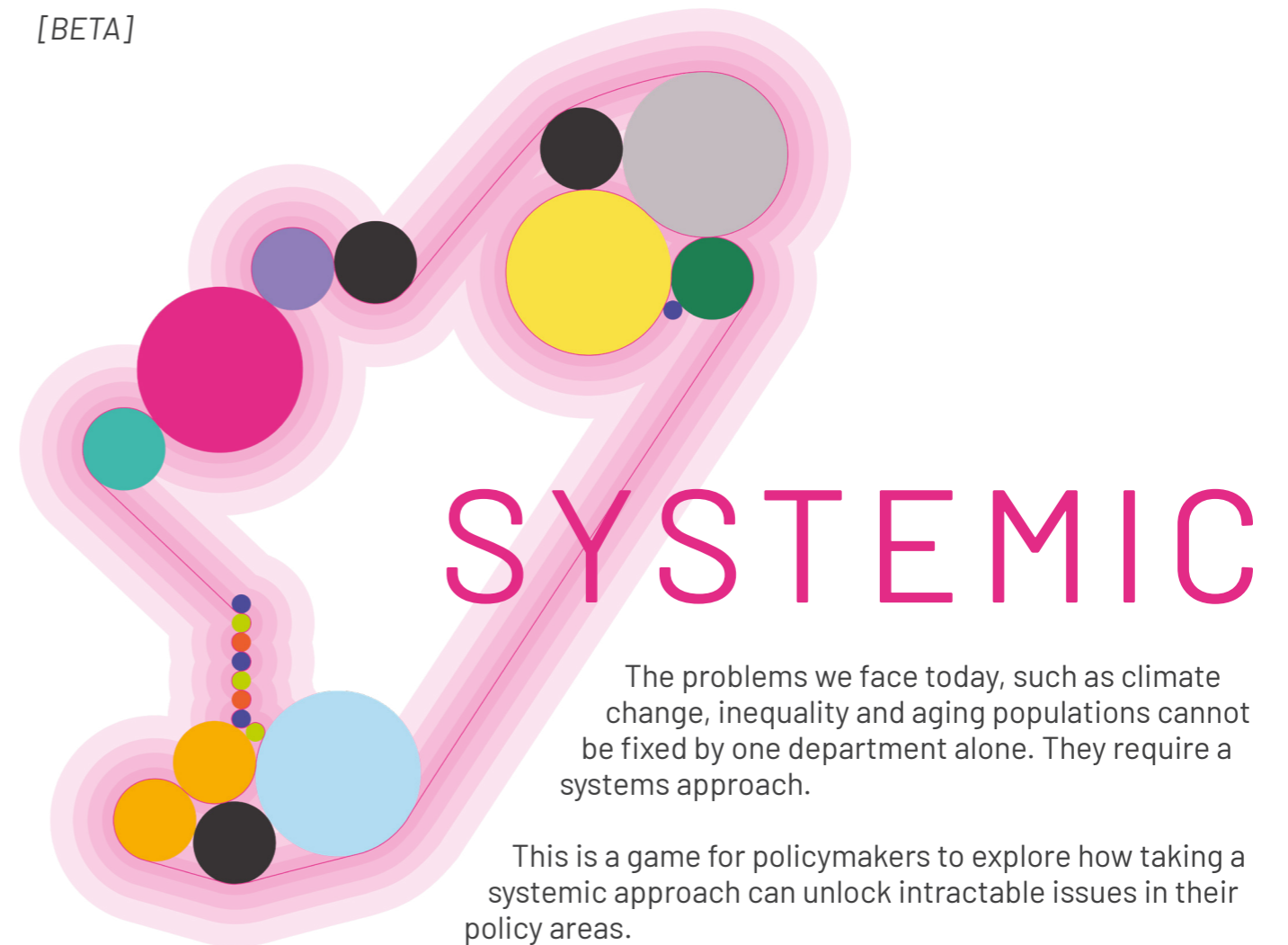
CONTENTS

Page	Item	Quantity required
2-3	Character name tags (8)	1 per player
2-3	Intervention cards (16)	4 per player (compile in one pile)
4-9	Action cards (36)	1 set per player type
10-11	Secret goal cards (8)	1 per player
12	Shared goal canvas (1)	1 for the game
13-14	Character play sheets (4)	1 per player
15-17	Resource tokens (300)	1 set for the game (if required)

Please note that you will also need to print one player journal for each player and one facilitator's guide.



[BETA]



The problems we face today, such as climate change, inequality and aging populations cannot be fixed by one department alone. They require a systems approach.

This is a game for policymakers to explore how taking a systemic approach can unlock intractable issues in their policy areas.

WHAT DOES THE GAME INVOLVE?

To play, gather a policy team or people who are involved in a system that you want to explore. The game has three rounds:

- ROUND 1 gives players an experience of the current rules of their system
- ROUND 2 gives players a way to re-imagine the purpose of their system to create a unifying, shared vision
- ROUND 3 helps players to begin exploring system level changes that could be made

After every round, players will take part in a facilitated discussion to explore component parts of their systems. Specifically, players will discuss how purpose, relationships, resource flows and power operate within current and future systems.

WHY PLAY SYSTEMIC?

1. Discover systems change frameworks and how they might support your work
2. Learn about the underlying features of our current systems, which often go unconsidered/unchecked
3. Experiment with changing your systems in a safe, simulated environment (a game!)

HOW TO PLAY...

1. Gather a group of 6-10 people for 2.5 - 4 hours.
2. Nominate a facilitator to read this guide and set up the game (or invite Policy Lab to facilitate your game)
3. Print materials
4. Play!

PRINTABLE MATERIALS...

1. Facilitator's guide
2. Game pieces
3. Player journal (one required per player)

References: The game rounds are based around Bill Sharpe's Three Horizons framework and the discussion draws on Building Better Systems, by Jennie Winhall and Charles Leadbeater.



I am a COMMISSIONER



NAME

I am responsible for delivering a policy or service in a local authority.

I am a POLICYMAKER



NAME

I am responsible for managing government policy.

I am a SERVICE PROVIDER



NAME

I deliver a service connected to a policy.

I am CITIZEN



NAME

I am a person affected by a policy.

SYSTEMIC

printable materials:
page 2 of 17
4 name tags (8 total)
8 intervention cards (16 total)

CUT

FOLD



POLICY / FUND / STRATEGY / SERVICE
(circle one)



POLICY / FUND / STRATEGY / SERVICE
(circle one)



POLICY / FUND / STRATEGY / SERVICE
(circle one)



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printable materials:

page 3 of 17

4 name tags (8 total)

8 intervention cards (16 total)

CUT

FOLD



POLICY / FUND / STRATEGY / SERVICE
(circle one)



POLICY / FUND / STRATEGY / SERVICE
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(circle one)



POLICY / FUND / STRATEGY / SERVICE
(circle one)



POLICY / FUND / STRATEGY / SERVICE
(circle one)



POLICY / FUND / STRATEGY / SERVICE
(circle one)



POLICY / FUND / STRATEGY / SERVICE
(circle one)



You go on strike!

If at least one other player agrees to strike, demand a new rule for all players.

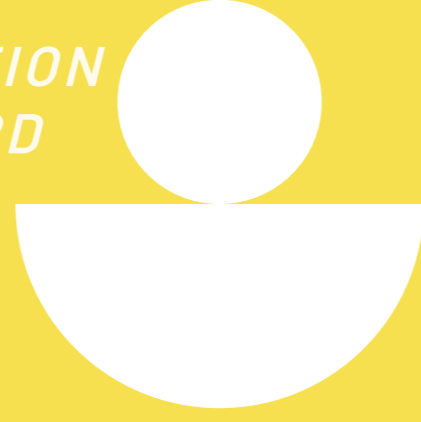
1. Design your new rule.
2. Roll a dice.
3. Ask a Policymaker to roll a dice.

If your number is higher than the policymaker's, your new rule is implemented.

CITIZEN ACTION CARD



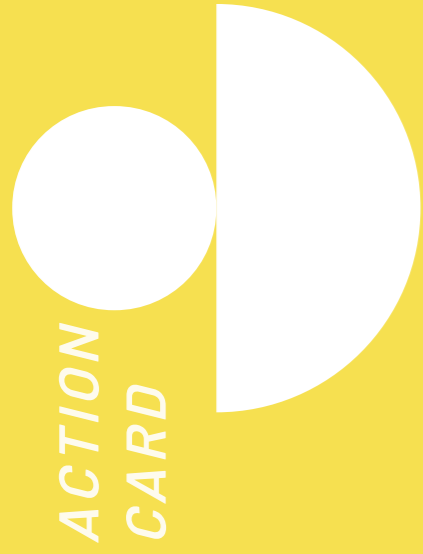
ACTION CARD



SYSTEMIC
printable materials:
page 4 of 17
6 CITIZEN action cards (9 total)

CUT

FOLD



ACTION CARD

You've signed up for a service and been put on a waiting list.

Take no more actions this turn.



CITIZEN ACTION CARD



ACTION CARD

A government department is looking for participants to take part in a new research project. It's a short survey which you can fill in and send off.



Give 1 DATA to a Policymaker of your choice and **take 1 MONEY** from them.



CITIZEN ACTION CARD



ACTION CARD

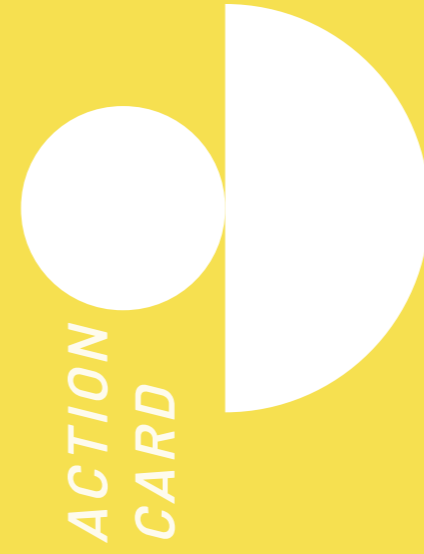
You've been asked to complete an evaluation of the services you are receiving. Again.



Give 1 DATA to every other player in the group (but not to other Citizen players).



CITIZEN ACTION CARD



ACTION CARD

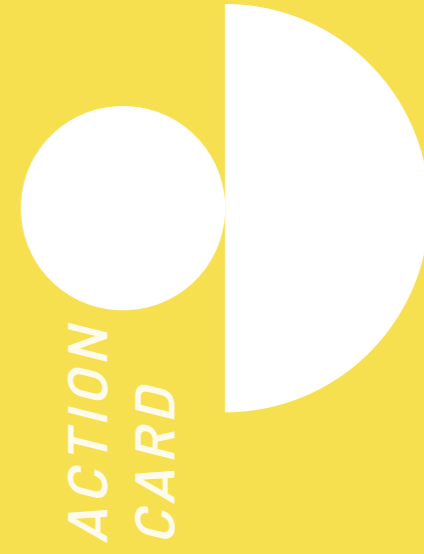
You encounter some good luck through an event that takes place.



Gain 3 MONEY and **1 RELATIONSHIP**.



CITIZEN ACTION CARD



ACTION CARD

A sudden event takes place that forces you to spend more money than you were anticipating.





Spend 3 MONEY.



CITIZEN ACTION CARD

You help someone in your inner circle who is going through tough times.

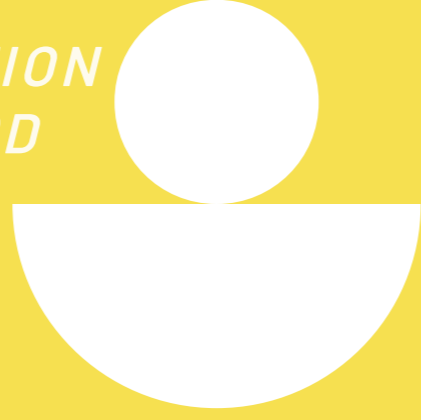
  **New action** for you:
Give 2 MONEY to another Citizen and **gain 1 RELATIONSHIP**.
(If you are the only Citizen, **spend 2 MONEY** to **gain 1 RELATIONSHIP**)

(Keep this card, don't reshuffle it)

CITIZEN ACTION CARD



**ACTION
CARD**

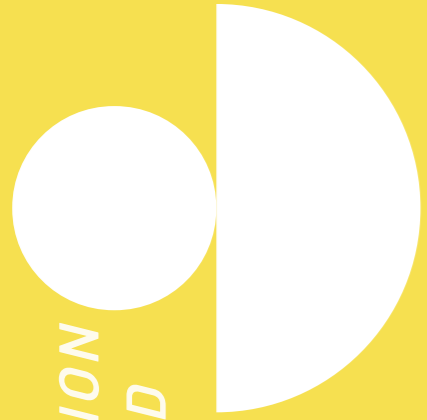


SYSTEMIC
printable materials:
page 5 of 17
3 CITIZEN action cards (9 total)
3 COMMISSIONER action cards (9 total)

CUT lines



FOLD lines



**ACTION
CARD**




There's a malfunction in the government support you receive.

  **Lose (up to) 1 MONEY** and **(up to) 1 RELATIONSHIP**

CITIZEN ACTION CARD



You sign up for a new government scheme. The scheme requires lots of information and it takes time to complete the application.

  **Give 2 DATA** to a Policymaker of your choice.
 From now on, at the start of your turn, you **earn 1 MONEY** (this does not count as an action)

(Keep this card, don't reshuffle it)

CITIZEN ACTION CARD



You have to complete a report for the National Government.

 **+ Give 1 DATA** to every Policymaker.

COMMISSIONER ACTION CARD



The National Government has asked for their annual data returns.

  **+ Spend 1 MONEY**, but **generate 1 DATA** for every Policymaker

COMMISSIONER ACTION CARD



You are training service providers.

 **+ Give 1 DATA** to every Service Provider in the group.

COMMISSIONER ACTION CARD



An emergency event takes place in your local area which changes what people need. You need to flex what your service is offering but you are tied to your funding commitments.



Spend 2 MONEY and **generate 2 DATA**.



COMMISSIONER ACTION CARD

ACTION CARD

You spend time looking at reporting from your service providers.

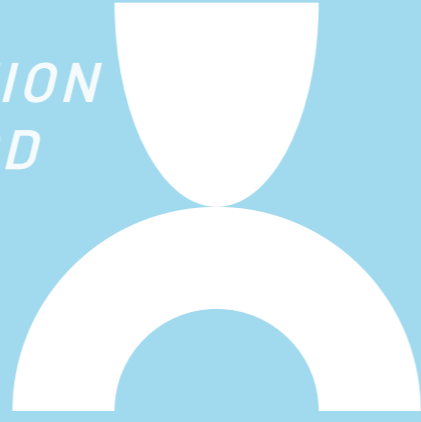


Generate 3 DATA from the pot.



COMMISSIONER ACTION CARD

ACTION CARD



ACTION CARD

A Department has launched a new strategy. Spend time working out how it affects your service.



Spend 1 DATA and **1 MONEY**



COMMISSIONER ACTION CARD

Two Departments have released competing advice about best practice for working with your service Citizens. You need to work out how to consolidate the advice.



Spend 2 DATA and **lose 1 RELATIONSHIP**.



COMMISSIONER ACTION CARD

ACTION CARD

You're struggling to meet your Citizens needs in the local area. Shorten the service that people receive, so you can see more people.



Spend 2 MONEY and **lose (up to) 2 RELATIONSHIPS**.



COMMISSIONER ACTION CARD

ACTION CARD

You've been invited to a roundtable in London. A National Government Policymaker wants to listen and learn from your experience. You've got a lot to get on with but feel you can't turn down the opportunity.



Spend 1 MONEY, but **gain 1 RELATIONSHIP** and **1 DATA** from the pot.



COMMISSIONER ACTION CARD

ACTION CARD

CUT

FOLD



SYSTEMIC
printable materials:
page 6 of 17
6 COMMISSIONER action cards (9 total)

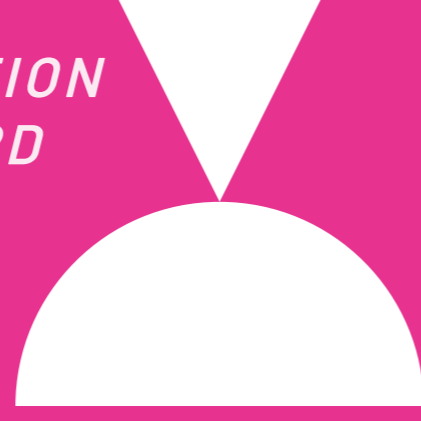
You need to respond to a FOI request.

● **Give 1 DATA** to either a Commissioner, a Service Provider, or a Citizen

POLICYMAKER ACTION CARD



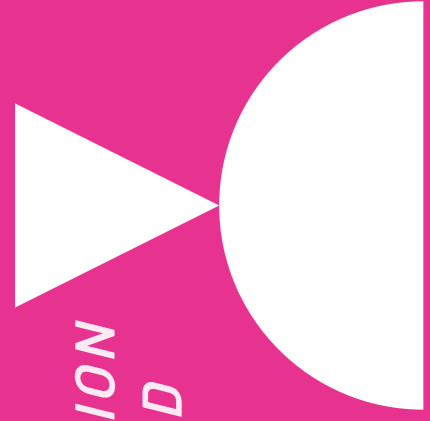
**ACTION
CARD**



SYSTEMIC
printable materials:
page 7 of 17
6 POLICYMAKER action cards (9 total)

CUT

FOLD



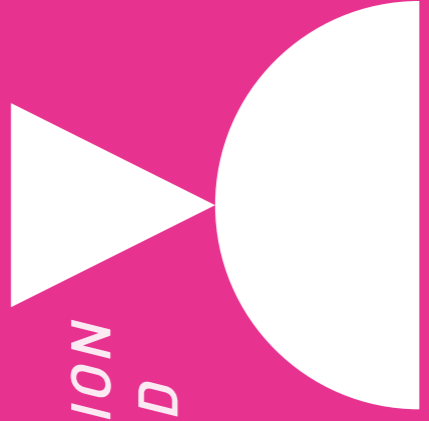
**ACTION
CARD**

You need to prepare a briefing pack for Ministers, as they've been called to a Parliamentary session. You need to put at least two of your team on gathering evidence and writing the pack, so your other priorities will need to be postponed.

Lose (up to) one action this turn.



POLICYMAKER ACTION CARD



**ACTION
CARD**

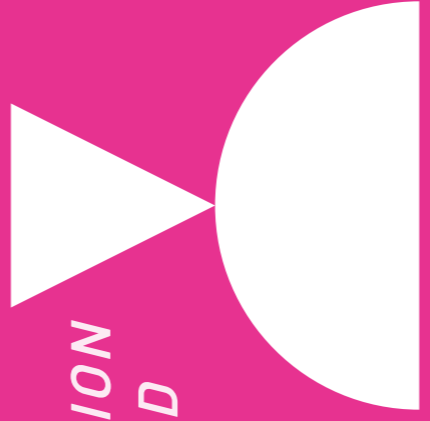
You need the private sector to support a new campaign about your policy issue. You'll need them to contribute funding to distribute the campaign.



Roll the dice and gain the number you rolled in **MONEY** from the pot. This is what you have managed to collect from businesses.



POLICYMAKER ACTION CARD



**ACTION
CARD**

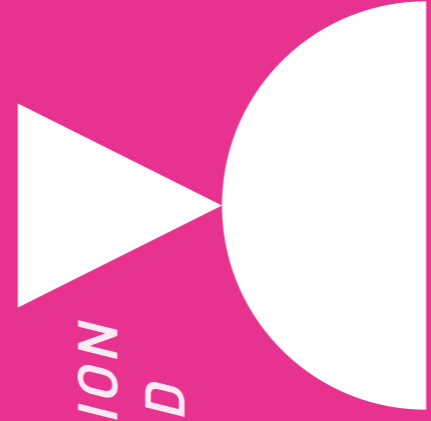
It's time to engage your stakeholders.



Roll the dice and **gain that number of RELATIONSHIPS** from the pot.



POLICYMAKER ACTION CARD



**ACTION
CARD**

You've been promoted as Head of a new area of your policy. Time to create your own work plan.

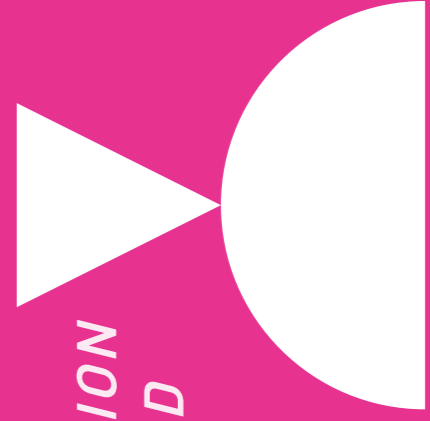


Create a new action!
From now on, as an action, you can ...

(Keep this card, don't reshuffle it)



POLICYMAKER ACTION CARD



**ACTION
CARD**

Congratulations - your team is growing! You've been supported to hire new colleagues.




Gain 2 MONEY from the pot to fund your team, and **gain 1 new RELATIONSHIP** from the pot.



POLICYMAKER ACTION CARD

You've been tasked with developing a strategy, with no new funding to be announced.

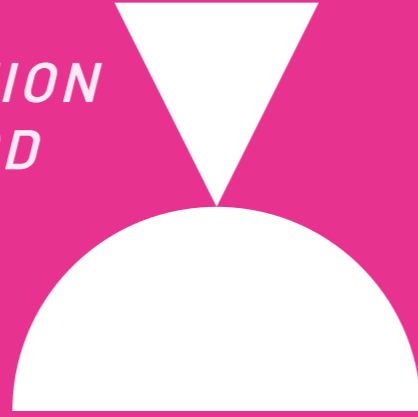
 **Spend (up to) 2 DATA, (up to) 2 RELATIONSHIPS and 1 MONEY.**

 As an action this turn, all Commissioner players must implement the new strategy. This will **cost them 2 MONEY.**

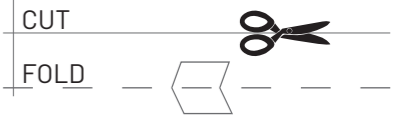
POLICYMAKER ACTION CARD



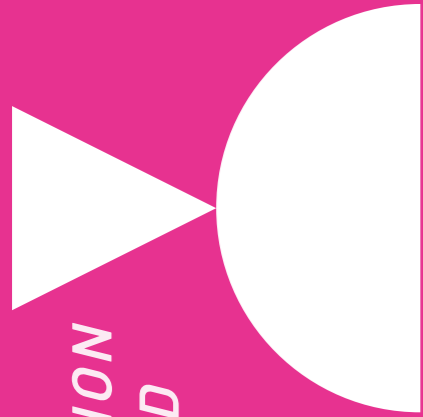
ACTION CARD



SYSTEMIC
printable materials:
page 8 of 17
3 POLICYMAKER action cards (9 total)
3 SERVICE PROVIDER action cards (9 total)



ACTION CARD



Strengthen your relationships with the private sector.

 **Gain 3 RELATIONSHIPS** from the pot.

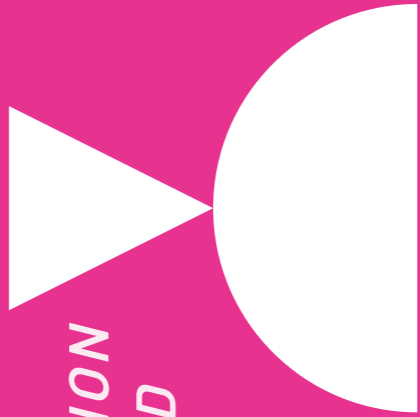
Give 1 RELATIONSHIP to another player of your choice (but not another Policymaker).



POLICYMAKER ACTION CARD

You've been tasked to develop a strategy and given new funding from the Treasury to create new policies.

ACTION CARD



 **Gain 3 MONEY.**

Spend (up to) 2 DATA and (up to) 2 RELATIONSHIPS.

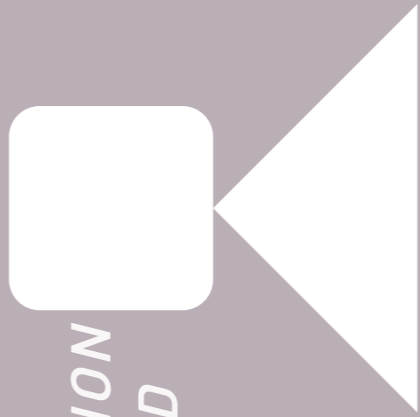
Give a Commissioner of your choice **2 MONEY.**



POLICYMAKER ACTION CARD

Establish a lived experience group to shape how your service is run.

ACTION CARD



 **Spend 1 MONEY. Generate 3 DATA and gain 1 RELATIONSHIP.**

From now on, at the start of your turn, **take 1 DATA** from all Citizen players and **give them 1 MONEY** (doesn't count as an action).

(Keep this card, don't reshuffle it)



SERVICE PROVIDER ACTION CARD

You need to manage your workforce. Staff are continually changing when one funding pot ends and another one begins.

ACTION CARD



 **Spend 2 MONEY** for the cost of hiring and rehiring.

Lose 2 DATA and 1 RELATIONSHIP for the loss of resources when staff leave.



SERVICE PROVIDER ACTION CARD

You train frontline and backstage staff in the service.

ACTION CARD





 **Spend 2 MONEY.**

Gain 1 RELATIONSHIP and 1 DATA.



SERVICE PROVIDER ACTION CARD

Your staff need some additional support. Invest in learning and development opportunities.

-  Spend 2 MONEY.
-  Gain 1 RELATIONSHIP.

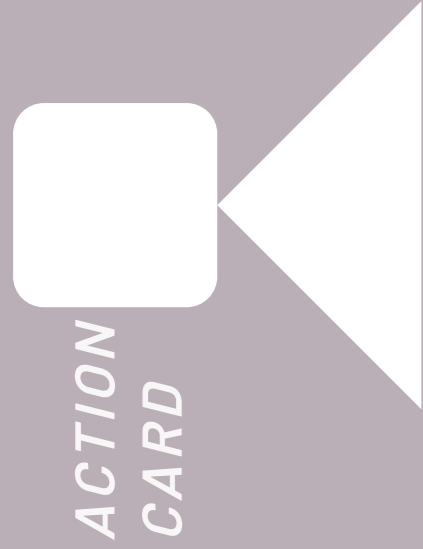
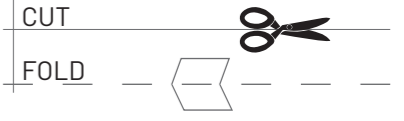
SERVICE PROVIDER ACTION CARD



ACTION CARD



SYSTEMIC
printable materials:
 page 9 of 17
 6 SERVICE PROVIDER action cards (9 total)




You meet with other services and partners to plan and coordinate how you are working with the local authority.

-   All Service Provider players **gain 1 MONEY, 1 DATA** and **1 RELATIONSHIP**, as a result of savings made through your meeting and joint planning.

SERVICE PROVIDER ACTION CARD



You create a new impact report, to capture learning and make the case for your service.


-  Spend 3 MONEY and 2 DATA.
- From now on, at the start of your turn, you **gain 2 MONEY** from new funding acquired as a result of your report.

(Keep this card, don't reshuffle it)

SERVICE PROVIDER ACTION CARD



You carry out a one off consultation with lived experience groups. Come with a list of pre prepared questions and ask your Citizens to respond.

-  Spend 2 MONEY.
- All Citizen players **lose 1 DATA**

SERVICE PROVIDER ACTION CARD




You need to spend some money on the upkeep of your service.

-  Spend 2 MONEY.

SERVICE PROVIDER ACTION CARD



You recruit and manage a new delivery lead practitioner.

-  Spend 3 MONEY.
- You have more capacity in your team, so from now on **take one extra action per turn**.

(Keep this card, don't reshuffle it)

SERVICE PROVIDER ACTION CARD



CITIZEN SECRET GOAL

You are a person affected by policy and services.

You win if...

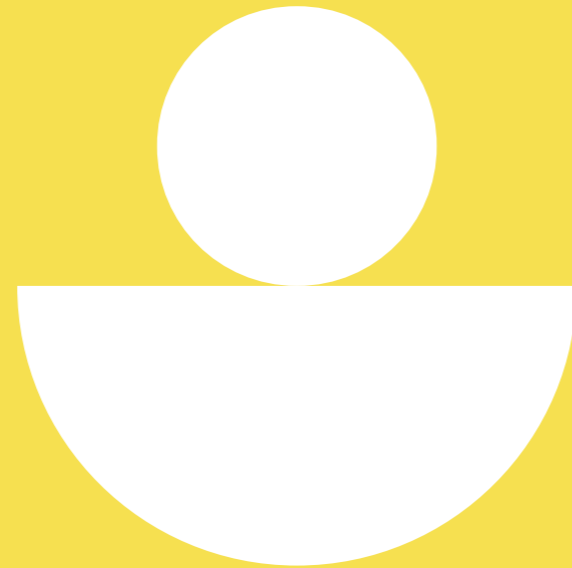


You have 6 relationships.

Everyone loses if...



You have no money *and* no relationships at the end of the round.



SECRET
GOAL

POLICYMAKER SECRET GOAL

You are responsible for managing government policy.

You win if...



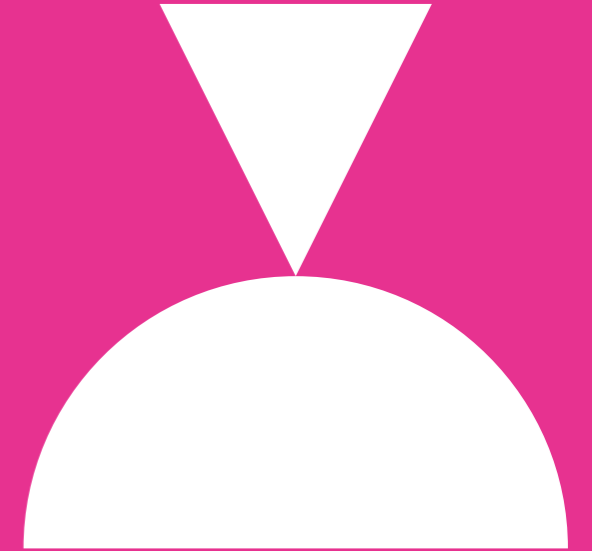
You created at least 2 *POLICIES* and 2 *FUNDS*.

+

Everyone loses if...



You have no *MONEY* or no *DATA* at the end of the round.



SECRET
GOAL

CITIZEN SECRET GOAL

You are a person affected by policy and services.

You win if...

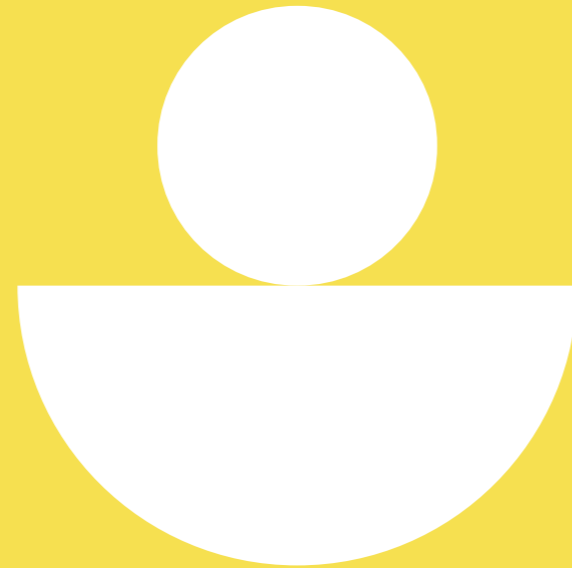


You have 6 relationships.

Everyone loses if...



You have no money *and* no relationships at the end of the round.

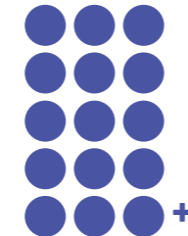


SECRET
GOAL

POLICYMAKER SECRET GOAL

You are responsible for managing government policy.

You win if...



You have at least 15 *DATA*.

Everyone loses if...



You have no *MONEY* or no *DATA* at the end of the round.





SECRET
GOAL




COMMISSIONER SECRET GOAL

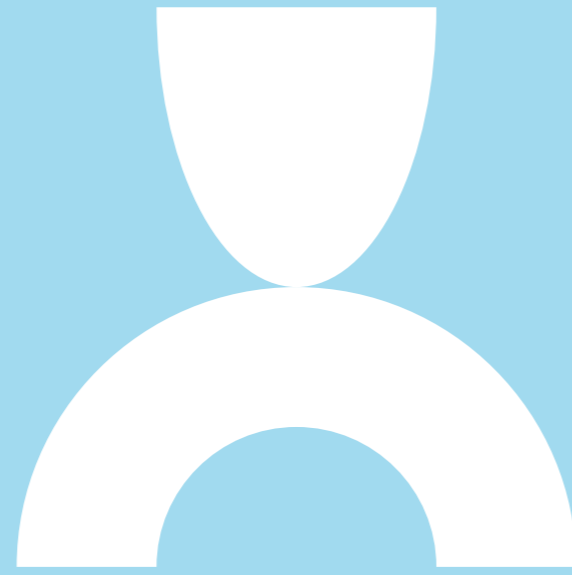
You are responsible for delivering a policy or service in a local authority.

You win if...

 You created at least 3 STRATEGIES.
 +

Everyone loses if...

 You have no MONEY or no DATA at the end of the round.





SECRET
GOAL




SERVICE PROVIDER SECRET GOAL

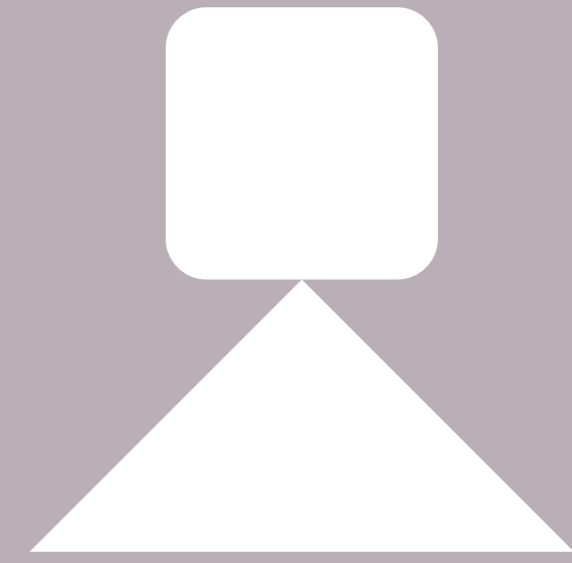
You deliver a service connected to a policy.

You win if...

 You have created at least 3 SERVICES
 +

Everyone loses if...

 You have no MONEY or no DATA at the end of the round.



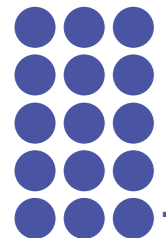

SECRET
GOAL




COMMISSIONER SECRET GOAL

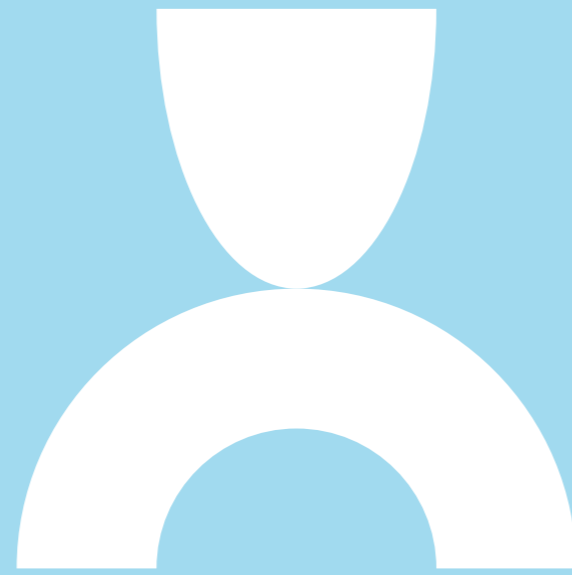
You are responsible for delivering a policy or service in a local authority.

You win if...

 You have at least 15 DATA.
 +

Everyone loses if...

 You have no MONEY or no DATA at the end of the round.





SECRET
GOAL




SERVICE PROVIDER SECRET GOAL

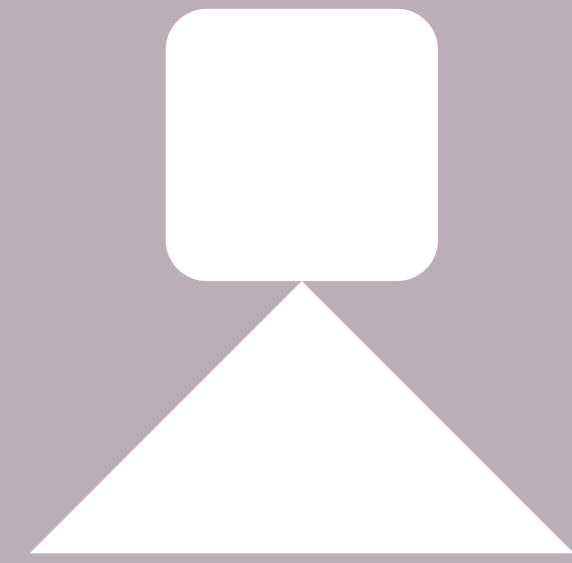
You deliver a service connected to a policy.

You win if...

 You have at least 6 relationships.
 +

Everyone loses if...

 You have no MONEY or no DATA at the end of the round.



SECRET
GOAL

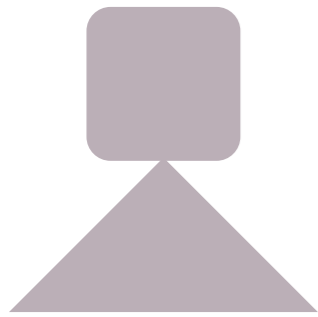
SHARED GOAL CANVAS



Write down ideas for a common goal...













Agreed upon collective goal:

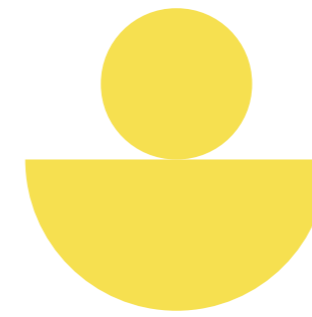




SERVICE PROVIDER PLAY GUIDE







On your turn, take any **3** actions from the table below, in any order.

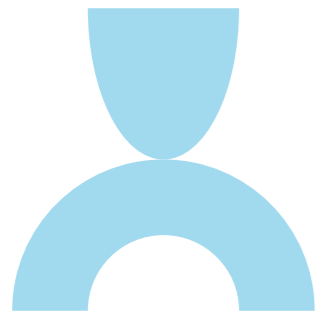
REAL LIFE ACTION	ACTION IN GAME TERMS
Apply for public funding from a local Commissioner	 Give 2 DATA to a Commissioner  Roll the dice. Take (up to) that much MONEY from a Commissioner  If you roll 3, both the Commissioner and you gain 1 RELATIONSHIP each.
Create a new SERVICE	 Pick a SERVICE card. Give your service a name and write it on the card.  All Citizen players must immediately apply: as an action, they must each give you 2 DATA to get 1 MONEY from you in return.
Evaluate your services	 If you have any active SERVICES, this becomes a COMPULSORY ACTION.  Spend 1 MONEY.  You get 1 DATA from each Citizen for every service you manage.
Build citizen relationships	 Spend 1 MONEY.  Choose a Citizen and play one hand of rock-paper-scissors with them. If you both choose the same element, gain 1 RELATIONSHIP each.  Otherwise, the loser gives 1 RELATIONSHIP to the winner
Do your day job	 Draw a Service Provider card, do what it says, then reshuffle it.



CITIZEN PLAY GUIDE










On your turn, take any **3** actions from the table below, in any order.

REAL LIFE ACTION	ACTION IN GAME TERMS
Make money You might start working, sign up to receive support from a government scheme, or ask someone for help.	 Earn 3 MONEY.
Live life Improve your quality of life.	 Draw a Citizen action card, do what it says, then reshuffle it.
Build your networks: start volunteering in the community, or saying hello to your neighbours.	Roll the dice.  Generate that number of DATA.  If you roll 0, earn 1 RELATIONSHIP.  If you roll 3, lose 1 MONEY.
Take part in decision making around services and policy that affect your life.	You can only do this action if invited to do so by another player in the game. In which case it is COMPULSORY and costs you one action.  When you do this, give DATA to the person requesting it (they'll tell you how much).



COMMISSIONER PLAY GUIDE











On your turn, take any **3** actions from the table below, in any order.

REAL LIFE ACTION	ACTION IN GAME TERMS
Apply for public funding from the National Government	 Choose a Policymaker with an active FUND.  Roll the dice and take (up to) that number of MONEY from that FUND.
Apply for private funding from other sources (e.g. private sector or foundations)	 Spend 1 RELATIONSHIP and 2 DATA
Create a new STRATEGY	 Spend 3 MONEY.  Pick a STRATEGY card, give your new strategy a name and write it on the card.  Roll the dice and take that number of DATA from a Service Provider or a Citizen of your choice.
Evaluate services in your local area	 Spend 1 MONEY.  Roll the dice and generate that number of DATA from the pot.
Do your day job	 Draw a Commissioner card, do what it says, then reshuffle it.



POLICYMAKER PLAY GUIDE

On your turn, take any **3** actions from the table below, in any order.

REAL LIFE ACTION	ACTION IN GAME TERMS
Commission new quantitative research	 Spend 1 MONEY.  Take 2 DATA from every Commissioner.
Commission new qualitative research	 Spend 3 MONEY.  Take 2 DATA from every Service Provider and every Citizen.  Every player involved takes 1 RELATIONSHIP from the pot.
Create a new POLICY	 Spend 6 DATA and 1 MONEY.  Pick a POLICY card, give your new policy a name and write it on the card.
Create a new FUND	 Pick a FUND card, give your new fund a name and write it on the card. Put 6 MONEY on it.  All Commissioner players must immediately apply. As an action, they must each give you 3 DATA to get 2 MONEY from the grant in return.
Do your day job	 Draw a Policymaker card, do what it says, then reshuffle it.

RELATIONSHIPS

DATA