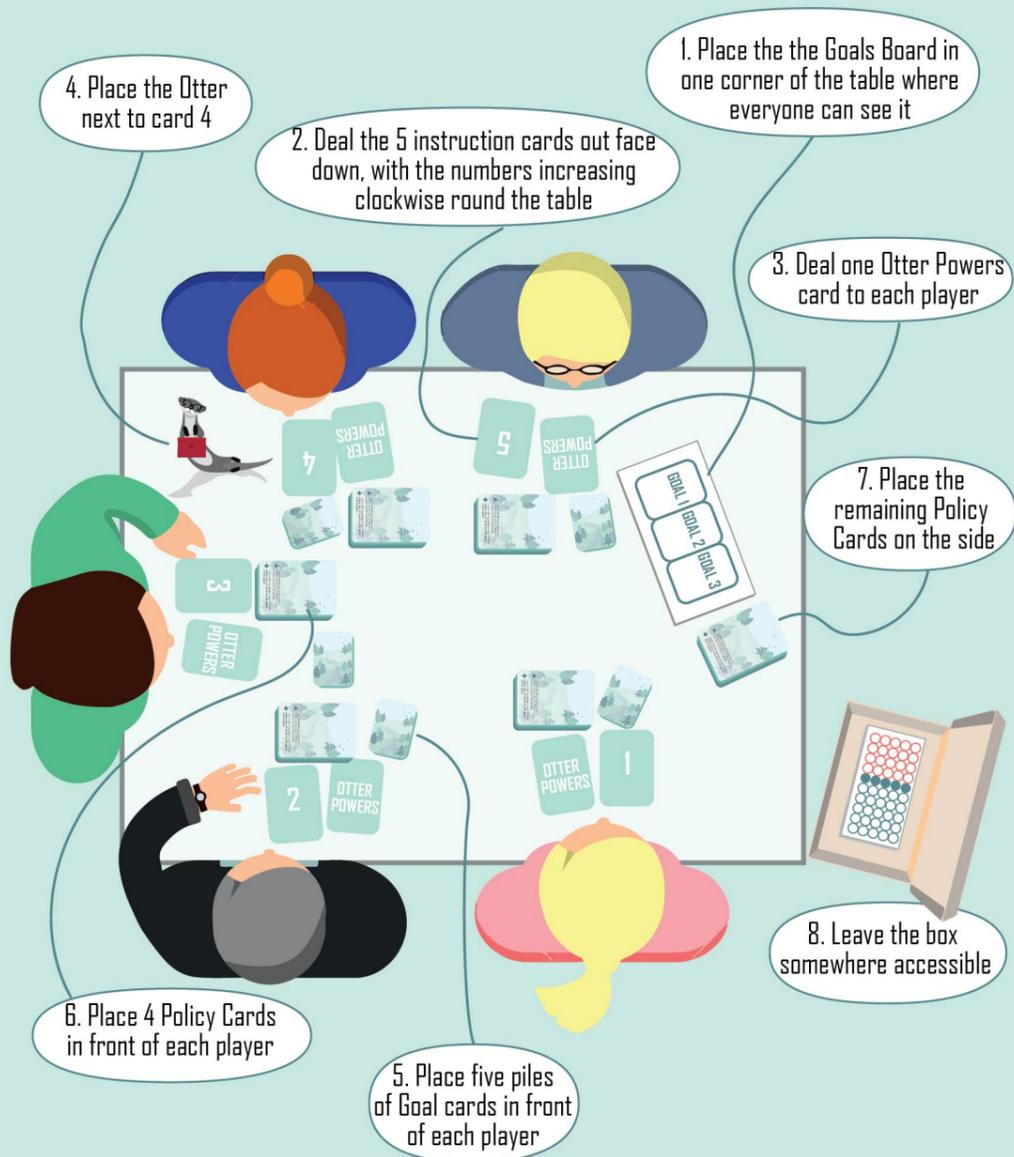


GUIDE FOR FACILITATORS TO SET UP



Facilitator's role in the game

The facilitator should take a passive role in the first two phases as the game will "facilitate itself" and then help to shape the discussion during the evaluation of the Policies (Phases 3-5).

Recording

It is useful to number the tables and then number each participant using the numbers on their instruction cards. These numbers can then be attached to any demographic questionnaires that you might want to gather at the start of the session. If recording video, the numbers can be on post-its on the table visible in the video. With participants' permission, set up audio or video recordings. Most participants will be comfortable with being audio recorded. If this isn't practical, take notes during the session and photograph the cards on the table at the end of each phase.

PHASE 2: OTTER POWER (~30 MINS)

Aim

To learn about the Policies available and their impact and choose a set of preferred Policies.

What happens

1. One player has the policy-making Otter (in the first round, this is the player who had instruction card 1). This player can make any changes to the rules they like (e.g. swapping cards).
2. The other players each propose a Policy (or second another player's Policy), placing the card in the middle of the table. They do not need to take turns to do this.
3. Once everyone has chosen, the Otter asks the players, one by one, to justify their Policy or comment on other Policies.
4. The Otter chooses their favourite measure and adds it to the policy-holder.
5. The Otter stand is passed to the next player and play continues until all required Policies have been chosen.

Facilitator's role

- Intervene as little as possible.
- Players don't like their cards? Suggest asking the Otter to allow swapping. Remind players that they can write on the cards or use the wildcards.
- Too little discussion? Suggest that the Otter asks questions. Remind players about the synergies.
- Too much discussion? Remind the Otter they have the power to make others be quiet.

PHASE 5: SUMMING UP (~10 MINS, OPTIONAL)

Aim

To summarise the chosen Policies and their impacts to share with other groups.

What happens

1. Players are asked to summarise the Policy proposal they have selected and the potential impacts it might have on the Park.
2. In a workshop with multiple groups this can be shared and discussed with the wider group.

Facilitator's role

- Encourage a holistic view rather than a simple list of the Policies chosen.
- Revisit synergies (if applicable) if necessary and think about the impact of the Policies as a set.

Packing up

- Photograph any writing or drawing done by players and then wipe off the cards that have been written on.
- Label and file away consent forms, and summaries.
- Sort the goal cards into sets and secure with rubber bands.
- Pack everything back into the box.

PHASE 1: GAME INTRODUCTION (~10 MINS)

Aim

To familiarise the players with the game rules and identify the goals which are most important to the players.

What happens

Players are led through this phase by following the instructions on the numbered cards in front of them, starting at 1. These are as follows:

1. Introducing the policy-making Otter
2. Looking at the set of strategic goals and prioritise three (individually, then as a group). These are placed on the goals board.
3. Introducing the scoring system on the Policy cards
4. Introducing the synergies on the Policy cards
5. Showing how Phase 2 works and starting the game

Facilitator's role

- Intervene as little as possible.
- Answer any questions addressed to you but let the group figure things out themselves.
- Correct any serious misunderstandings of the rules if you see they haven't been noticed.
- When choosing goals, bring the discussion to a close if it is becoming less useful.

OVERVIEW

Duration

Approximately 90mins playing time. Recommend to allow 2hrs.

Number of players

5 player, but the game can accommodate between 3-6 players per group.

During the game players select 5 Policies so 5 players is ideal so they each get a turn. Other numbers of people can be catered for by allowing people to have extra turns. A group of 6 could be catered for by allowing them to select 6 Policies and borrowing an extra set of 6 Goal cards from another copy of the game.

You will need

- Players instructions
- Goals board
- Scoreboard
- Policy-making Otter standee
- Goal cards
- Policy cards and optional 'wild' Polycards
- Whiteboard pen/s to write on the wild cards
- Audio or video recording equipment to record the session

Set-up

Set the game up using a set up diagram on the previous page.

Gameplay

In this game players take turns playing the Policy-Making Otter. The rest of the group propose Policies and the Otter gets to choose. The group then explore the impacts of the Policies chosen.

In detail:

- Phase 1: players are introduced to the game and select the top strategic Goals that are most important to them.
- Phase 2: players take it in turns to choose policies from a selection proposed by other players, creating a final set of 5 Policies.
- Phase 3: players evaluate the Policies, looking at their impacts on the Goals. This gives them a score for each of the Goals.
- Phase 4: players discuss if they would like to swap any policies.
- Phase 5: players create a summary of their policy proposal.

PHASE 3: SCORING (~15 MINS)

Aim

To see the impacts of the Policy set, compare them with the group's chosen goals.

What happens

1. Briefly summarise the Policy set chosen or ask the group to do it in their own words.
2. "Now we'll score this set of Policies to see what kind of park they might create."
3. Put the chosen Policies, goals board and scoreboard in the middle.
4. Explain scoring (e.g. "Go through the Policies one by one and move the counters for each impact: left for negative impacts and right for positive impacts, and one space for each plus or minus. Where you have a Synergy bonus, discuss as a group what those might be. Move the counter one space for each bonus.")
5. Leave players to score Policies.

Facilitator's role

- You will need to lead more than in previous rounds using the guide above.
- A goal here is to help the participants move from individual Policies to understanding the overall impact of the whole set.

PHASE 4: SWAPPING (~15 MINS)

Aim

To allow for potentially adjusting the Policy set.

What happens

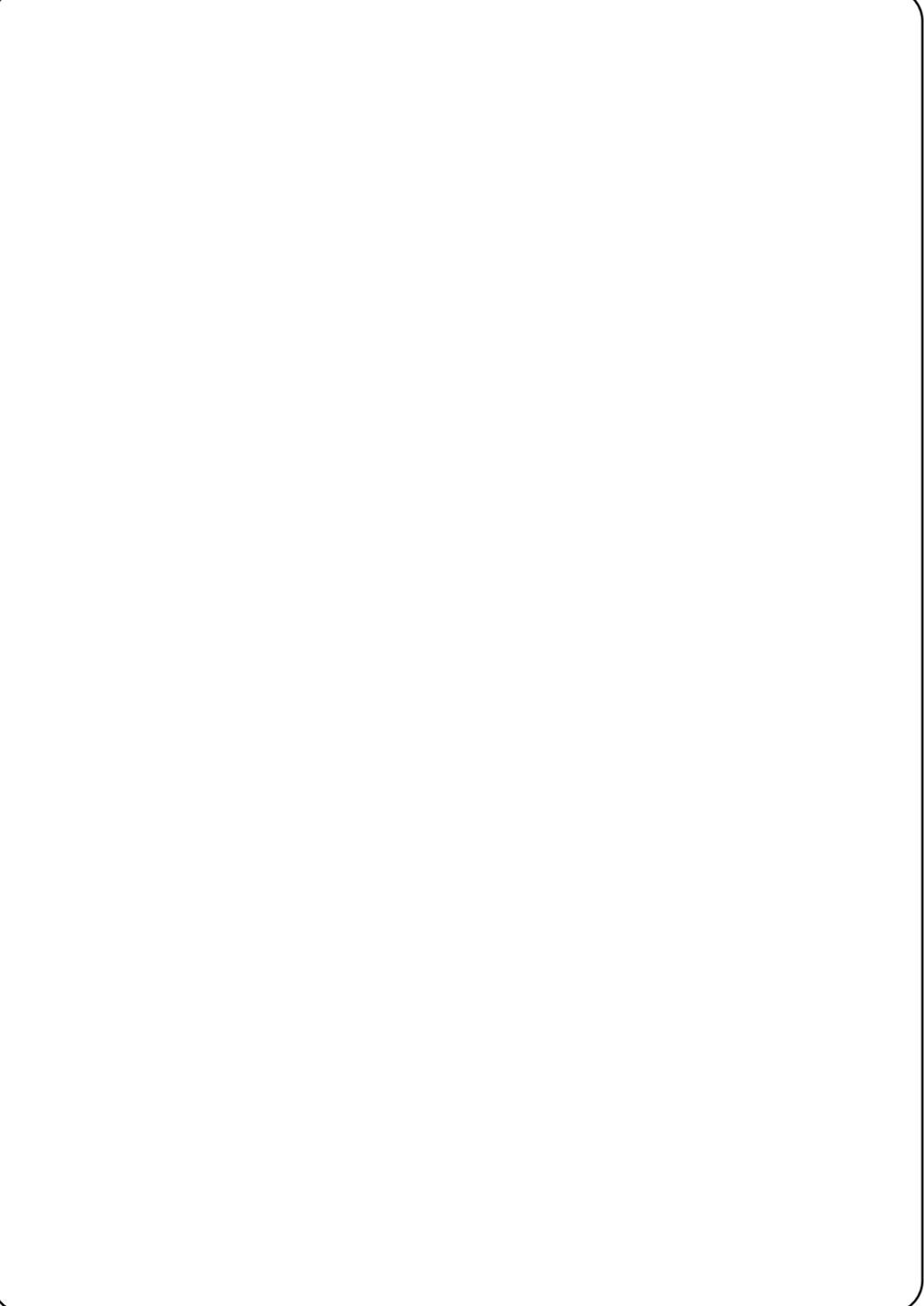
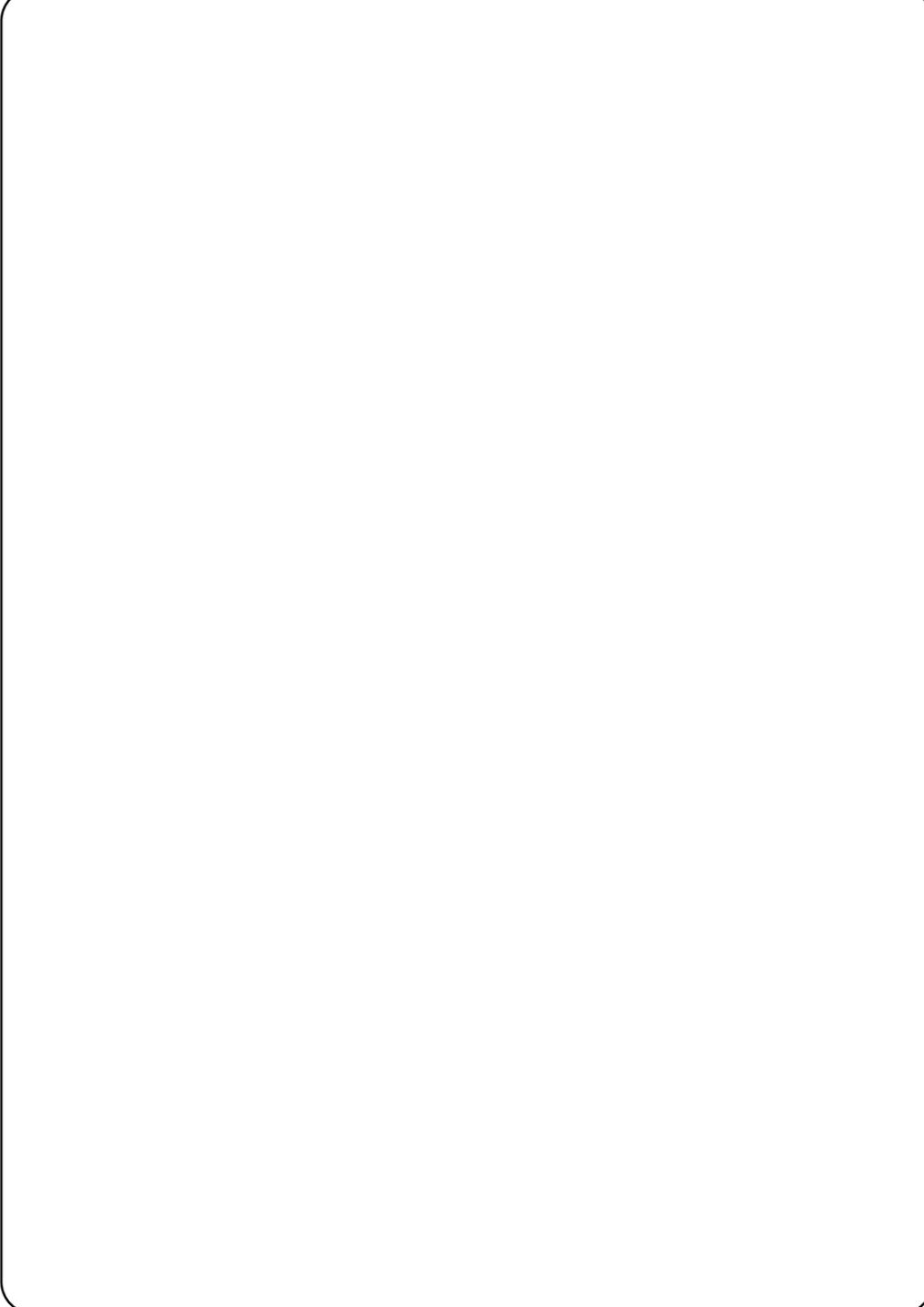
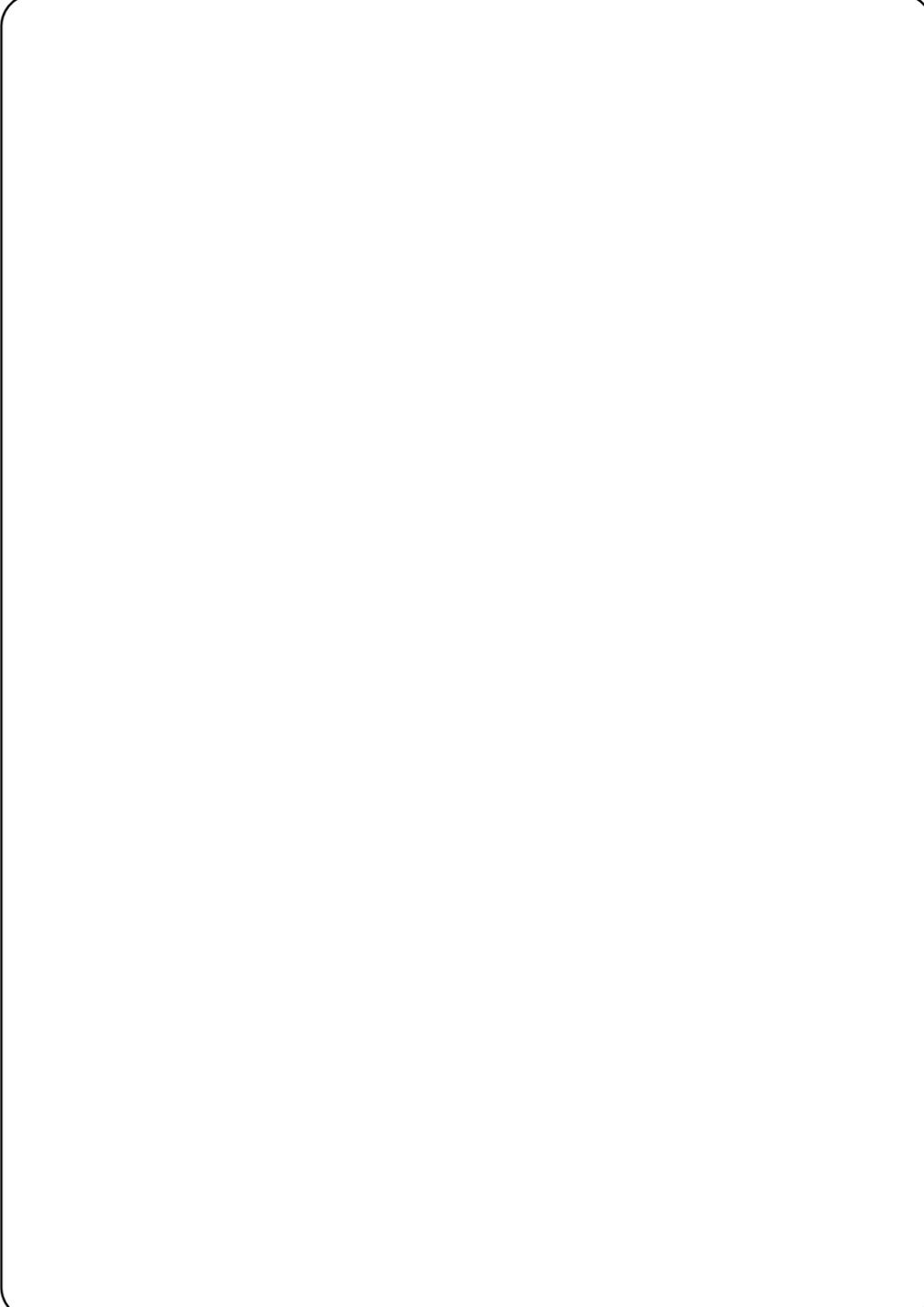
1. Prompt discussion where necessary (e.g. "Which goals are met by your Policies?" "To what extent do these Policies achieve the goals you chose?" "Are there any surprises here?")
2. Offer swapping (by consensus) (e.g. "Now you've seen this, would you want to swap any Policies?").
3. Leave players to discuss which Policies they might want to swap, and adjust the score.
4. Ask them if they are happy with the final Policy proposal.

Facilitator's role

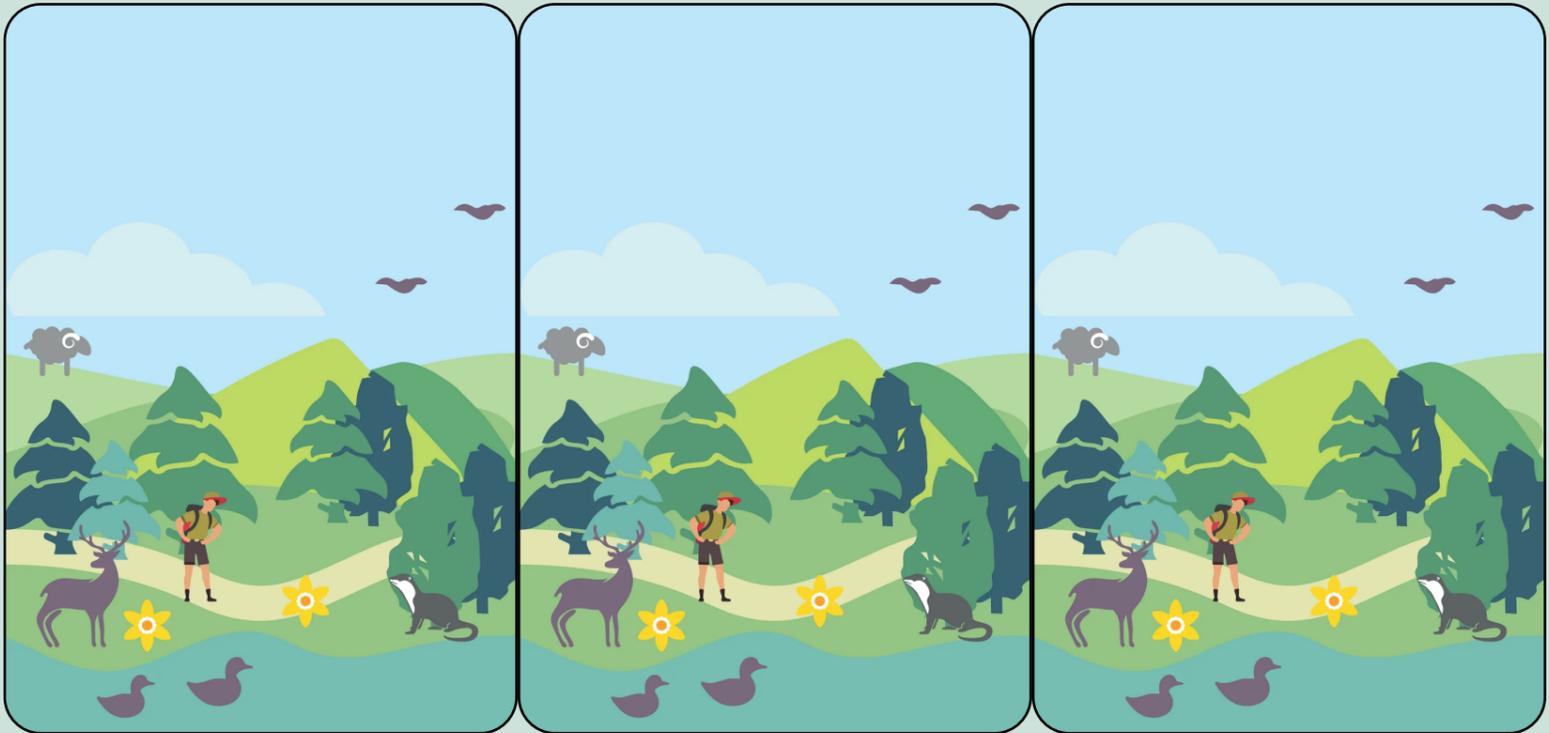
- Again, lead the discussion where necessary.

FACILITATOR

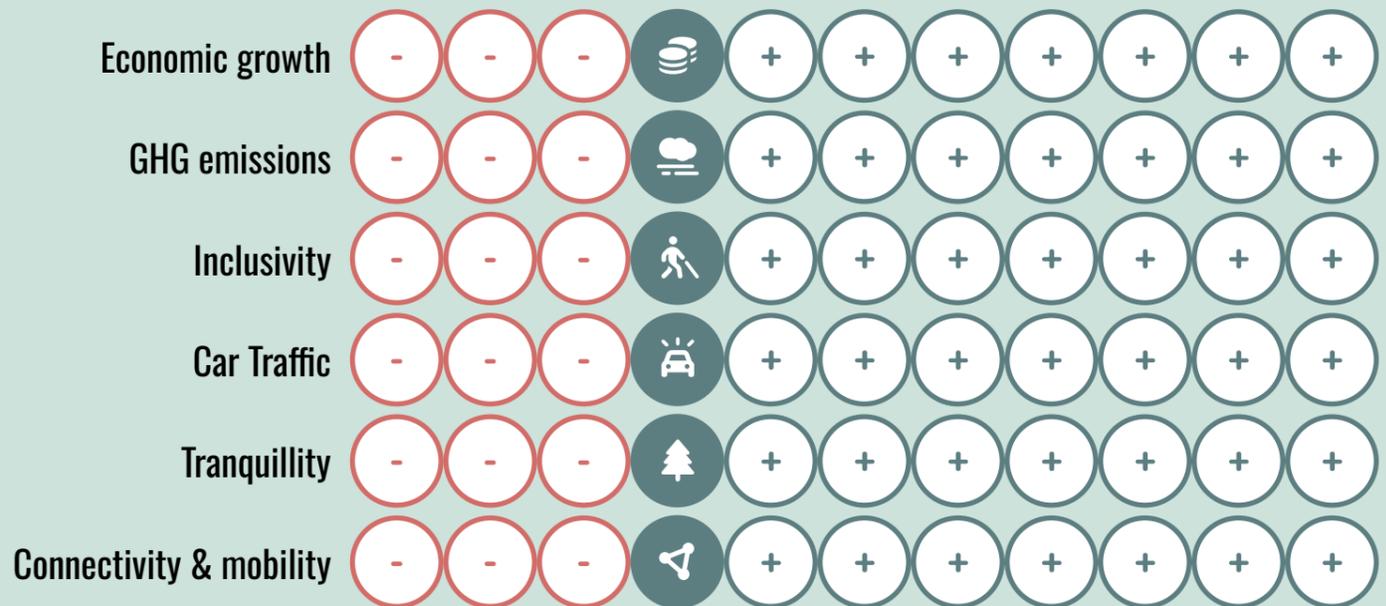
OTTER POWER SUSTAINABLE TRANSPORT



GOALS



SCOREBOARD

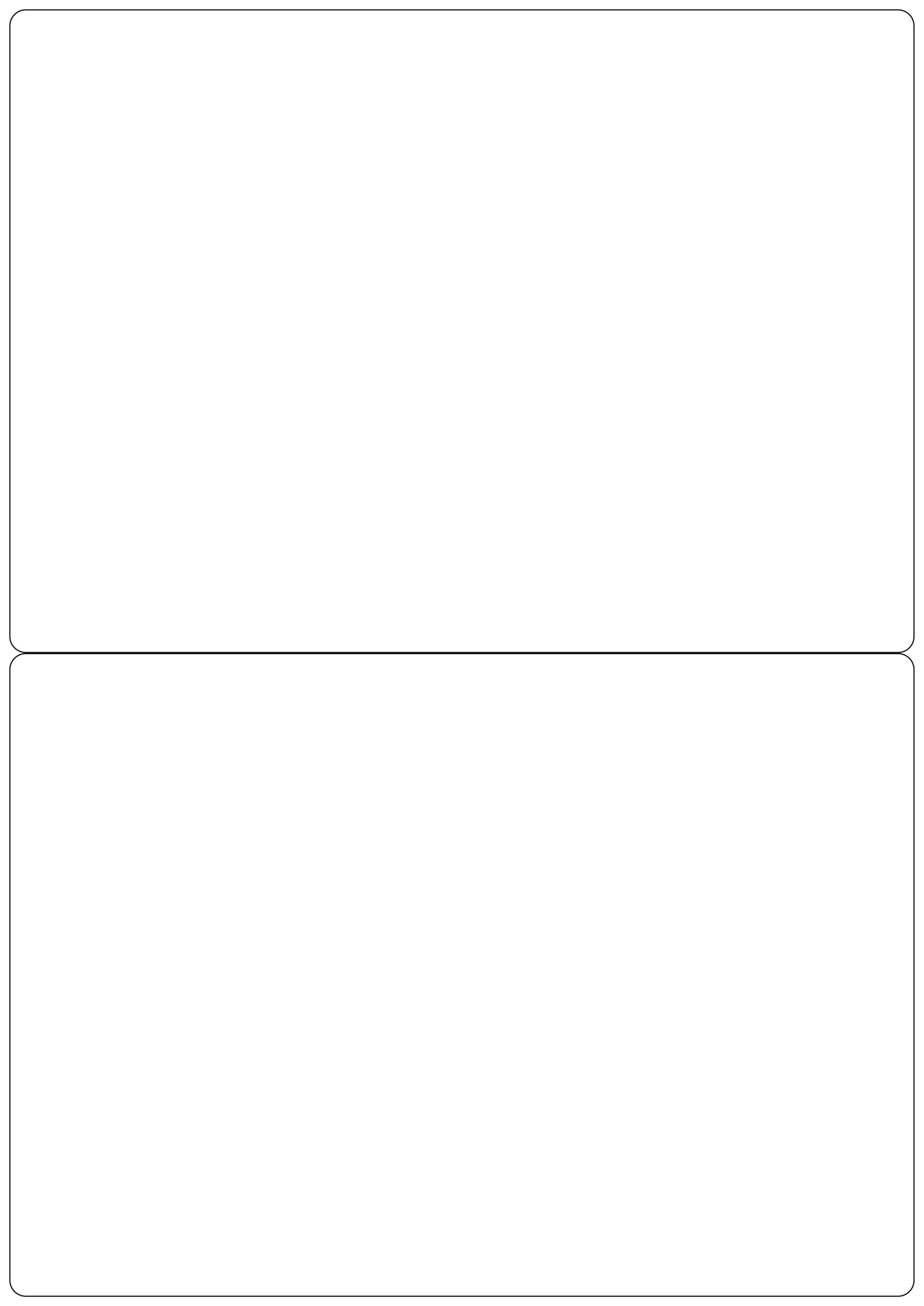


GOAL BOARD

OTTER POWER SUSTAINABLE TRANSPORT

SCOREBOARD

OTTER POWER SUSTAINABLE TRANSPORT



**1
ECONOMIC GROWTH**



Enable economic growth in the park

**2
GHG EMISSIONS**



Reduce Greenhouse Gas emissions in the park.

**3
INCLUSIVITY**



Make the Park a more inclusive and accessible place for everyone.

**4
CAR TRAFFIC**



Reduce car traffic on the roads.

**5
TRANQUILLITY**



Make the park a place of peace and quiet.

**6
CONNECTIVITY &
MOBILITY**



Improve connectivity between different modes of transport and accessibility of transport across the park.

GOAL

CAR TRAFFIC

GOAL

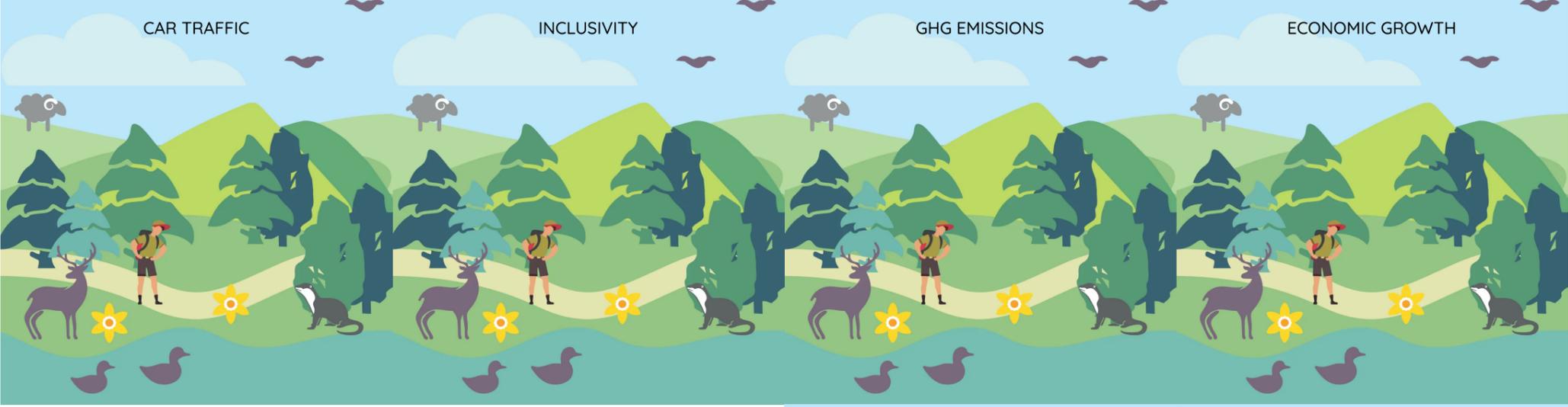
INCLUSIVITY

GOAL

GHG EMISSIONS

GOAL

ECONOMIC GROWTH

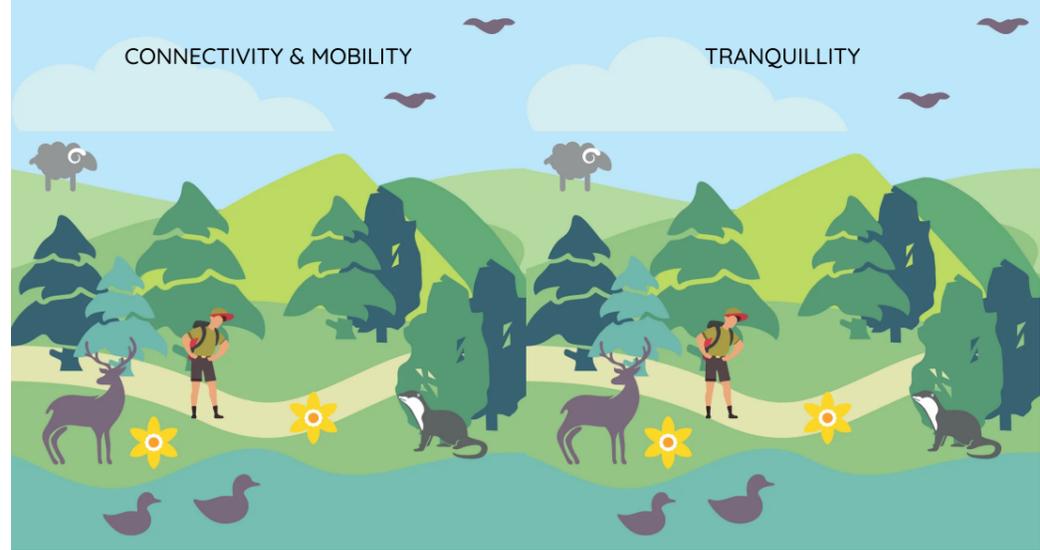


GOAL

CONNECTIVITY & MOBILITY

GOAL

TRANQUILITY



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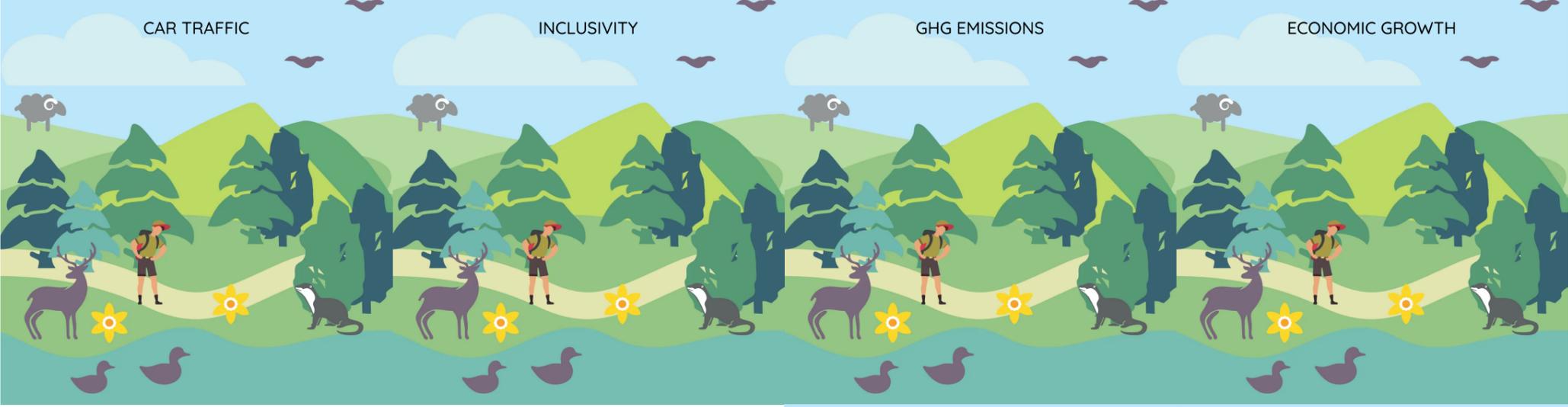
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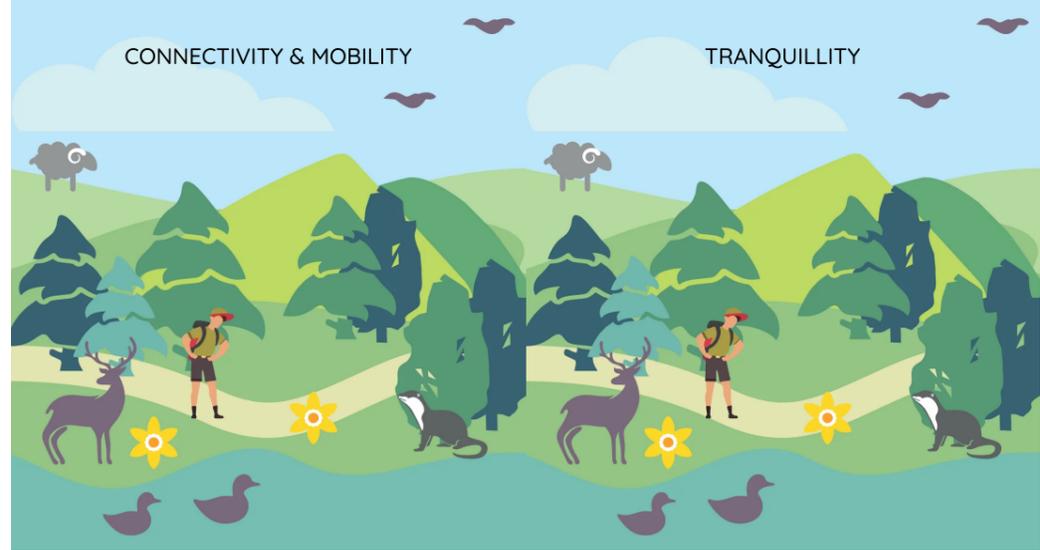


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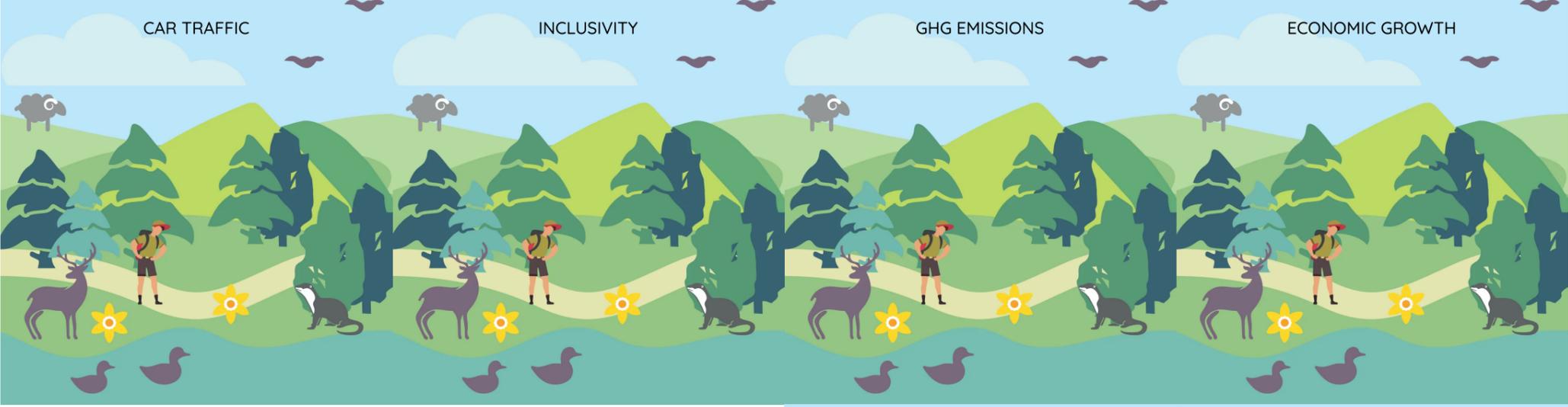
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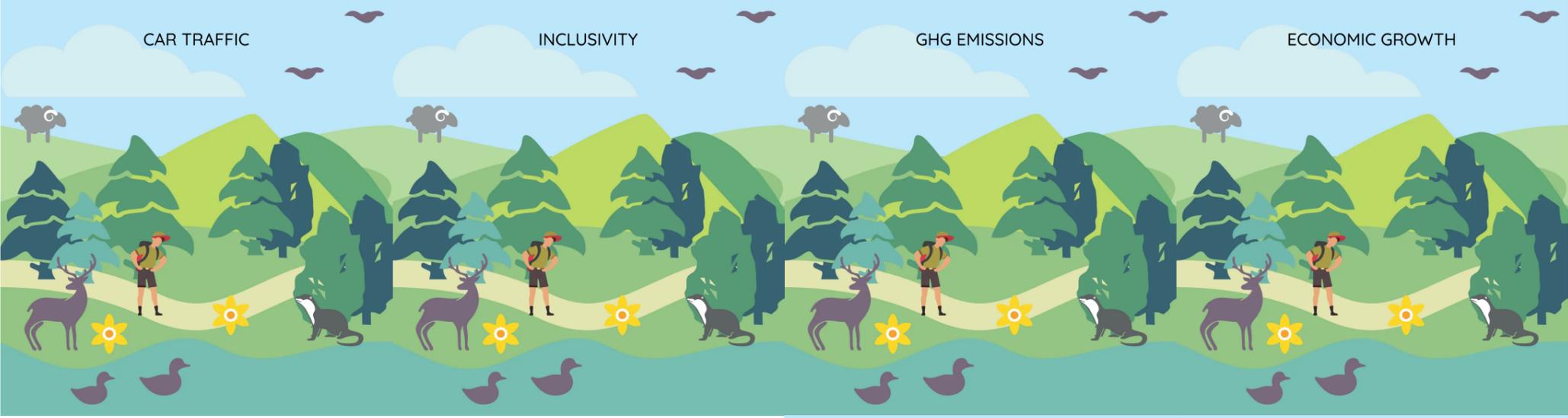
INCLUSIVITY

GOAL

GHG EMISSIONS

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ECONOMIC GROWTH

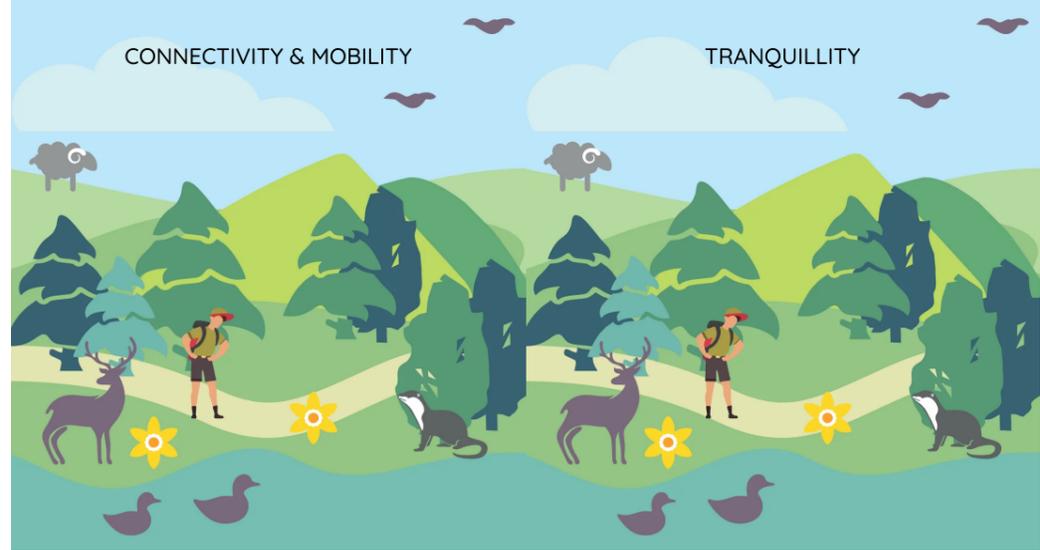


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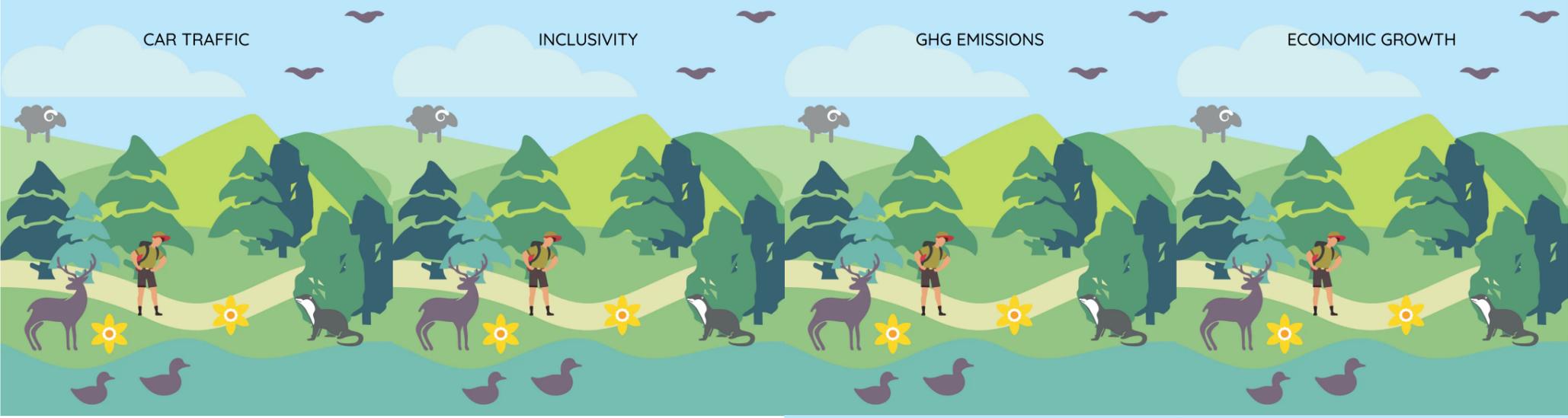
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ECONOMIC GROWTH

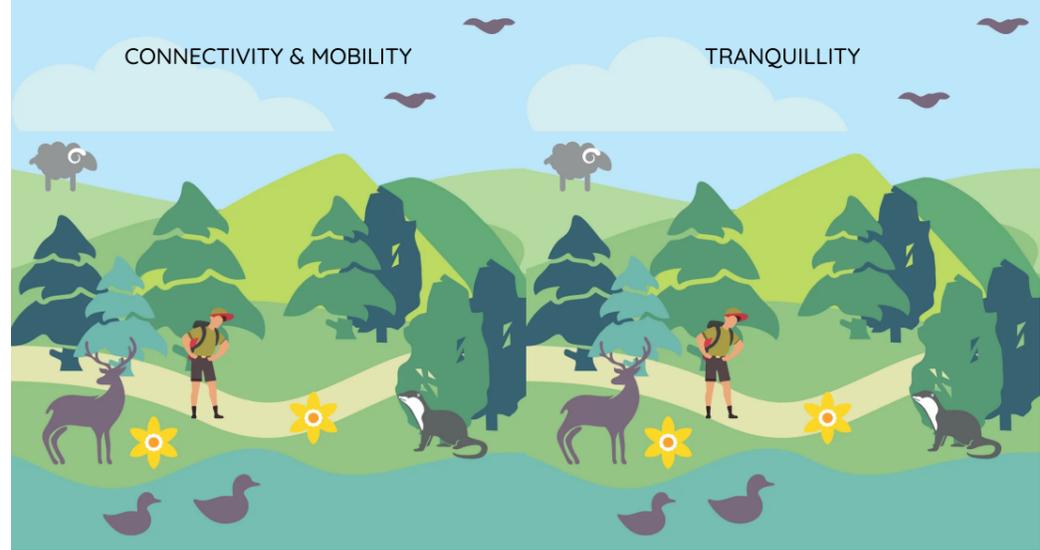


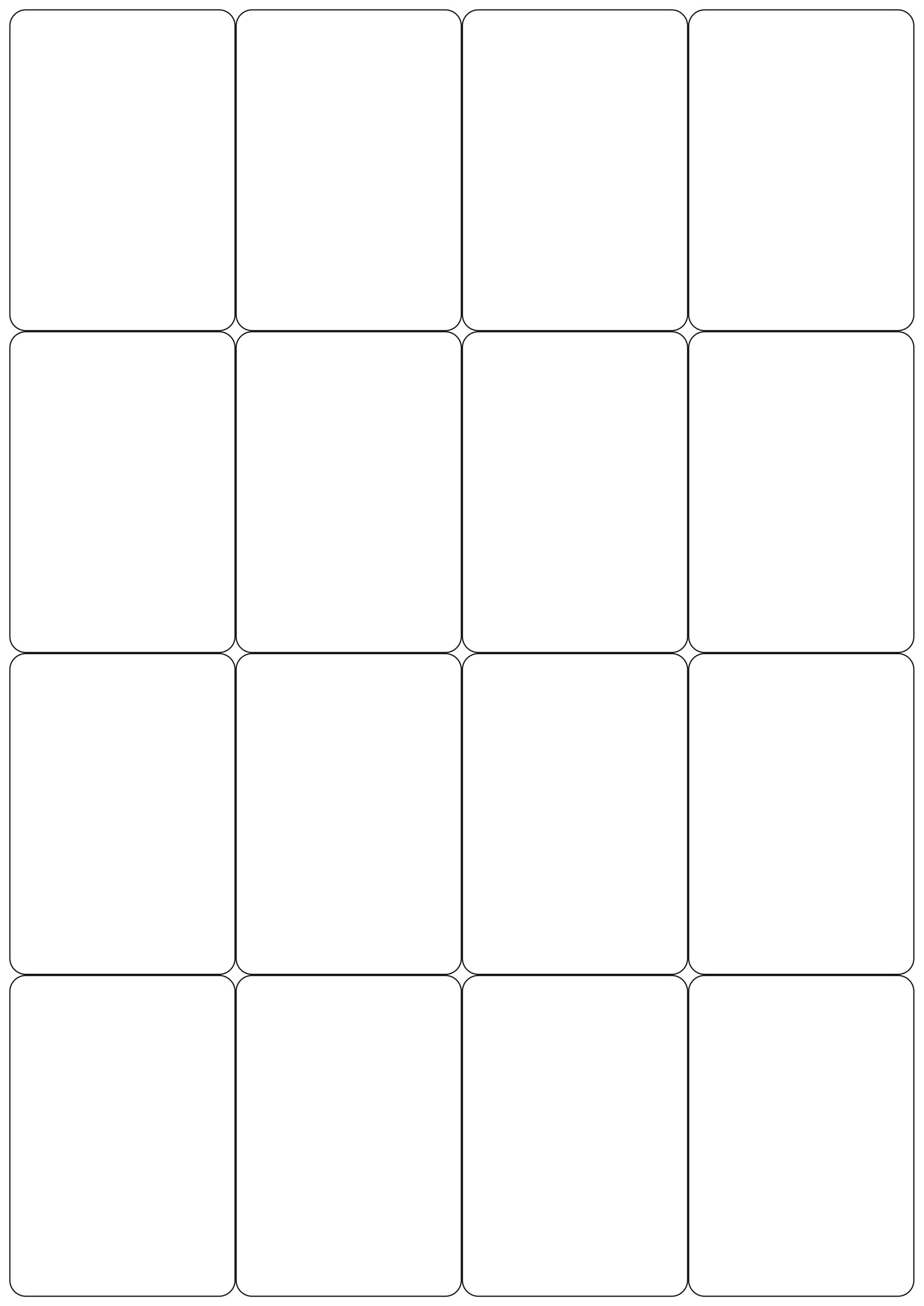
GOAL

CONNECTIVITY & MOBILITY

GOAL

TRANQUILITY



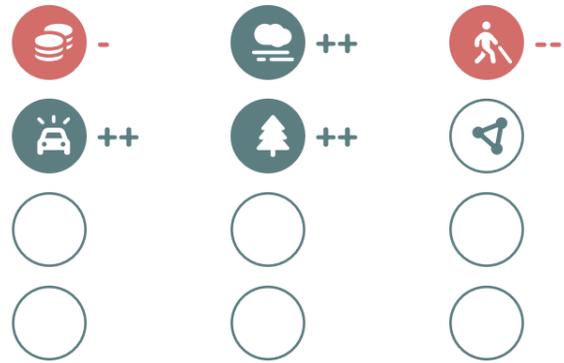


1

Less parking in park

Less parking inside the park

POTENTIAL IMPACT VALUES:



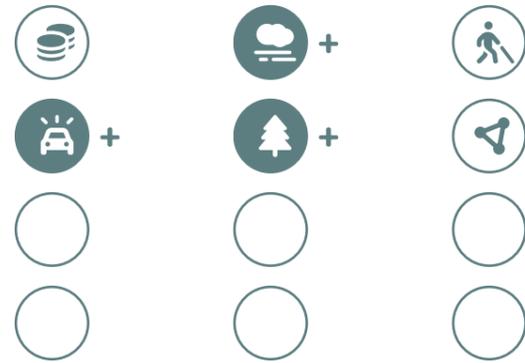
SYNERGIES: 2, 15, 16, 17, 18

2

More gateway parking

More parking at the entry points to the park.

POTENTIAL IMPACT VALUES:



SYNERGIES: 9, 10, 12

3

More expensive parking in the park

Increasing prices for parking inside the park.

POTENTIAL IMPACT VALUES:



SYNERGIES: 4

4

Cheaper gateway parking

Reducing prices for parking at the entry points to the park.

POTENTIAL IMPACT VALUES:



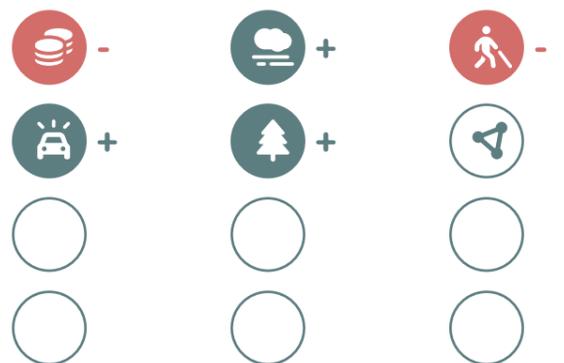
SYNERGIES: 9, 10, 12

5

Seasonal parking charges (pick season)

Increasing parking prices during peak seasons

POTENTIAL IMPACT VALUES:



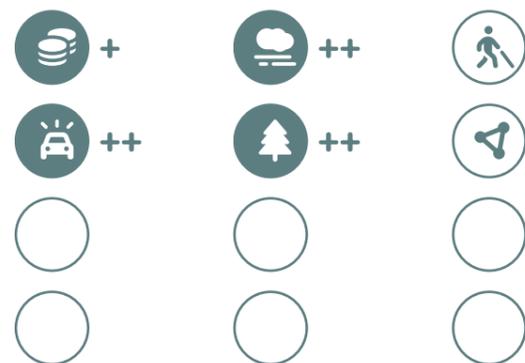
SYNERGIES:

6

Access pass for gateway parking

All-in-one ticket with gateway parking and attractions discounts.

POTENTIAL IMPACT VALUES:



SYNERGIES: 9, 10, 12

7

Parking space advance booking

Parking must be booked in advance.

POTENTIAL IMPACT VALUES:



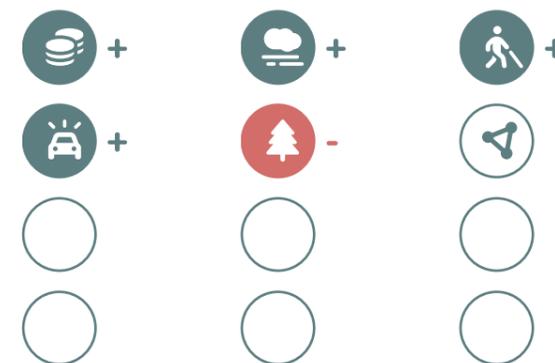
SYNERGIES:

8

More parking for coaches

Allocating more parking spaces to coaches bringing in groups of visitors.

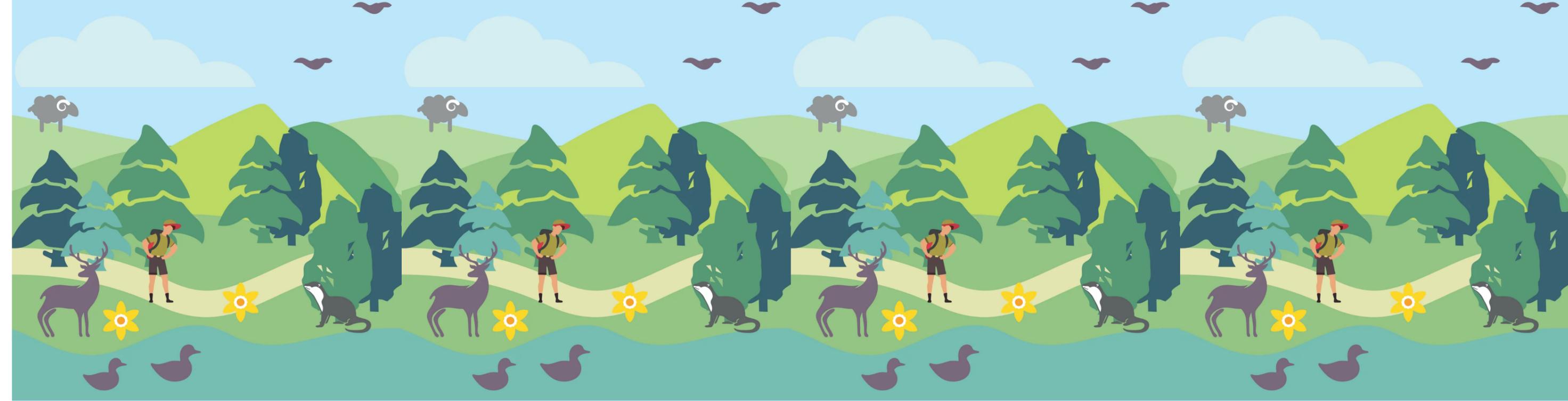
POTENTIAL IMPACT VALUES:



SYNERGIES: 15

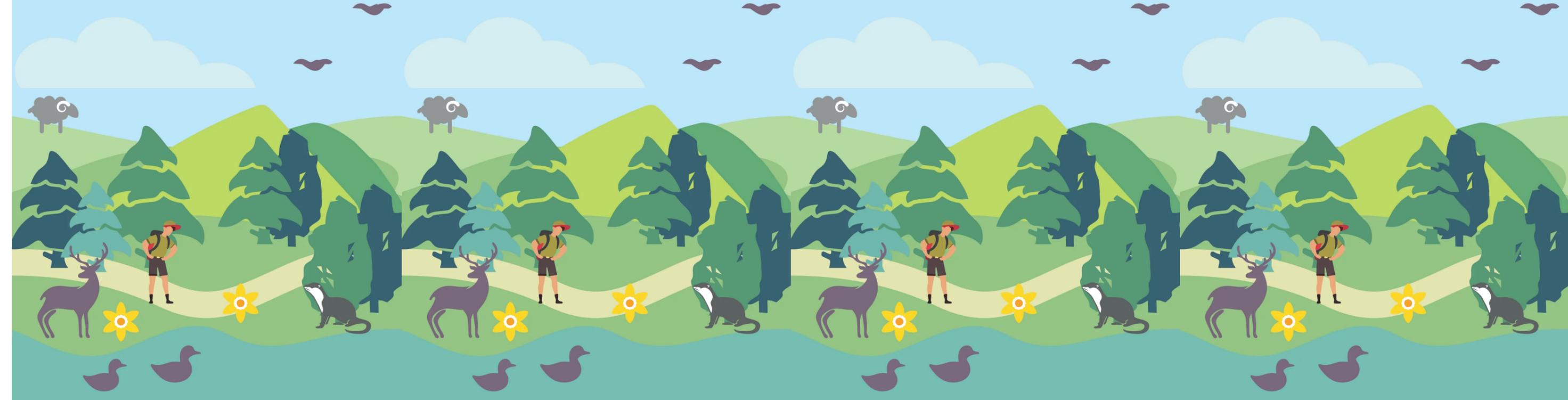
POLICY

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POLICY

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9

Taxi discounts

Cheaper taxi from the gateway parking to bring visitors inside the park.

POTENTIAL IMPACT VALUES:



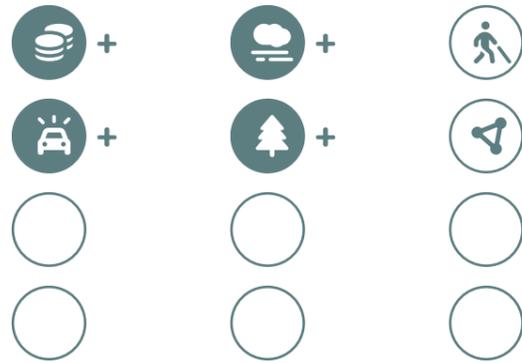
SYNERGIES:

10

Taxi baggage transfer

Transporting hikers' and cyclists' bags from gateway parking and main stations to their accommodation.

POTENTIAL IMPACT VALUES:



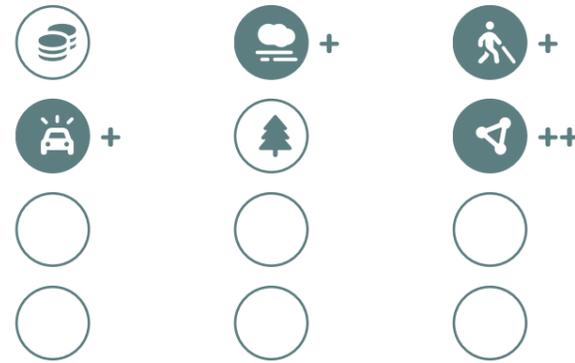
SYNERGIES:

11

Integrated public transport

Matched-up timetables and offering integrated tickets.

POTENTIAL IMPACT VALUES:



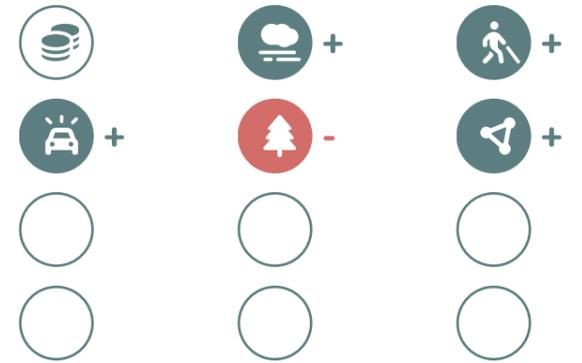
SYNERGIES:

12

Shuttle services

Transporting visitors from gateway parking inside the park by shuttle.

POTENTIAL IMPACT VALUES:



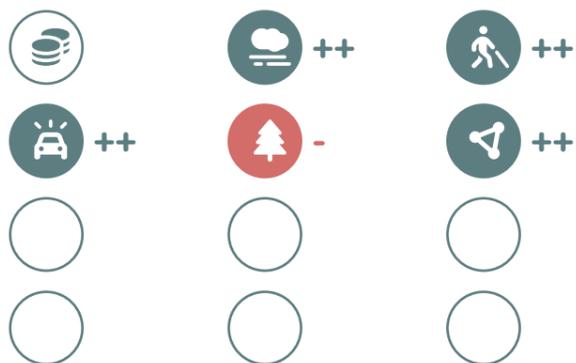
SYNERGIES:

13

More public transport

More frequent public transport working longer hours.

POTENTIAL IMPACT VALUES:



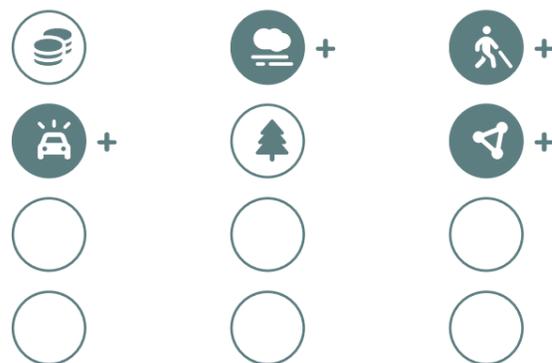
SYNERGIES:

14

Flexible and group fares

Day tickets, family tickets, etc.

POTENTIAL IMPACT VALUES:



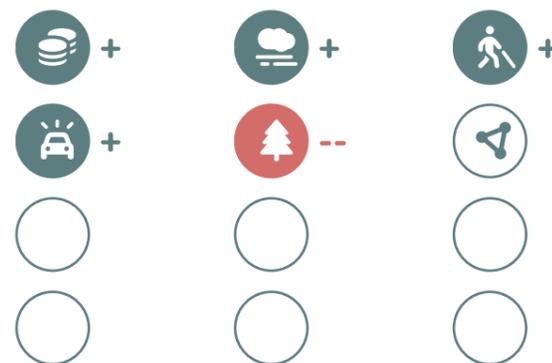
SYNERGIES:

15

Tour guiding

Increasing offers of professionally guided coach tours.

POTENTIAL IMPACT VALUES:



SYNERGIES:

16

Bike & e-bike hire

More bike and e-bike rental points.

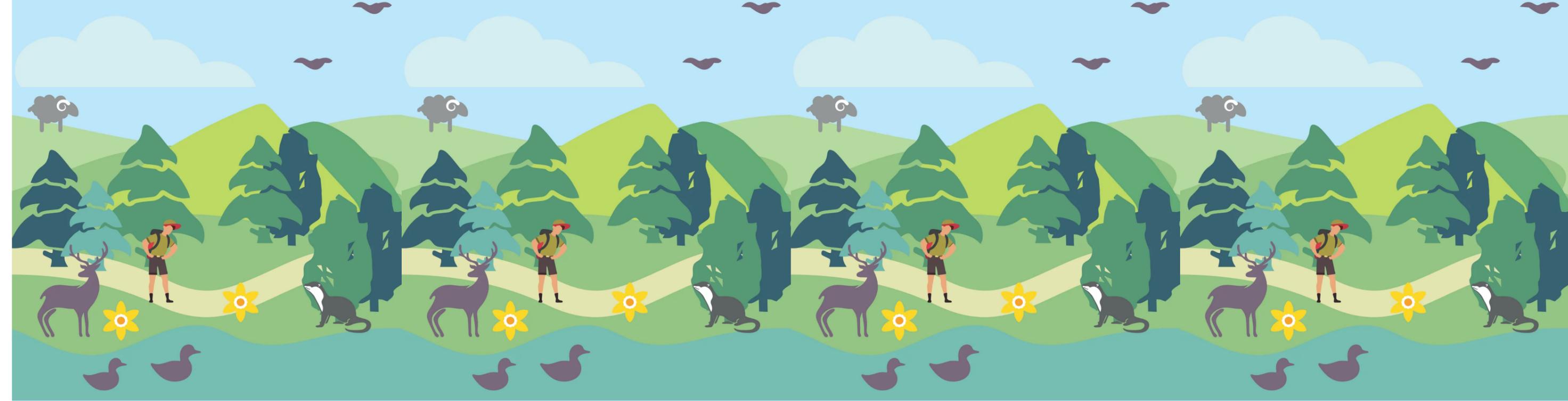
POTENTIAL IMPACT VALUES:



SYNERGIES:

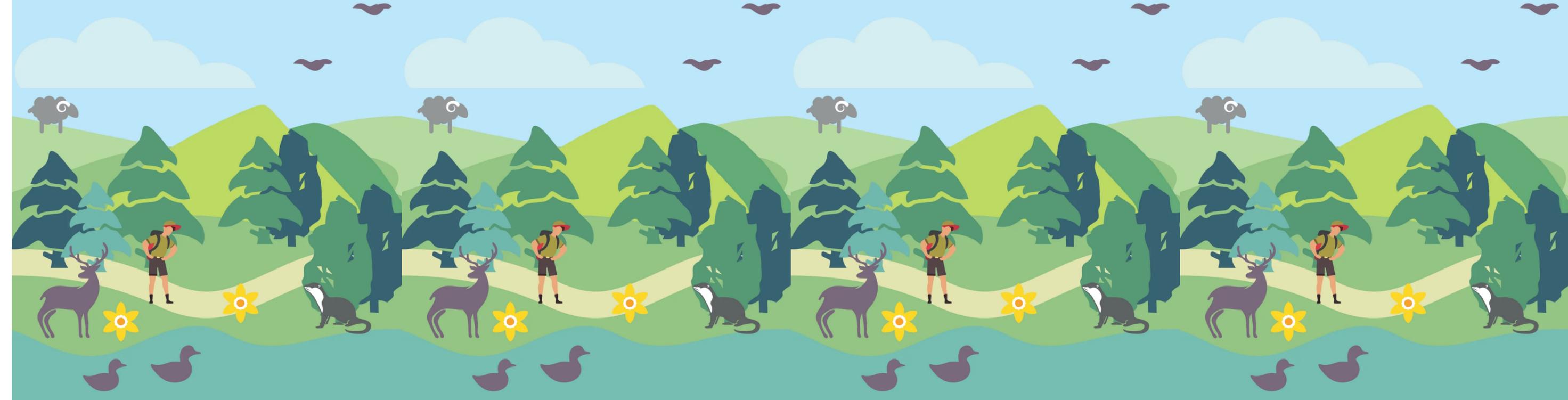
POLICY

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POLICY

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17

Fun transport for tourists

Llamas, horse carriages, segways, e-scooters!

18

2-seater electric vehicles

Smaller, more sustainable vehicles that can be rented to move around the park.

19

Demand Responsive Transport

Minibuses that follow an optimal route in response to requests from passengers submitted through an app.

20

Electric vehicle charging points

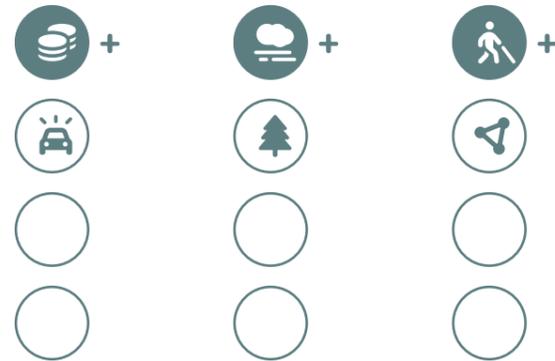
More charging points for electric vehicles

POTENTIAL IMPACT VALUES:



SYNERGIES:

POTENTIAL IMPACT VALUES:



SYNERGIES:

POTENTIAL IMPACT VALUES:



SYNERGIES:

POTENTIAL IMPACT VALUES:



SYNERGIES:

21

Better cycle routes

Better connected, traffic-free or low-traffic cycle routes with suitable surface

22

Better walking routes

Better connected traffic-free or low-traffic walking routes.

23

Cheaper public transport

Reduced fares by tier (e.g., for under 18 year old).

24

Better public transport information

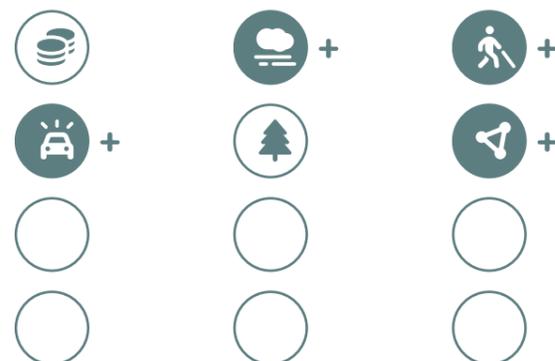
Easy to access and understand timetables and tickets aggregated in one place.

POTENTIAL IMPACT VALUES:



SYNERGIES: 1

POTENTIAL IMPACT VALUES:



SYNERGIES:

POTENTIAL IMPACT VALUES:



SYNERGIES:

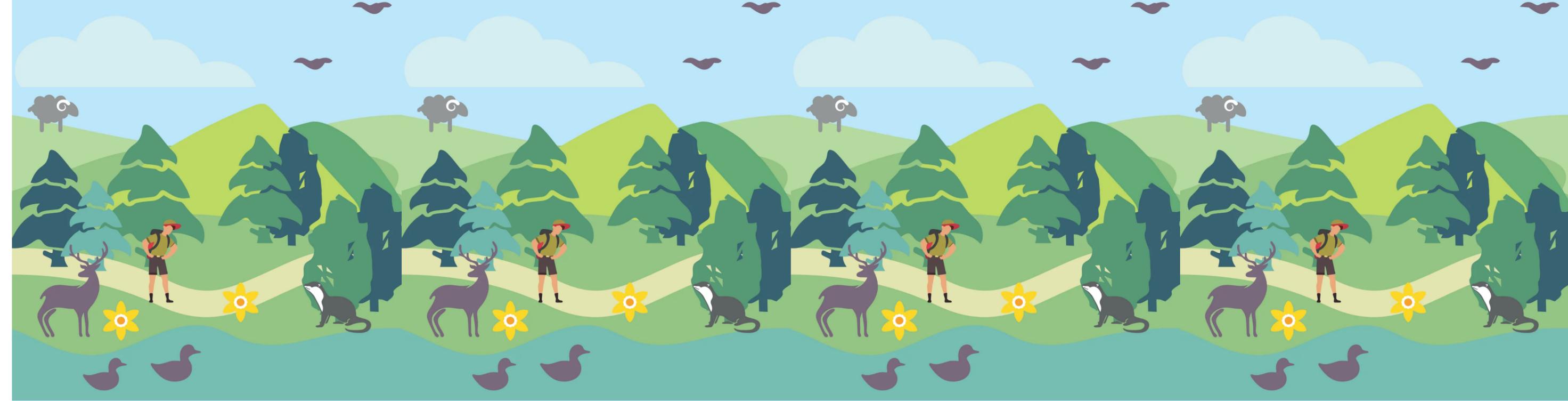
POTENTIAL IMPACT VALUES:



SYNERGIES:

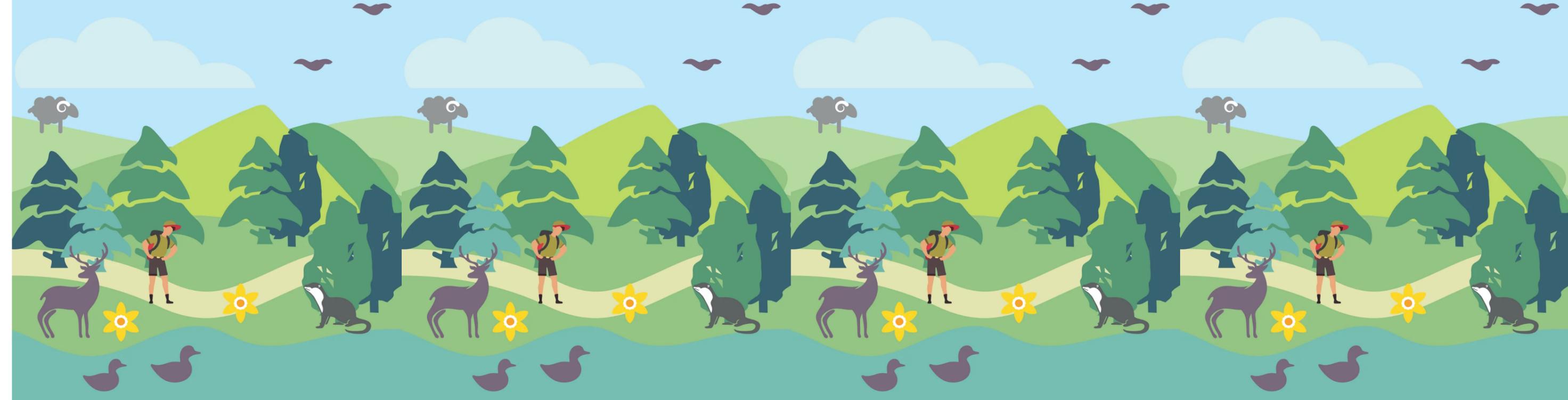
POLICY

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POLICY

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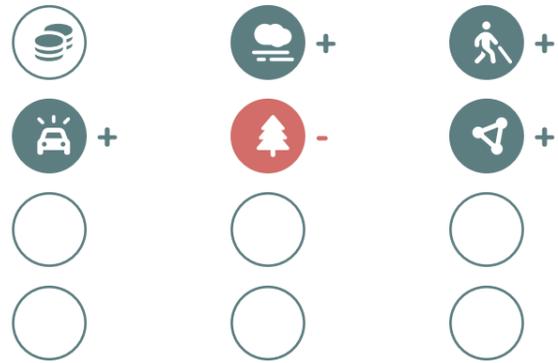


25

Community minibuses

Public minibuses connecting smaller towns and villages to the rest of the transport network.

POTENTIAL IMPACT VALUES:



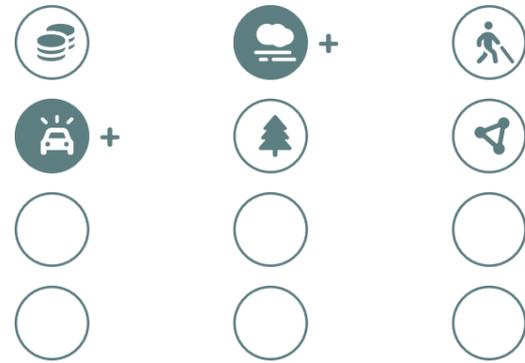
SYNERGIES:

26

Lift sharing

Car pooling and matching up drivers and passengers following a similar route.

POTENTIAL IMPACT VALUES:



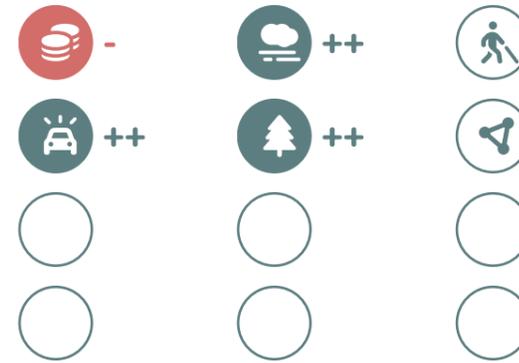
SYNERGIES:

27

Congestion charges

Extra charge for driving during pick hours.

POTENTIAL IMPACT VALUES:



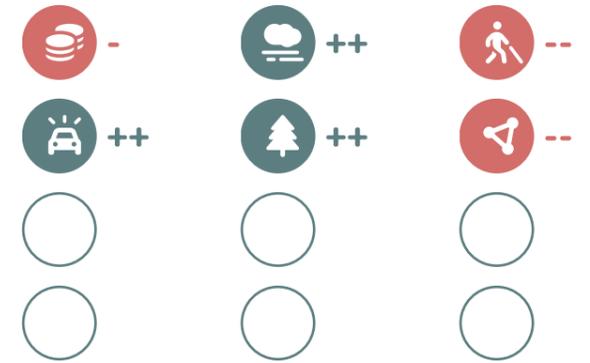
SYNERGIES:

28

Close some valleys to cars

Some valleys are made accessible only to public transport and sustainable transport options (e.g., bikes).

POTENTIAL IMPACT VALUES:



SYNERGIES:

29

Reduce traffic speeds

Enforcing more speed limits in more congested areas of the park

POTENTIAL IMPACT VALUES:



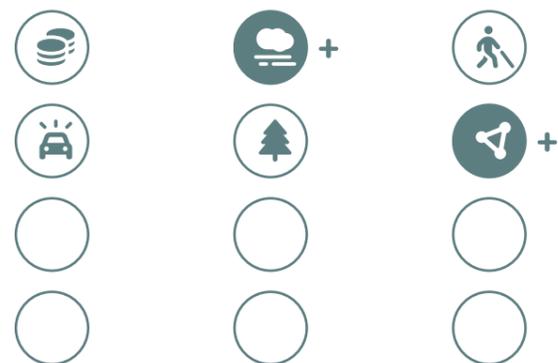
SYNERGIES:

30

Bike repair stations and Cycle storage

More self-service stations with pumps, basic tools, etc. for bike repair.

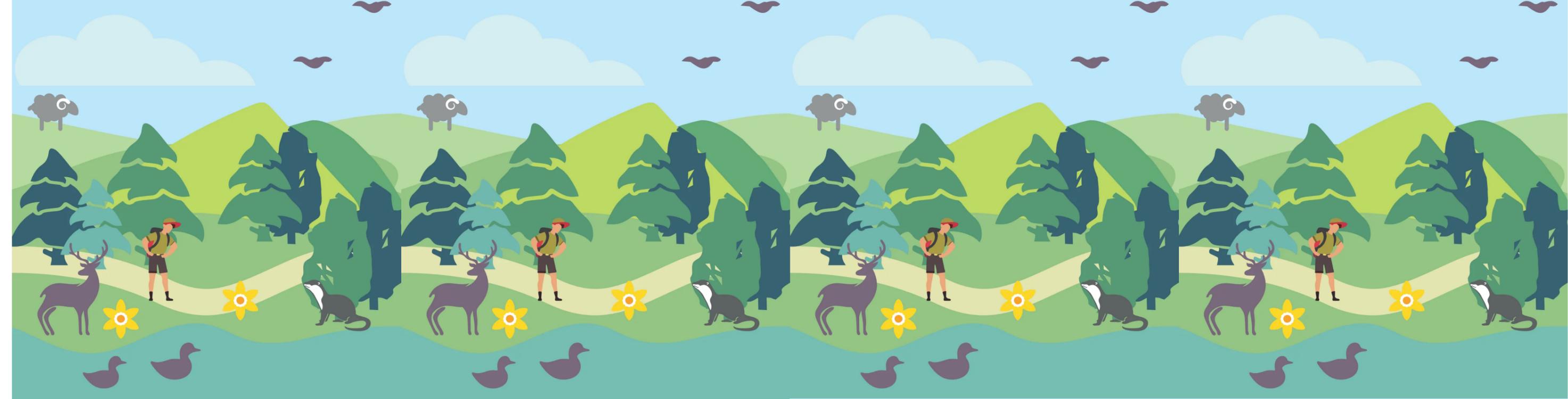
POTENTIAL IMPACT VALUES:



SYNERGIES: 1

POLICY

OTTER POWER SUSTAINABLE TRANSPORT

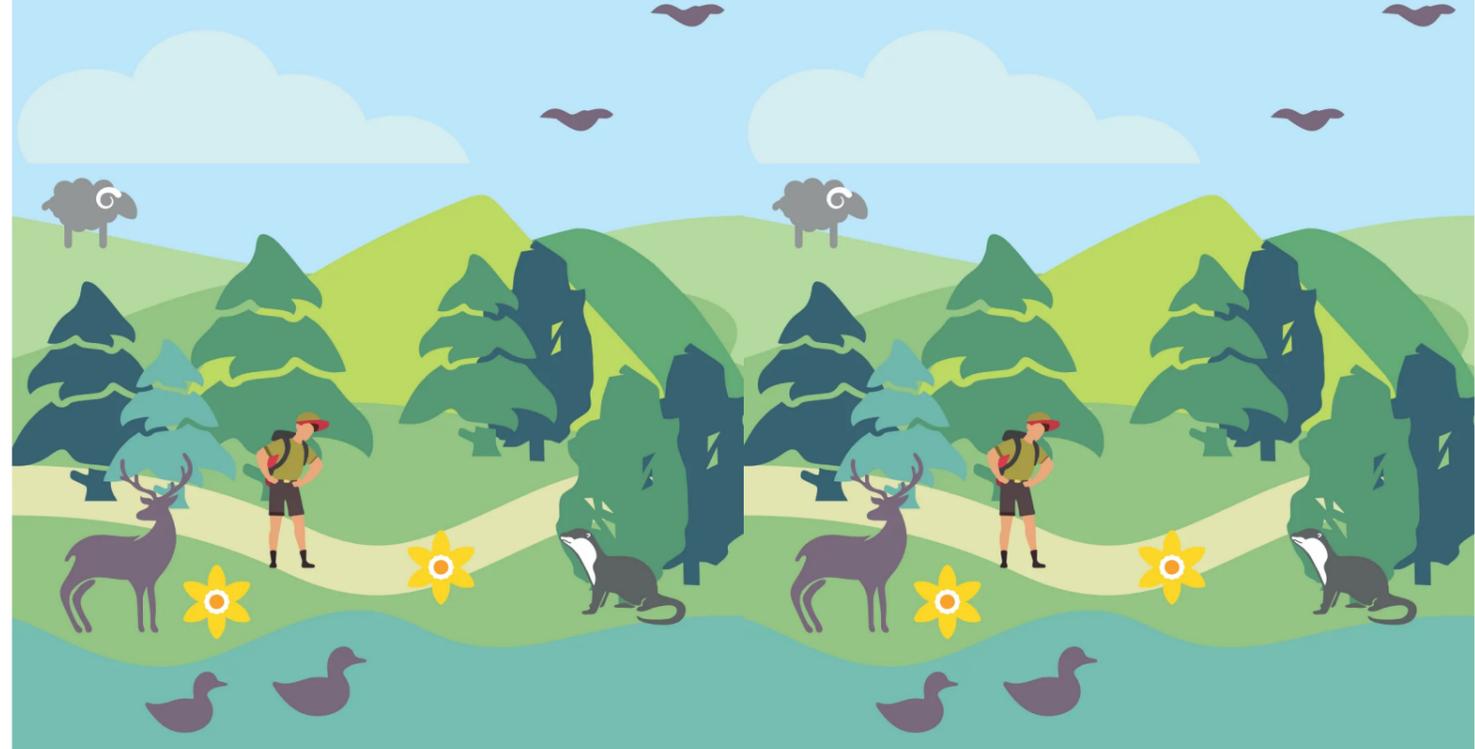


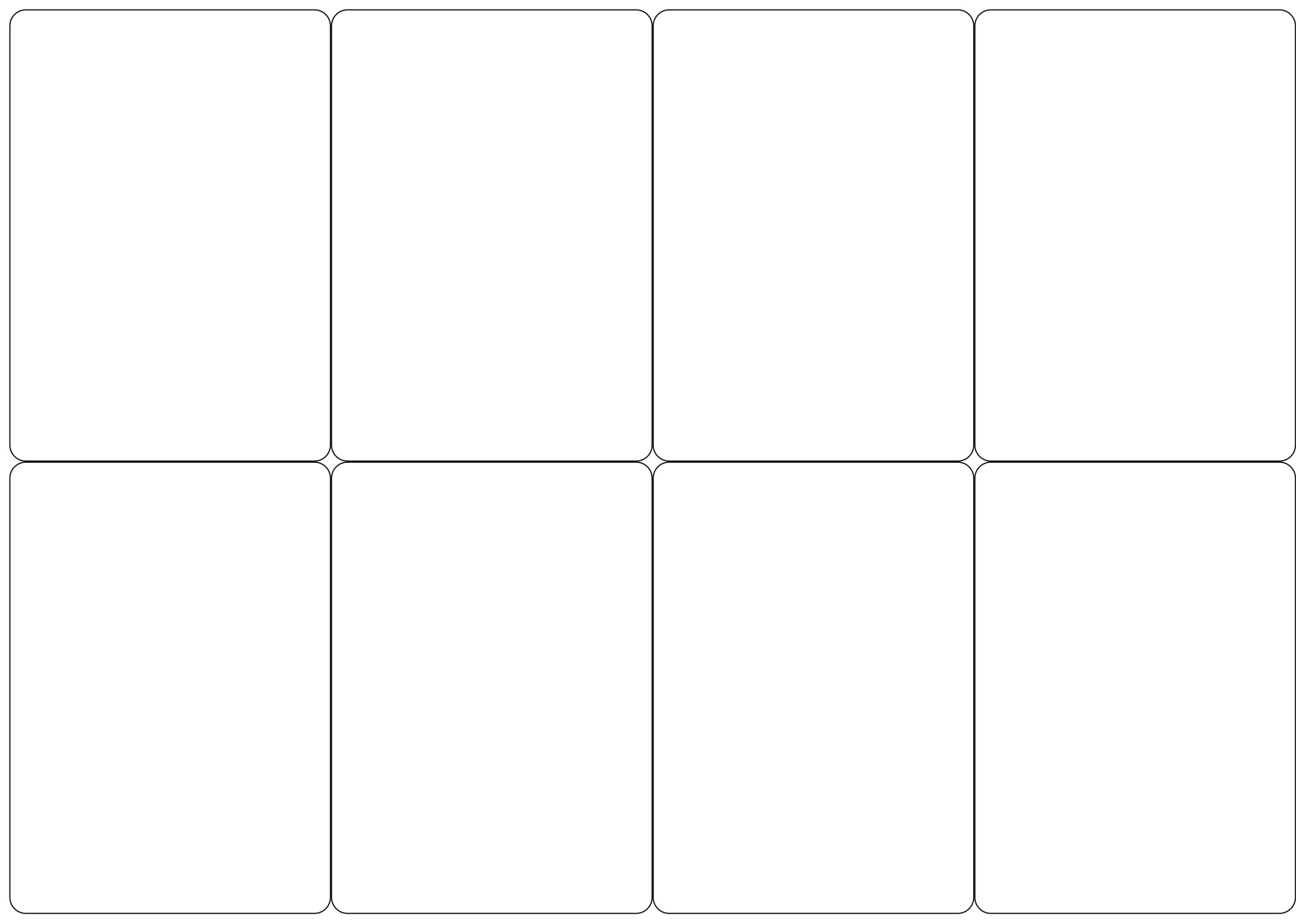
POLICY

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POTENTIAL IMPACT VALUES:



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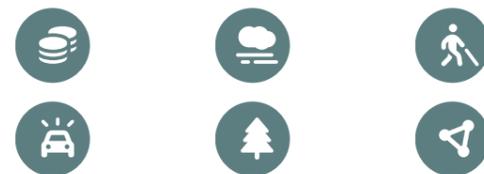
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1. Getting started

Please read out to the group:

In this game, we'll choose three goals and put together a set of policies as a group to meet our chosen goals.

The first stage of the game is to choose which goals we want to prioritise. Look at the goal cards in front of you. Choose the three that you think are most important and place in the middle.

Wait for each player to choose 3 cards and put them in the middle. Then ask player 2 to read their card.

2. Prioritising the goals

Once everyone has placed the selected goals in the middle, sort them into matching piles.

The three piles with the most cards will be your group's goals. If there is a tie, ask the group to discuss and decide which goals to prioritise.

Place the three chosen goals on the goals board.

Please read out to the group:

In the game we are about to play we will select Policies to meet the goals we have chosen. At the end of the game, we will use the scoreboard to see the impacts our Policy choices would have.

Put the rest of the goals to the side and ask player 3 to read their card.

3. Exploring the policies

Please read out to the group:

You each have four Policy cards in front of you. By the end of the game, the group will have chosen a final set of five policies.

On each Policy card there are symbols matching the goals we just looked at. The pluses and minuses show the potential impacts of the Policies. Some Policies have synergies with other policies. You can see Policy numbers indicated at the bottom of the cards with synergies. You will be invited to discuss what those impacts might be after you have selected your policies.

If you want to propose a new policy, use one of the blank cards.

Point at the blank (wild cards in the middle of the table and then ask player 4 to read their card.

4. Introducing the Otter

Show everyone the Otter standee. Give the Otter standee to player 5.

Please read out to the group:

This person now has the powers of the Otter.

In this game, we'll take turns to play the Otter, who has the final say in each round. The Otter's powers are listed on the card in front of you.

In each round, the Otter will choose the policy they would like to put through. Once we have all been the Otter, we will have our final five policies.

Ask player 5 (the first Otter) to read their card.

5. LET'S PLAY

Please read out to the group:

Everyone, except the Otter should now choose your favourite Policy from the four in front of you and place it in the middle of the table. Then take another card from the deck in the middle of the table so you have four.

Wait for everyone to place their card in the middle, then read out to the group:

As the Otter, I will now ask each player to explain why they have chosen their Policy.

Everyone can make comments and ask questions. You can choose to support someone else's Policy instead of proposing your own.

After listening to everyone I will choose the Policy card I wish to put through to the final five and place this card in the middle.

Put the rest of the proposed policies at the bottom of the deck. Then pass the Otter to the player on your left. Play continues until everyone has been the Otter and five policies have been chosen.

4 PLAYER

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3 PLAYER

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2 PLAYER

OTTER POWER SUSTAINABLE TRANSPORT

1 PLAYER

OTTER POWER SUSTAINABLE TRANSPORT

5 PLAYER

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OTTER POWER

If the Otter asks, answer.

If the Otter has heard enough,
be quiet.

If the Otter says it's allowed,
it's allowed.

The Otter's decision is final.

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RULES

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