# FRESH IDEAS FOR SOCIAL **CHANGE**

Gwynedd and Môn PSB

07.03.2024

**cwmpas**Start Something Good



cwmpas Dechrau Rhywbeth Da Start Something Good





# The Challenge

Natural Resources Wales, and Gwynedd and Môn Public Service Board commissioned Cwmpas to deliver two hackathons that would bring together multiple stakeholders to address the following challenge:

How can we better address the local community's needs through improvements in access and transportation in Newborough?

#### The Process

The event delivered two identical sessions on the afternoon and evening of 7<sup>th</sup> March 2024. Over eighty attendees, comprising of residents, the Public Service Board, and Natural Resources Wales, embarked on two sessions of intense and progressive workshops that aimed to share perspectives, create new connections, learn new methodologies, and arrive at innovative ideas to respond to the challenge.

Creating multiple diverse groups is key to the process. The 80+ participants were split into 11 teams, each comprising of 6-8 members from a range of diverse backgrounds and perspectives.

## Workshops

The eleven teams were taken through six different workshops throughout the event. These included:

- Asset Mapping
- Challenge Mapping
- Ideation
- Idea Reduction
- Prototyping
- Pitching

# **Asset Mapping**

The Start Something Good® approach is to start from a position of strength by identifying what resources are available to solve the challenge at hand. To find a solution we need a wealth of 'tools' at our disposal. Each of the groups produced an asset map that aimed to identify areas of strength and areas that require more support.

Below are three lists comprising of what all teams identified:

		T		
Social Assets	Human Assets	Public Assets	Physical Assets	Financial
				Assets
- Rhun Ap	- Residents	- Amberon	- Beach	- Local Authority
Iorwerth (AS)	- Incomers; visitors;	- Church	- Forest	- Welsh
- Primary school	tourists	- Community	- Dunes	Government
- Natural	- Youth	carnival	- Ynys Llanddwyn	- Natural
Resources Wales	- Local businesses	- School	- Tracks	Resources Wales
- Shop	- Personal	(cohesion)	- Footpaths	- Other funding
- Pub	knowledge of area	- Councillors	- Designated	opportunities
- Community	- Past experience	(county;	nature reserve	- Income from car
centres x 2	- Wider familial	community)	- Sea	park
- Camp sites	connections	- Coastguard	- Campsites	
- Interest groups	- Growing elderly	- Natural	- Playground	
- Church (St	population	Resources	- Toilets (closed)	
Peter's; Eglwys	- Strong sense of	Wales	- Lake	
Bach)	connectivity	- Llyn Parc	- Landowners	
- Over 50s leisure	- Interconnectivity	Mawr	- Highways	
group	- Medrwn Môn	- Beach	- Natural	
- Welsh	- Connections	- Forest	Resources Wales	
Government	between villages	- Public road	- Air	
- Local Authority	- Information	network	- Village	
- Local	- History	- Nature	- Houses	
businesses	- Strategic	reserve	- Shops	
- Events	managements skills	- Police	- Trees/timber	
- Community	- Passion	- Local	- Beautiful rural	
Council	- Farm land	Authority	location	
- Community	- Shops	- National	- Village history	
woodland group	- Traffic control	Farmers Union	(not built for cars)	
- Residents	- Support for local	- Cadw	- Area of	
(wealth of	community	- Medrwn Môn	Outstanding	
experience and	- Welcome visitors	- Menter Môn	Natural Beauty	
expertise)	- Create new	- Public map	- PJ Hall	
- Bro Aberffraw	employment	platform	- Health and	
Alliance	- Walking group	- Football	wellbeing	
- Area of	- Societies, e.g. Criw	- Childcare	- Roads	
Outstanding	Niwbwrch	- Health	- Car parks	
Natural Beauty		services	- Traffic	
- Café		- Family	- Transport	
- Chippy		activities	- Congestion	
- Model village		- Transport	- Businesses	
- Transport		- Car park	- Farm land	
museum		- Toilets	- Outdoor health	
- Community		- Police	- Movement and	
- M-Sparc		- Welsh	flow of traffic	
- Facebook		Government	- Circular walk	
groups		- Residents		
- Connections to		- Visitors		
and vested		- Workers		
interest in		- Council land		
community		- Bus service		
- Member of				
Parliament				

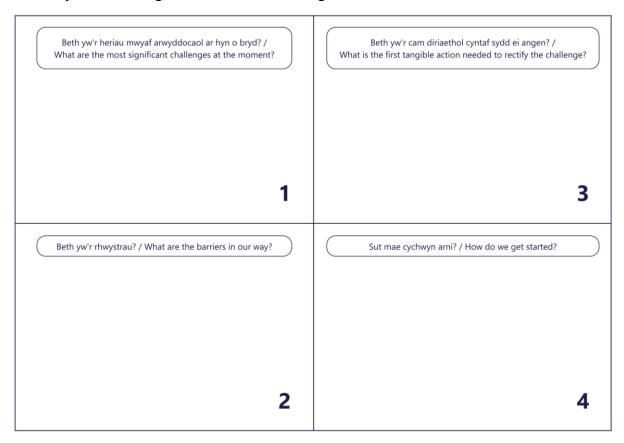
- IT skills	- Own	
- Internet	transport is	
- Local radio	essential	
- Forest	- Speed guns	
- Beach	(police)	
- Memory club	ή /	
- Coffee		
mornings		
- Women's		
Institute		
- Film nights		
- Pritchard Jones		
Institute		

## **The Asset Map Legacy**

This activity need not be restricted to the event on 7<sup>th</sup> March. It is a co-design tool that can be used for ongoing problem solving, and one that can be added to. Each of these assets can be individually considered for any challenge, and at any stage of further challenges (e.g. can 'x' help us? What if we introduced 'x' to 'y'? etc.). This is to ensure that the challenge is maximising the use of existing assets before spending resource elsewhere.

## **Challenge Mapping**

We asked each team to complete a Challenge Map to 1) Identify the most significant challenges at hand, 2) what barriers exist? 3) what is the first tangible action needed to rectify the challenge? and 4) How do we get started?



The value of this section in the process is the clear identification of the problem, the barriers, and the logical actions that need to be taken to move forward. The responses were as follows:

Most Significant Challenges	First Actions
- Traffic congestion	- Comms when car park is full (better and
- Visitor impact/behaviour/numbers	earlier)
- Few benefits to local community	- Make flow easier
- How to action improvements	- No more car parks as they bring more
- Communication	congestion
- Protect wildlife from excessive visitor	- Keep digital sign advising car park full
numbers	
Barriers	How to get started
- Infrastructure/facilities	- Identify lead/responsible organisation
- Physical limitations	- Agree a plan
- Lead organisations – responsibility	- Queuing in forest has helped congestion
- Make difficult decisions	on Chapel Street
- Finance	- Look at how to pay in car park - app
- Legal constraints	

## **Afternoon Table 2**

Most Significant Challenges	First Actions
- Over-congestion of visitors to beach	- Traffic management
- Small roads – single vehicle access	- One way system?
- Over-advertising of beauty spot	- Potential park and ride
- There will be a death	- Put money made into the village for
	much-needed services/compensation
	- Balance nature and people
Barriers	How to get started
- Road too narrow – simply not able to	- Get NRW to listen and act
cope	- Proper survey of issues
- Singular access road	- Share full facts to all
- No management of traffic from village	
- It is a money-spinner – share the wealth	
- Poor management of entry/exit	
- Lack of alternatives on the table	

Most Significant Challenges	First Actions
- Finance	- More community meetings – not just one-
- Traffic volume and speed	off
- Popularity (social media)	- Draw in the locals – some are jaded
- Youth – activities, safety	- Community engagement
- Cycle routes – safety	- Car parks (plural) needed
- Managing environmental concerns, e.g.	- Park and ride
dunes	- Reroute traffic
Barriers	How to get started
24111010	non to get started
- Joined-up thinking/working	- Today is a start
- Joined-up thinking/working	- Today is a start
- Joined-up thinking/working - Lack of funds	- Today is a start - Listen to concerns
<ul><li>Joined-up thinking/working</li><li>Lack of funds</li><li>Cardiff removed/divorced from realities</li></ul>	- Today is a start - Listen to concerns - No blame
<ul> <li>Joined-up thinking/working</li> <li>Lack of funds</li> <li>Cardiff removed/divorced from realities</li> <li>Land purchases – who owns what?</li> </ul>	<ul><li>Today is a start</li><li>Listen to concerns</li><li>No blame</li><li>Be constructive</li></ul>
<ul> <li>Joined-up thinking/working</li> <li>Lack of funds</li> <li>Cardiff removed/divorced from realities</li> <li>Land purchases – who owns what?</li> <li>Jurisdictions?</li> </ul>	<ul> <li>Today is a start</li> <li>Listen to concerns</li> <li>No blame</li> <li>Be constructive</li> <li>A representative group to work</li> </ul>

## **Afternoon Table 4**

Most Significant Challenges	First Actions
<ul> <li>Traffic</li> <li>Pollution</li> <li>Second homes/empty homes</li> <li>Over-tourism/lack of management</li> <li>Lack of information</li> <li>Road rage</li> <li>Traffic/transport management</li> </ul>	- Realistic options - An agreement - Speak with local people
Barriers	How to get started
- Lack of discussion - No one is listening	<ul> <li>Try different things</li> <li>A different car park – school – bus</li> <li>Church Street – no parking during busy periods</li> <li>Need to respect people on Church Street</li> <li>young children and bikes trying to cross a busy road in summer months</li> <li>Narrow pavement/signs on pavement</li> <li>People with disabilities cannot walk to the car park. Must allow for disability parking outside their houses</li> </ul>

<b>—</b> • • • • •
First Actions
- Freedom of information on finances
- Could we devolve the service?
- Listen to residents
- Involve and plan properly (not just react)
- Positive attitude to change
- Include all relevant parties (us, NRW,
IOACC, SPF/funding, etc.)
- Acceptance of certain restraints
How to get started
- Openness
- Talk
- Knowledge
- Challenge NRW on current plans and
barriers
- Plan
- Do!
- Believe there will be a result
- Include Anglesey Council

## **Afternoon Table 6**

Most Significant Challenges	First Actions
<ul> <li>Narrow roads, no pavements – dangerous</li> <li>Poor safe connections to forest/beach</li> <li>from the village</li> </ul>	
Barriers	How to get started
- Lack of infrastructure	
- Sustainable transport non-existent	

Most Significant Challenges	First Actions
- Traffic (Church Street)	- Assessment
- Marketing (Visit Wales, etc.)	- Mapping
- No management of who comes to the site	- Looking at parking options
- Parking across the whole of Newborough	- Speak with Visit Wales to not market so
	much
Barriers	How to get started
- Only one way to get there	- Public meeting
- Narrow road	- A parking area in the village for residents
- People park across house entrances in	only
- People park across house entrances in Newborough	only

# **Evening Table 1**

Most Significant Challenges	First Actions
<ul><li>Narrow road</li><li>Volume of traffic</li><li>Peak volumes depending on weather, weekends, holiday season</li></ul>	<ul><li>All parties need to accept that it is a real problem that needs resolving</li><li>Does data confirm problem?</li><li>Reduce the traffic</li></ul>
Barriers	How to get started
- Many meetings in the past but no action - Solutions put forward but not listened to	- Create a shortlist of options and explore, e.g. one way system, park and ride, bike taxis

## **Evening Table 2**

Most Significant Challenges	First Actions
- Traffic congestion	- One way system
- Visitor increase	- Road sign further away
- Rush hour	- Pay in advance
- Attitudes of people	- Bikes only
- Road width	- Move payment
- Parking	- Follow traffic management plan properly
- Weather	- Holding car park
	- Off-site parking
	- Drop kerbs on Church Street
Barriers	How to get started
- Financial	
- Road size	
Diam'r.	
- Planning	
- 3 x SSI	
- 3 x SSI	
- 3 x SSI - AONB	
- 3 x SSI - AONB - Wildlife	
- 3 x SSI - AONB - Wildlife - SAC	

## **Evening Table 3**

Most Significant Challenges	First Actions
<ul> <li>Access</li> <li>Traffic</li> <li>Blocking the roads</li> <li>The public abuse</li> <li>Attitude</li> <li>Impact on residents</li> <li>Access for emergency services</li> <li>Massive advertisement</li> </ul>	<ul> <li>Traffic needs to be sorted</li> <li>One way system</li> <li>Better control of numbers</li> <li>Car access</li> <li>Online tickets</li> </ul>
Barriers	How to get started
<ul> <li>The road cannot take the traffic</li> <li>Narrow roads</li> <li>Parked vehicles</li> <li>Residents</li> <li>No limit on people from other places</li> <li>Public transport – not enough buses</li> </ul>	<ul> <li>Public meetings</li> <li>Public solving/brain solving</li> <li>Communicating with the locals</li> <li>More car parks in the village</li> <li>Boat rides</li> </ul>

# **Evening Table 4**

Most Significant Challenges	First Actions
- Traffic	- Signage further away
- Amount of people – 500 in a day	- Control of parking locations
- Congestion	- Local parking provision
- Parking in the centre and outskirts	
- Climate – erosion, sea level rising, more	
storms, more wind	
Barriers	How to get started
- Getting agreements	- Actual trials
- Too much power in one body	- Feasibility
- People upstairs – Council/NRW	- New access found
- Finding park and ride location	
91	

#### **Ideation**

Now that the participants had framed their question, they were taken through an introductory session on ideation methods.

The participants were introduced to the "Innovation Engine" and the three core methods of ideation: Recombinant, Incremental, and Exaptive.

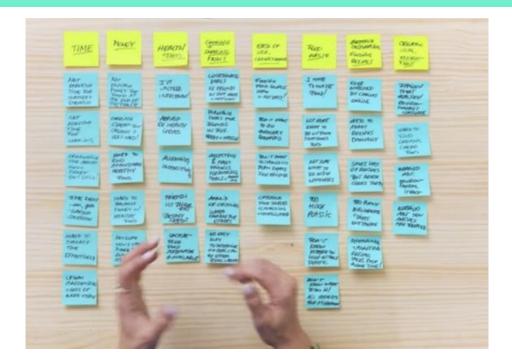


The Innovation Engine by Tina Seelig

The groups were asked to participate in an exercise called "Crazy 8s" where each participant uses the "How can we?" challenge statement to produce eight different solutions within eight minutes.

They were then invited to extend their ideation process via the "Clever Trevor" technique by looking at the challenge from an unfamiliar perspective, to gain insights on how these organisations would address the challenge. Example perspectives included Ikea, Bluestone, Bristol City Council, and Disney). The aim of this is not to imitate what others have done but to ask what we can learn from how they do things.

The purpose of asking individuals and groups to consider multiple ideas encourages new and fresh ways of thinking. Instead of starting with only one idea in mind, the groups have multiple options to choose from and to combine. The value of thinking and working in this way is that options are opened up instead of restricted, and innovative ideas can be sourced across the group instead of coming from one dominant individual. This ideation method broadens the number of people involved in producing ideas and fosters a democratic and open approach.



The groups then categorised, analysed, and merged the different ideas to decide on three solutions:

#### **Ideas Generated Afternoon Table 1**

- 1) Digital sign at roundabout saying beach car park is full when it is full
- 2) Car parking pre-booking only
- 3) Traffic-free forest; park and ride

#### **Ideas Generated Afternoon Table 2**

- 1) Llanddwyn app parking/facilities; offer alternative parking/travel; show how busy it is
- 2) Park and ride/walk bike hire, buggy hire; access vehicular April-October local, season ticket, disabled access only; active travel
- 3) Employ residents to manage access

#### **Ideas Generated Afternoon Table 3**

- 1) Series of meetings; make links with school and youth groups
- 2) Green transport and tourism: cycles, road train, monorail, cable cars, boats
- 3) One way traffic system with sensitive signage (re-route with circularity Malltraeth to Dwyran)

#### **Ideas Generated Afternoon Table 4**

- 1) Park and ride (not necessarily in Newborough); people who are not local must book
- 2) Bike hire
- 3) Road and signage improvements (signs on A55)

#### **Ideas Generated Afternoon Table 5**

- 1) Improve parking: public transport; cycling routes; alternative car park, bus in, park and ride; manning the kiosk at busy times; better options for residents; charge more and ensure charges are applied
- 2) Better signage: social media information; local signs clear
- 3) Road improvement: alternative access and egress; priority passing points so that it slows traffic (outgoing has priority); better repairs to beach road

#### **Ideas Generated Afternoon Table 6**

- 1) Improvements to cycle routes and walking around the village and to the beach pedestrian-friendly
- 2) Transport hub and car share; one way system?
- 3) App development directing users to available parking could mean smaller car parks rather than one big one

#### **Ideas Generated Afternoon Table 7**

- 1) Park and ride; relocate car park
- 2) Active travel; cycle path
- 3) Two lanes or one way

#### **Ideas Generated Evening Table 1**

- 1) Park and ride
- 2) Bike hire
- 3) EV charging

## **Ideas Generated Evening Table 2**

- 1) One way system
- 2) Pay in advance time slots, mobile pay?
- 3) Off-site parking; active travel shuttle, bikes, train

## **Ideas Generated Evening Table 3**

1) Park and ride (Gaerwen?)

- 2) One way system road maintenance needed; exit at Malltraeth
- 3) Online booking system for parking

## **Ideas Generated Evening Table 4**

- 1) Shuttle bus
- 2) Put new car park on active travel route; involve local businesses bike hire with trolleys/carts for kids
- 3) New taxi scheme

The groups were then asked to use the effort versus impact matrix to decide upon a single idea to pitch.

## **Proposed Ideas**

Each table was tasked with pitching their ideas to the other participants and the panel. The ideas were as follows:

#### **Afternoon Table 1:**

**Idea:** Stem the flow of over-tourism. Do not increase number of car parking spaces. Digital signage to show main car park is full. Some evidence of this working in other parts of the UK and on Anglesey.

## **Identified Barriers / request for help:**

- Cost signs and personnel
- "Why you?" approach/attitude other areas of Anglesey may get jealous
- Traffic management policy
- Behavioural people may ignore communications

#### **Afternoon Table 2:**

**Idea:** Utilising signs – move them further away. App – share information about capacity. Moving car parks further away and embracing active travel. Access from Church Street should be residents and disabled people only.

#### **Identified Barriers / Request for Help:**

- Finance need partnership and sponsorship
- Can-do attitude
- Accessibility to active travel but also to technology, e.g. for apps
- Timescales
- Safety use app safely (i.e. while not driving)

#### **Afternoon Table 3:**

**Idea:** Park and ride with electric buses. No access from crossroads except for local people. Clear signage. Park and ride could be run by local people or a local business.

#### **Identified Barriers / Request for Help:**

- Money could be funded by NRW?
- Access for dogs, boats, canoes, etc. on buses

**Idea:** Car-free forest and village. Park and ride, active travel, improved cycle routes. Opportunities to sit/eat/socialise outside cafes and shops. Transport hub/car share. App development to book transport.

## **Identified Barriers / Request for Help:**

- Infrastructure
- New businesses needed to provide these services

#### **Afternoon Table 5:**

**Idea:** Car park needs to be moved due to impacts of climate change anyway. This could be an opportunity to relocate it to further down the road and use a park and ride facility plus active travel options to access the beach.

#### **Identified Barriers / Request for Help:**

- Landownership of potential sites for new car park
- Finance
- Need to act now rather than talking

#### **Afternoon Table 6:**

**Idea:** Online/pre-booking of parking spaces in the short-term, ensuring local people have fair access. Longer-term: park and ride.

#### **Identified Barriers / Request for Help:**

- Need to avoid taking agricultural land from farmers use brownfield sites
- Finance
- Leadership
- Lack of urgency we have been discussing this for years and we are still here discussing it today

#### **Afternoon Table 7:**

**Idea:** Form a representative group of community members, including young people/school children. Align educational projects with local issues. Look globally at similar schemes to achieve this. Interact with all relevant public bodies.

## **Identified Barriers / Request for Help:**

Timescales – we need this now!

#### **Evening Table 1:**

**Idea:** Temporary solution (this year): traffic management with lollipops. Signs at a distance. Pre-booking of car park with staggered times. Longer-term: Park and ride/shuttlebus; option for people to bike down to the beach. One way system would be ideal.

#### **Identified Barriers / Request for Help:**

- Desire by the local authority and NRW
- Who manages the off-site parking?
- Who owns the land for new car parks?

## **Evening Table 2:**

**Idea:** Link road? Park and ride – just outside the village when the beach car park is full. Electric buses and bikes servicing this. Develop new entrance (Pen Lôn?) for bikes and walkers.

## **Identified Barriers / Request for Help:**

- EV charging points
- Landownership
- Management of sites and projects

## **Evening Table 3:**

**Idea:** Restrict cars going down to the beach. Park and ride – use car park in Gaerwen just off A55. Sell pre-booked tickets so there are not too many people impacting the wildlife. One way system through the forest. Encourage cycling. Good social media management to communicate all of this. Beach huts forming a marketplace for local businesses.

#### **Identified Barriers / Request for Help:**

- Be conscious of affecting other villages with park and ride
- Impact of buses on roads and wildlife

## **Evening Table 4:**

**Idea:** Pre-booked parking. Church Street should be local access only. Creation of a tourist car park (A48 – field identified).

#### **Identified Barriers / Request for Help:**

- Ownership of project
- Funding

## **Summary**

The event provided a wealth of information and ideas in response to the challenge "How can we better address the local community's needs through improvements in access and transportation in Newborough?"

The two sessions had one clear aim: the community co-designing solutions around transport and access. There are common themes from all the presentations (Park & Ride being a dominant one), but a rich variety of ways in which the community believes that this can be done.

Focusing in for a moment on co-designing what a Park & Ride option could look like, the community has provided a multifaceted approach that could work for everyone. As well as sharing wisdom and knowledge about potential locations, active and electric vehicle transport options, how changes need to fit with the transport system, preserving access for residents using better technology, a range of potential enterprise options were also explored. These enterprise options, with support from agencies, could increase the ways in which the community benefits from these proposed solutions.

Throughout both sessions options came to the surface that support short term improvement measures and mid to longer terms solutions. There was also a gradation of costs and benefits presented to achieve this.

# Suggested next co-design steps

"What is a good idea? One that happens is. If it doesn't, it isn't." Paul Arden

Thomas Edison once said, "Genius is 1% inspiration and 99% perspiration". This is the same concept for innovation. The event aimed to create an inspirational spark, and now is the time for progress and perspiration. To assist with the next steps, we advocate applying the following tools:

1. Continue to add and review the Asset Map (page 5).

- 2. Apply the following questions to further "stretch" the ideas generated at the event:
  - **Combine** What can I combine my idea with? Another product? A process?
  - **Repurpose** Can I repurpose my idea for something else, another audience, another time?
  - **Upstream** Can my idea be better placed closer to the source of the problem?
  - **Polarise** Can I flip my idea on its head to create something new?
  - **Futurize** Can I further modernise my idea?
  - **Assumption reversal** Can I remove a key element to create something new?
  - Moonshot What would my idea look like in 10+ years' time?
  - **Side show** Can do something else supportive alongside the challenge in question?
  - **Bit part player** Can I play a much smaller (yet effective), part in the process?
  - **The thief** Can I steal someone else's idea/process from another context and add it to my own?
  - The pirate Can I break a rule to create something new?
  - Minimise What is the minimum viable product that I can produce?
- 3. Commit to action using SMART objectives (Specific, Measurable, Actionable, Realistic and Timed). The following table has been generated to assist with this:

	Who /Pwy?	What/Beth?	When/Pryd?	Where/Lle?	Why/Pam?	How/Sut?
Task 1						
Task 2						
Task 3						
Task 4						

"When people feel like they belong, they are able to be their best and do their best"

Susie Wise, d:school