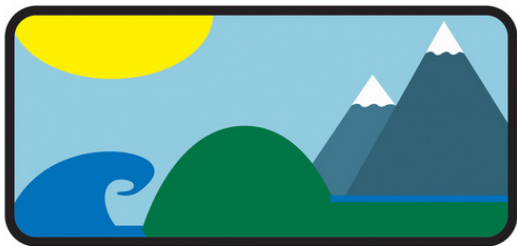


PARTNERIAETH AWYR AGORED

Profiad • Llwyddo • Mwynhau • Gyda'n Gilydd

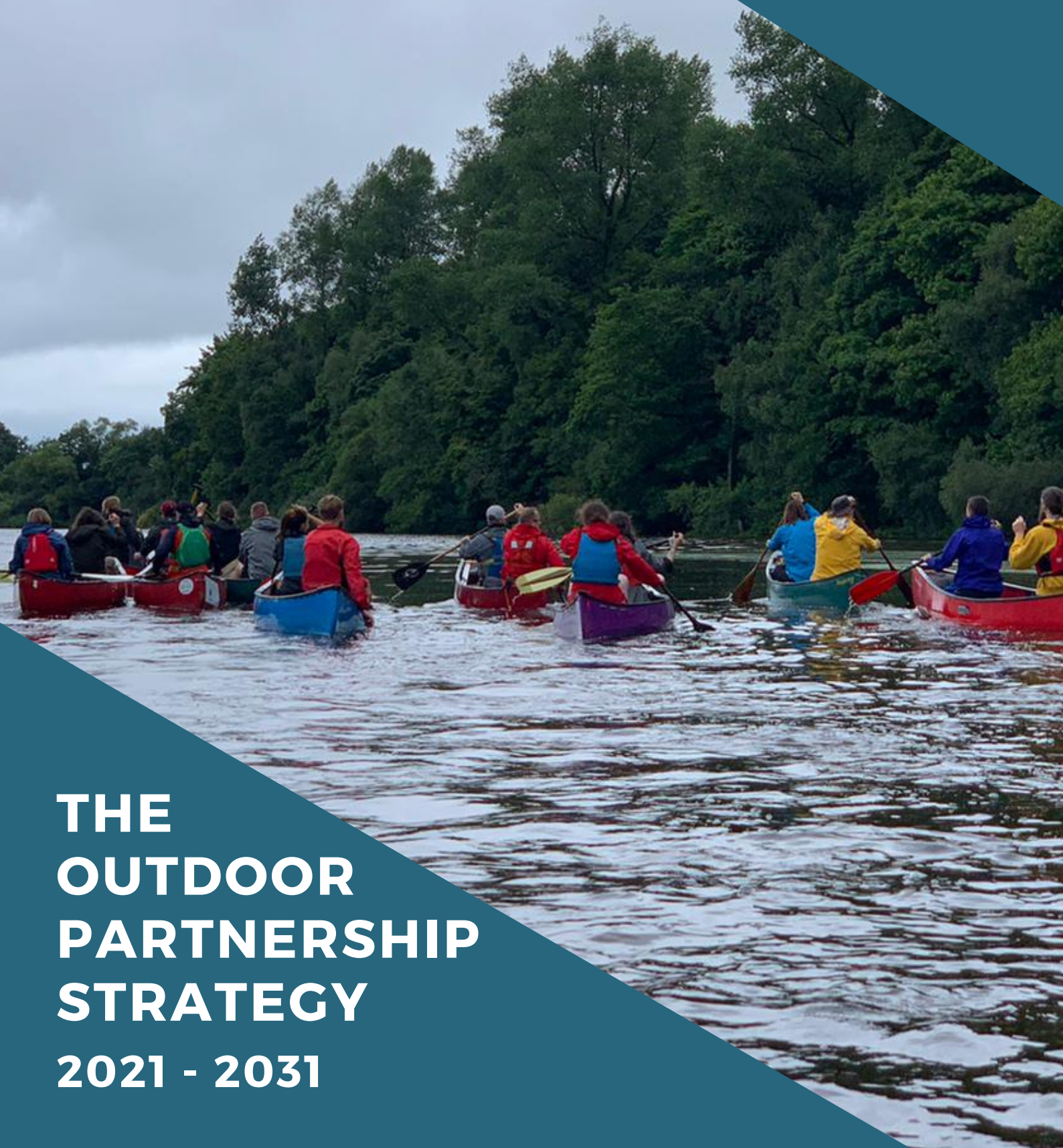


Experience • Enjoy • Achieve • Together

OUTDOOR PARTNERSHIP

# Enhancing People's Lives Through Outdoor Activity

## THE OUTDOOR PARTNERSHIP STRATEGY 2021 - 2031



This strategy sets out The Outdoor Partnership's vision and objectives for the next 10 years building on its previous strategy.

The aim is to review the strategy at least every 3 years and develop a rolling 10 year strategy.

The Outdoor Partnership was established in 2004 bringing public, private and third sector organisations together to work effectively in the outdoor sector with a common vision.



**The rationale for the Outdoor Partnership was underpinned by research in 2003 undertaken by Bangor University which showed**

- Poor levels of engagement in the sector amongst local people
- Leading to low levels of local employment in the outdoor industry
- And reduced levels of engagement in local communities
- Resulting in low levels of outdoor participation and very few local clubs

The Outdoor Partnership's strategic approach envisages a 'generational change' where engagement with outdoor activities is the 'norm' – an accepted feature of the regular lifestyles of the local population. As a result of its work to date the Outdoor Partnership and its partners has achieved a number of key outcomes including the establishment of over 100 new community clubs and over 13,000 participants (with further detail illustrated later in the document).



# Introduction

Our approach is to continue to deliver these outcomes and impacts to achieve generational change. We have over recent years developed from our North Wales base to deliver similar outcomes across the rest of Wales and throughout the UK.

Our focus for this strategy is to develop:



## A Core Strategy

**WHICH SETS OUT OUR APPROACH TO  
DELIVERING OUR VISION**



## Local Delivery

**TO ENSURE THE STRATEGY IS DELIVERED  
THROUGH LOCAL STAKEHOLDERS  
(WHEREVER THE OUTDOOR  
PARTNERSHIP OPERATES)**

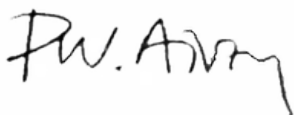


## Shared Learning

**SO THAT WE CAN ALL BENEFIT FROM  
LESSONS LEARNED**

These three core principles are at the heart of our strategy and we recognise that The Outdoor Partnership is only as good as our partners and stakeholders (including the end users), who we will work with to deliver the vision and objectives set out in our strategy.

Thank you for your input to the strategy to date through the consultation and we look forward to working with existing and new partners to deliver the strategy.



**Paul Airey**

Chair of The Outdoor Partnership



**Tracey Evans**

Chief Executive

# Our Vision

## ENHANCING PEOPLE'S LIVES THROUGH OUTDOOR ACTIVITY

"I would recommend to anyone to join the Healthy and Active Anglesey group as the walk leader is a great polite and understanding person. Who takes you on great walks and you have really good adventures."

**DAVE PARRY,  
ANGLESEY HEALTHY AND ACTIVE GROUP**



"Thanks to The Outdoor Partnership for subsidising First Aid Training for 7 members of our club. This has obviously meant that more of our members have the appropriate skills to support in a first aid capacity at activities and events. This has enabled us to spread the volunteer load and provide sufficient coverage at events within the Down and Ards areas and beyond."

**RICHARD GAMBLE,  
CHAIR OF LAGAN VALLEY ORIENTEERS**

"I have noticed that my fitness has improved a lot and it has also benefitted my mental health. Everyone in the group has been very friendly and we have become friends with lots of fun to be had on the walks and some tea and cake at the end of some of the trips. Thanks to Anonna and Gwynedd Council, The Outdoor Partnership and Smyrff for organizing a group that has changed my life for the better."

**GARETH LLOYD JONES,  
GWYNEDD HEALTHY AND ACTIVE**



# Our Vision

"My son started attending the Anglesey Activity Club aged about 13. He gained excellent skills and made lifelong friends before progressing to climbing independently. He volunteered with the AAC when he turned 18 before going to University. He recently won the BMC Young Volunteer Award for his work with the BMC Youth Meets. I'll always be grateful for the support, advice and friendship we were both given by the wonderful team at the AAC and The Outdoor Partnership."

**GWAWR EILIAN – CLIMBING PARENT!**



"Thank you, Caoimhe for the sessions . As you know, we hope to keep the group going, meeting up once every two weeks , putting your ideas into practice, and honing our skills with a view to helping out at our club in the future."

**JILL BAKER, SEA KAYAKING FOR WOMEN PARTICIPANT**

*Our vision means **ENHANCING** people's physical & mental health and wellbeing, economic return (including employment), the social value through **OUTDOOR ACTIVITY** such as grassroots participation in activities such as Walking, Cycling, Adventure Sports (such as climbing, canoeing, paddleboarding, sailing, mountain biking, etc).*

*Our approach is to focus predominantly on grassroots participation. However, we do work in close partnership with National Governing Bodies to provide an effective development continuum for participants and to support the work of the NGBs.*

# Our Values & Ethos

As the Outdoor Partnership expands across new geographical areas our fundamental ethos is enshrined in a Core Strategy, with Local Delivery and benefitting from Shared Learning as illustrated below

## Core Strategy

### Our Core Vision is Enhancing People's Lives through Outdoor Activity

- This is the core of our strategy and will apply no matter where any activities are undertaken.
- The core strategy will develop our priorities which focus on
  - Enabling/Empowering/Upskilling people to deliver
  - Delivering outcomes and impacts similar to our successes over the years
  - Ensuring long term sustainability of outcomes (such as sustainable clubs, pathways to employment, access etc)
- The Core Strategy has been developed following your feedback and input.

## Local Delivery

- Our focus is to work with local stakeholders, partners, end users and organisations to ensure that the delivery of our strategy is
  - Focused on the needs of the local area to identify how best to improve lives through outdoor activity
  - Empower local people to deliver the right local outcomes which make the biggest difference
  - Targets the right funding in the local area maximising the local opportunities
- The local delivery can work in a number of different ways, through informal stakeholder input to more formal organisations established, as long as the prime focus is locally determined activity
- Wherever Outdoor Partnership activities are delivered they will follow these principles of Local Delivery prior to implementation

## Shared Learning

- All stakeholders and the Outdoor Partnership will benefit from a shared learning which is two way:
  - The Outdoor Partnership will ensure that local areas benefit from the lessons and expertise gained over the years of operation
  - There will be opportunities for new local areas to feed through their experiences to help influence future strategy and programme development
- The commitment to shared learning will be an integral part of the future strategy, which is linked to the outcomes.



# Our Values & Ethos

**Fundamental to the approach outlined above will be some underlying values, which include:**

- Advocating a higher profile for outdoor activity and the wider contribution to society it can make through Social Return on Investment.
- Supporting stakeholder and providers – working in partnership with existing organisations and end users
- Promoting activity – creating an activity habit (generational change)
- Influencing others to promote and develop outdoor activity
- Promoting Equality, Diversity and Inclusion – the outdoors is for everyone
- Instilling confidence in the use and enjoyment of the natural resources
- Encouraging and promoting responsible access and activity in the outdoors to maintain and enhance their natural resources
- Using our values and ethos to enhance social inclusion and community cohesion
- Fuelling Economic Growth – supporting employment, developing skills, supporting innovation & enterprise, developing volunteers





# Objectives and Priorities

To deliver our vision we have established a number of **key objectives** that will be reflected in an annual operational plan for each area:

1

## **Seek to deliver generational change to encourage lifelong participation in outdoor activity and support the recovery from the Covid pandemic, through**

- inspiring local young people to be active outdoors and also to deliver sustainable outdoor activity
- promoting activity to the adult population to reconnect or commence outdoor activity to influence and guide future generations
- working with partners and stakeholders (such as clubs, providers, schools, health, etc) to promote local opportunities (for example social prescribing)
- Develop a continuum to support participation from schools, to community, through volunteering to employment or sustainable healthy, active lifestyles.

2

## **Building capacity to support local participation, performance, skills development (first time experiences – through to long term sustainability and repeat activities) and employment of all ages.**

- Building community capacity by empowering/upskilling people to deliver lifelong participation
- Supporting community clubs in recruiting, training, retaining volunteers
- Support community ownership of the outdoor sector through enterprise initiatives, such as mentoring, support packages, sharing best practice
- Work with providers to support their provision of participation programmes, events, performance development particularly focusing on under-represented groups to access local natural resources
- Promoting employability in the outdoor sector through volunteering and skilled, qualified participants.



# Objectives and Priorities

To deliver our vision we have established a number of key objectives that will be reflected in an annual operational plan for each area:

3

## Enhancing the partner delivery model to develop the current framework across the rest of Wales and throughout the UK.

- Promoting advocacy and engagement with stakeholders to ensure effective shared learning
- Target and identify new partnerships and stakeholders to develop the current model
- Development of support packages (such as the toolkit) to enable and empower new areas to promote and develop the Outdoor Partnership ethos and values
- Working with key partners and stakeholders to deliver and promote social prescribing with access to the outdoors as a primary focus



4

## Development of quality products to provide enjoyable outdoor experiences

- Enhancing and developing new programmes and activities to support the delivery of the outdoor activity sector and promotion of the transformation and generational change, such as pathways to employment, outdoor award, etc
- Develop a “toolkit” to support and deliver on the vision and enable partners and stakeholders to deliver on the overall objectives
- Work with partners and stakeholders to deliver products and programmes to enhance the outdoor sector, such as the Outdoor Award and promote education
- Work with partners to promote responsible/ sustainable use of natural resources



# Objectives and Priorities

In delivering these objectives the Outdoor Partnership will focus on the priorities set out below

**EQUALITY, DIVERSITY & INCLUSION BY TARGETING UNDER REPRESENTED & DISADVANTAGED GROUPS IN OUTDOOR ACTIVITY**

**FOCUS ON YOUNG PEOPLE**

**SUSTAINABLE USE OF ENVIRONMENT & NATURAL RESOURCES, ENHANCED PARTNERSHIP WORKING**

**MENTAL & PHYSICAL HEALTH AND WELLBEING – PARTICULARLY IN SUPPORTING THE COVID RECOVERY**

**EMPLOYABILITY – DIFFICULTIES IN RECRUITMENT – AS RECOVERY FROM COVID – TRAINING/AWARENESS RAISING/OPPORTUNITIES EG OUTDOOR AWARD**

**OUTDOOR LEARNING/EDUCATION & TRAINING eg APPRENTICESHIPS**

**SHARED LEARNING & KNOWLEDGE AND GOOD PRACTICE**

**TACKLING/BREAKING DOWN BARRIERS EG TRANSPORT/SOCIAL NORMS/ETC**

**VOLUNTEER – BUILDING CAPACITY AND COMMUNITY CLUBS/NGBS**



# WHAT IS SUCCESS?

In any strategy it is important to understand what is considered to be success – To date the Outdoor Partnership has delivered some real outcomes such as

## ENHANCING PEOPLE'S LIVES THROUGH OUTDOOR ACTIVITY

April 2020 - March 2021

Awarded the Disability Sport Wales Insport **SILVER Accreditation**, the first 3rd Sector organisation in Wales to do so and currently working towards Gold.



Invested **£50,000** in volunteering with a SROI of £414,000

over 120 Volunteers recruited in the summer to support Caru Eryri welcoming visitors to the National Park after lockdown

**59** unemployed and inactive people engaged on our Pathways to Employment and Social Prescribing projects

**11** entered further learning and training gaining National Governing Body Awards  
**17** into sustained employment including one person being employed by The Outdoor Partnership in a full time role.

**27** local young people took part in our NEW North Wales Trainee Scheme.

**10** have progressed to full time work

**8** into further learning and training

**6** volunteering in local clubs

**94** outdoor activity clubs supported with **2 NEW** clubs established representing **5424** members

**225** volunteers attended National Governing Body courses through our coach education programme  
**39** of which were NEW to volunteering

**820** women and girls took part in our **#thisgirlsadventure** programme virtually via social media platforms

**6768** people took part in a variety of outdoor activities throughout the year improving their mental, physical, social and economic wellbeing

**84** people took part in our **#inclusiveadventure** programme

Expanded our team further to other parts of Wales. We now operate in:

- North Wales
- Mid Wales
- Swansea Bay Region
- Gwent
- Central Cardiff Region
- Northern Ireland
- Cumbria
- Ayrshire





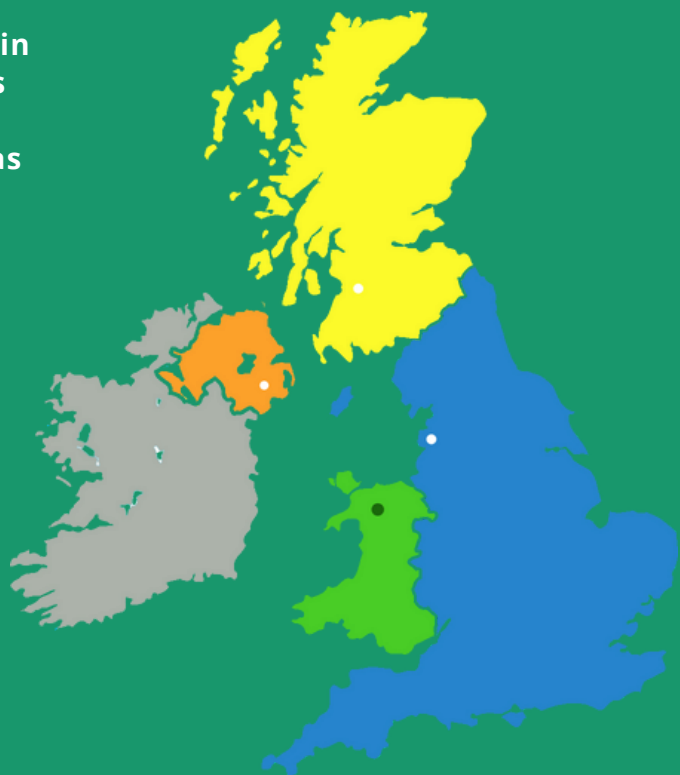
# WHAT IS SUCCESS?

Our continued measure of success will be to deliver generational change in the way in which local people access outdoor activity, which will lead to

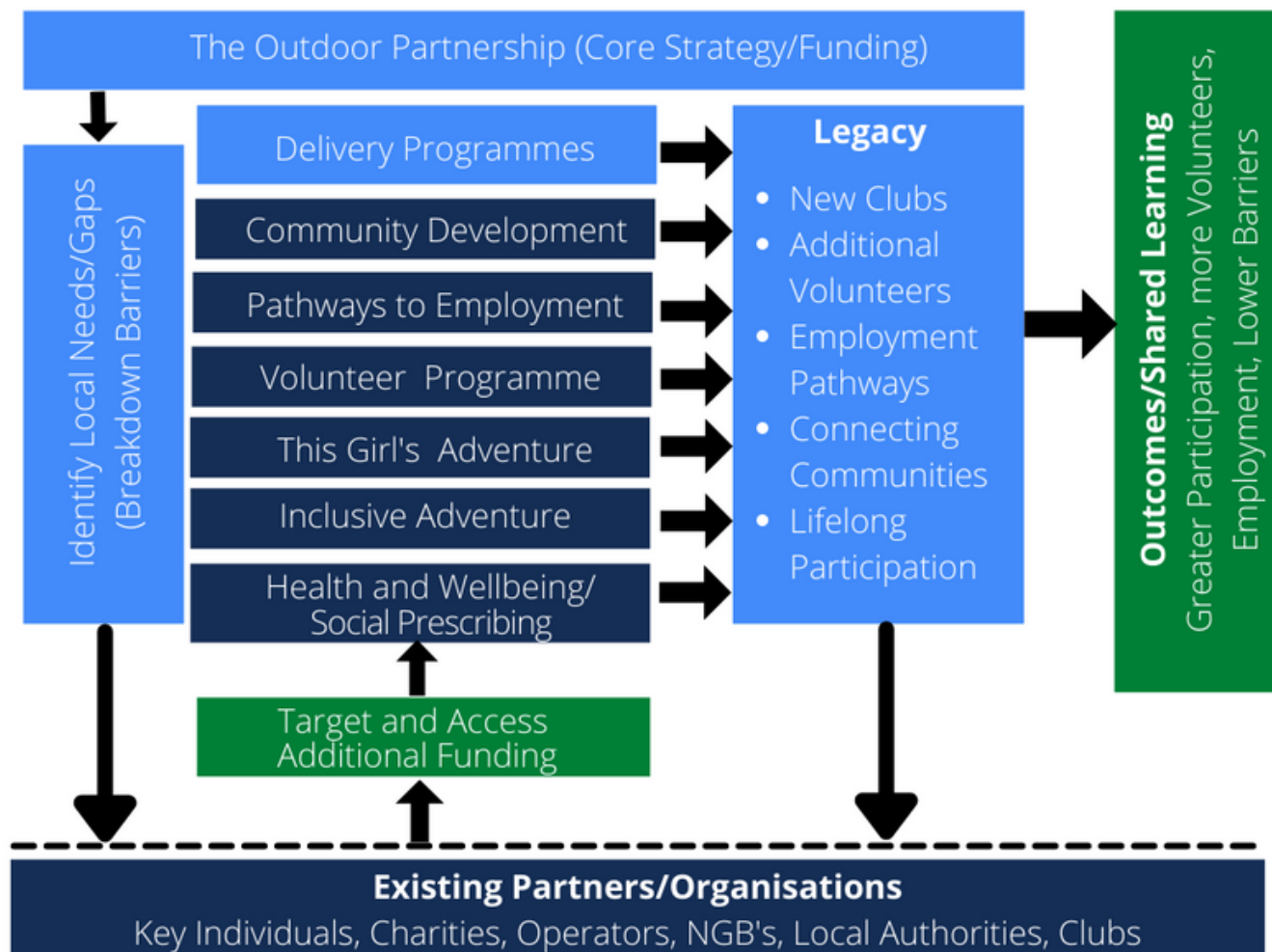
- More people participating in outdoor activities locally, with particular emphasis on social inclusion and community cohesion
- More schools (primary and secondary) and FE establishments engaged and providing outdoor education / activity with more qualified teachers and parents
- Increased number of school – club links with more opportunities for progression and continued participation for children and young people
- The development and establishment of more community outdoor clubs with more active members
- More volunteers with nationally recognised qualifications working locally and bringing more to the local economy
- A more equal, diverse and inclusive outdoor sector that benefits under-represented groups such as women and girls, people with disability, ethnic groups.
- More unemployed people progressing to further learning, training, volunteering and sustained employment (both within the outdoor sector or because of the outdoor sector)
- Improvements to the health, social, environmental and economic well-being of local people in the new areas.
- Measurement against performance in each area's annual operational plan that reflects ongoing and current priorities.

**The development of The Outdoor Partnership in new geographical areas will identify and focus on the outcomes which are right for the local area – for example it maybe that issues such as unemployment are a key focus to deliver against in some areas.**

Each geographical area will identify their own specific targets and outcomes against which success will be measured through their operational plan and review. In particular, each area (and The Outdoor Partnership) will consider how the outcomes contribute to Social Value and seek to identify the measurement of success through the Social Return on Investment (SROI).



# HOW WE WILL DELIVER...



The Outdoor Partnership seeks to deliver on its objectives through an approach illustrated above of which the key features include

- TOP's core work (in blue) focuses on identifying need and gaps in current provision to break down barriers stopping people accessing outdoor activities, which leads to the development of delivery programmes delivered in partnership with existing partners and other providers and creates a legacy of new clubs, additional volunteers, etc
- This core work leads to the delivery of the Outcomes and Shared Learning highlighted above of sustainable long term participation in outdoor activities.
- The delivery programmes (in purple) are the current programmes developed and delivered in partnership with the existing partners/organisations, which will develop over the life of the strategy as new programmes and activities are launched
- Another key focus for TOP which leads into the development of delivery programmes is the role of targeting and accessing additional resources and funding, which underpins the model. This also brings in resources to the outdoor sector which traditionally may not have been available
- The final (and perhaps most important) part of the mix is our partners and stakeholders who we work with to deliver the outcomes and ensure that our focus is on what the gaps are in each area as opposed to duplicating or competing with existing providers and stakeholders.



# Review and Learning

Our Strategy is designed to be a rolling 10-year strategy and will undergo a formal review at least every 3 years. In addition to this we will

- Prepare an annual operational plan to deliver the objectives by December of each year
- Review the operational plan monthly with the Management Team and quarterly at the Board and with our key stakeholder groups
- Undertake an annual review of the strategy and performance against the objectives
- Undertake more frequent formal strategy reviews should there be a need (for example: events such as the Covid pandemic).

A key part of our review and learning will be the continuance and expansion of our Stakeholder Group to encourage feedback and input into our strategy and work to encourage and develop shared learning across all the geographical and programme areas we work in.

