



Y BARTNERIAETH AWYR AGORED

PROFIAD • MWYNHAU • LLWYDDO • GYDA'N GILYDD

THE OUTDOOR PARTNERSHIP

EXPERIENCE • ENJOY • ACHIEVE • TOGETHER



The Outdoor Partnership Strategy: 2025 – 2035

First Review (June 2025)

**Enhancing People's Lives
Through Outdoor Activities**



Introduction

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. This strategy is a result of the review held in 2024/25.

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

Since the launch of the 10 year strategy in 2021, there have been a number of significant changes and steps forward in The Outdoor Partnership and other issues which will impact on this revised strategy, including:

- Four more new areas have been established across England and Northern Ireland
- Significant advancement in the monitoring of social value and social return on investment has demonstrated the value of TOP programmes
- The delivery of new programmes such as health and wellbeing and in particular the development of the Adventure Learning framework
- The success and value of TOP activities has been recognised by the Home Countries Sports Councils, with significant increases in funding across Wales & England
- In September 2026, the National Lottery expansion programme comes to an end



Introduction

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, which will continue to deliver on these changes outlined above. As a result of its work to date The Outdoor Partnership and its partners has achieved a number of key outcomes which has resulted in a Social Return on Investment of £8.07 for every £1 spent.

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 delivers on identified needs 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 through the consultation and we look forward to working with existing and new partners to deliver our vision and strategy.

Paul Airey
Chair of The Outdoor Partnership

Tracey Evans
Chief Executive Officer



Our Vision



Enhancing People's Lives through Outdoor Activity

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 (including climbing, canoeing, paddleboarding, sailing, mountain biking, etc).

Our approach is to focus predominantly on grass roots 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



Supporting our vision TOP has developed a number of core values which is intrinsic in delivering the vision, as set out below:

- We respect the natural environment; protect it for the benefit of others; and encourage local residents to benefit from what the outdoors offers
- We encourage activity in the outdoors for social, physical and mental well-being
- We value equity, diversity and inclusion through partnership working
- We promote opportunities, for everybody to fulfil their potential
- We advocate the value outdoor education contributes to personal development and social cohesion
- We seek to achieve generational change in communities to grow through education, employment and life long participation



Our 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 wherever 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, employability, access, and regional structures)
- The Core Strategy has been developed following Stakeholder feedback and input



Our Ethos



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 activities
 - Empower local people to deliver the right local outcomes which make the biggest difference
 - Targets the right funding in the local area maximising local opportunities
- The local delivery can work in a number of different ways, through informal stakeholder input to more established organisations, 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 share 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 Ethos



Fundamental to the approach outlined above will be underlying activities to achieve, which include:

- **Advocating a higher profile for outdoor activity and the wider contribution to society it can make, through Social Value and Social Return on Investment**
- **Supporting stakeholders and providers – working in partnership with existing communities, organisations and end users**
- **Promoting activity – creating an activity habit (generational change)**
- **Influencing others to promote and develop outdoor activity and lifelong learning**
- **Promoting Equity, 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 natural resources and the natural environment**
- **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 & 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

Objective 1 – Seek to deliver generational change to encourage lifelong participation and learning in outdoor activity 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 benefit their own health and wellbeing and 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 a participation pathway from schools, to community, through volunteering to employment or sustainable healthy, active lifestyles
- Promoting and encouraging local communities to respect, maintain and enhance the natural environment.



Objectives & Priorities



Objective 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, increasing representation in the outdoors to reflect the communities we work in.

- 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 underserved groups to access local natural resources
- Promoting employability in the outdoor sector through volunteering and skilled, qualified participants





Objective 3 - Enhancing the partner delivery model to develop the current framework to other areas in the UK according to need.

- 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 (for example a toolkit) to enable and empower new areas to promote and develop The Outdoor Partnership ethos and values, whether funded through TOP or elsewhere
- Working with key partners and stakeholders to deliver and promote social prescribing with access to the outdoors as a primary focus
- Seek to establish and develop new ways of working which enable scalability of the activities and delivery directly (for example, through qualified volunteer development)





Objective 4 - Development of quality products to provide enjoyable outdoor experiences

- Enhancing and developing new programmes and activities to support delivery of the outdoor activity sector and promotion of transformation and generational change, such as employability, health and wellbeing, etc
- Develop a “toolkit” to support and deliver on the vision and enable partners and stakeholders to deliver on the overall objectives, working with other organisations to encourage use and deliver sustainability and scalability
- Work with partners and stakeholders to deliver products and programmes to enhance the outdoor sector, such as the Adventure Learning Framework and promote education
- Work with partners to promote responsible/ sustainable use of natural resources



Objectives & Priorities



In delivering these objectives The Outdoor Partnership will focus on the priorities set out below, being regionally driven by the local communities

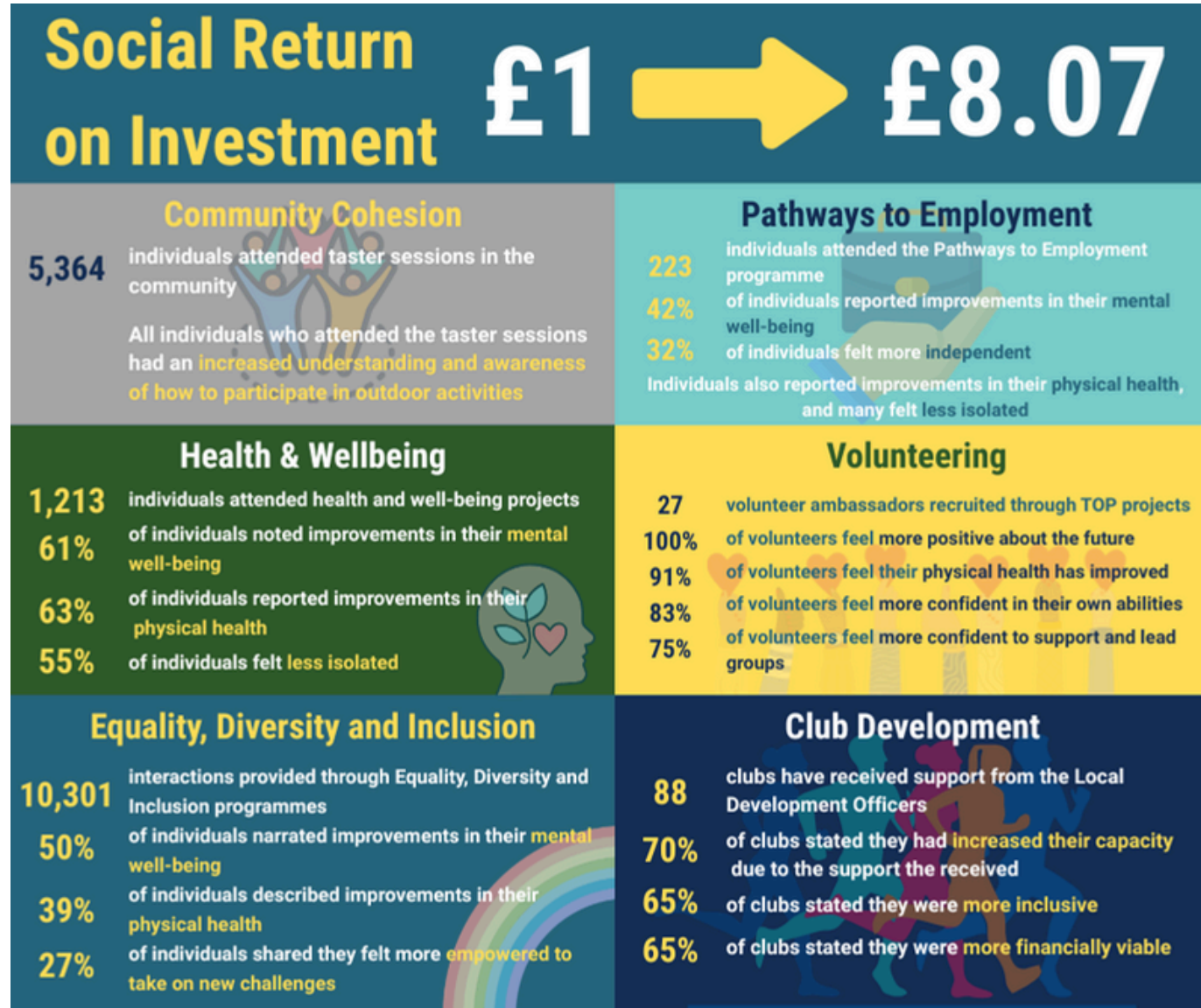
- **Equity, Diversity & Inclusion by targeting people who are disadvantaged, discriminated against, living in poverty, and minoritised communities**
- **Focus on young people, through age, at all stages of life**
- **Sustainable use of environment & natural resources, enhanced partnership working**
- **Mental & Physical Health and Wellbeing – particularly in supporting vulnerable and socially isolated groups**
- **Employability – where difficulties in recruitment are identified (particularly in the recovery from covid) consideration of training/awareness raising/ and opportunities eg outdoor award**
- **Outdoor Learning/Education & training eg apprenticeships**
- **Shared learning & knowledge and good practice**
- **Tackling/breaking down barriers eg access, transport, social norms, etc**
- **Volunteer – building capacity and community clubs/NGBs**



What is success?



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



Our full Social Impact Report can be found here:



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 sustainable 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, girls and other marginalised genders, people with disability, minoritised ethnic groups and those from the global majority
- 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
- Improving the knowledge and skills of local communities to use the outdoors on their own initiative
- Delivering sustainable regional structures



What is success?



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 will be deliver?



CORE DELIVERY MODEL / PROGRAMME



How will be deliver?



The Outdoor Partnership seeks to deliver on its objectives through an approach illustrated in the diagram on the previous page, 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.

