

North West Wales Outdoor Partnership Strategy (2008 – 2013)

Our Vision

To achieve an active, healthy and inclusive Wales, where outdoor recreation provided a common platform for participation, fun, achievement and employment, which binds local communities, creates sustainable use and understanding of the environment.

PARTNERIAETH AWYR-AGORED

Profiad • Mwynhau • Llwyddo



Experience • Enjoy • Achieve

OUTDOOR PARTNERSHIP

Our Mission

To improve opportunities for more local people in North West Wales to achieve their potential through outdoor activities

The Outdoor Partnership:

Welsh Assembly Government, Sports Council for Wales, Plas Menai, Plas y Brenin, Conway Centre, NE Wales Outdoor Education Service, Nant Bwlch yr Haearn, Mountain Leader Training Wales, Snowdonia-Active, University of Wales Bangor, Cyngor Gwynedd, Anglesey County Council, Conwy County Borough Council, The Countryside Council for Wales, Urdd Gobaith Cymru.



Contents

Section	Topic	Page
1	Introduction	3
2	Strategic Context	4
3	Present Situation	5
4	What has been achieved so far?	8
5	Review of Achievements and Challenges	10
6	Strategic Environments and Objectives	12
	• Clubs	12
	• Volunteers	13
	• School – Community links	14
	• Marketing	15
	• Delivery and mentoring	16
	• Outdoor careers	17
	• Cultural and linguistic	18
7	Next steps	19

1. Introduction

The North West Wales Outdoor Partnership (“the Partnership”) was formed in 2004 to fulfil the vision of *“where outdoor recreation provided a common platform for participation, fun, achievement and employment, which binds local communities, creates sustainable use and understanding of the environment.”*

Setting up of the Partnership recognised the vision would not be achieved overnight. The work of the Partnership would be based on generational change to embed within the culture of North West Wales the social, health sporting and economic benefits which can be derived from participation in outdoor activities.

In the first 3 years the Partnership was supported with a setup grant from Welsh Assembly Government (WAG) administered by the Sports Council Wales (SCW). The grant allowed the employment of a project co-ordinator and 3 development officers part funded through the three local authorities and supported by the other partners. The development officers have worked within communities to achieve the vision of the Partnership.

The geographical area for the Partnership covers the three north-west Counties of Wales (Conwy, Gwynedd and Anglesey). These areas have a wealth of natural resources; a well developed outdoor sector; common cultural and linguistic characteristics and communities facing health, social and economic challenges.

The Partnership expresses the desire to bring positive changes and action that will bring about social, cultural, health and economic benefits. The Partnership embraces the principles of the Beecham Report *“Beyond Boundaries: Citizen-centred local services for Wales”* – working in partnership to continually improve efficient and citizen centred local services.

Members of the Partnership are committed to making appropriate investment to further the vision through training, volunteer support, finance, technical advice, marketing and delivery.

Essentially the Partnership is a development programme that can aspire to deliver sustainable models for delivery but the delivery itself in common with other sports development requires investment from all agencies charged with providing communities with services to enhance the lives of their citizens.

2. Strategic Context

The development of the Partnership over the past four years and its progression into the next five years (and beyond) draws from a number of national and local strategies and reports including:

- **“One Wales – A progressive agenda for the government of Wales”** Welsh Assembly Government (2008).
[Link to One Wales](#)
- **“Beecham Report “Beyond Boundaries: Citizen-centred local services for Wales”**
[Link to Beecham Report](#)
- **“Russell Commission”** (2005)
[Link to Download Russell Commission Report](#)
- **“Climbing Higher”** Welsh Assembly Government (2005)
[Link to Climbing Higher](#)
- **“Climbing Higher – Next Steps”** Sports Council Wales (2006).
[Link to Next Steps](#)
- **“Respect – Protect – Enjoy”** Countryside Code - Countryside Council for Wales (2004).
[Link to Countryside Code](#)
- **“Learning to Live Differently”** – *Climate Change Wales*: Welsh Assembly Government (2001)
- **“Starting to Live Differently”** – *Education for Sustainable Development* (2006).
[Link to Environment Research Briefing](#)
- **“The Active Economy”** – Snowdonia-Active (2004)
[Link to Snowdonia-active Home Page](#)
- **“Sports Council for Wales - Sports Update 63”** (July 2007)
[Link to Sports Update 63](#)
- **County based strategies (inc. sport, recreation, culture, regeneration, tourism and economic development)** (Anglesey, Conwy, and Gwynedd)
[Link to Anglesey Education & Leisure](#)
[Link to Conwy Leisure and Culture](#)
[Link to Gwynedd Leisure and Culture](#)
- **Skills that Work for Wales** – WAG Skills and Employment Strategy (Consultation 2008) [Link to Skills and Employment Strategy](#)
- **Outdoor Partnership Website** [Link to Outdoor Partnership](#)

3. The Present Situation

The outdoor industry is estimated to contribute in excess of £140 million to the north-west Wales local economy (Snowdonia-Active, "The Active Economy" 2004). Much of this wealth is generated through tourists who use the world class natural facilities located in North Wales.

National Governing Bodies for canoeing, sailing and mountaineering in Wales are based in North West Wales. The area has a structure of sport specific and multi-outdoor sport clubs which, in recent years, provide activities for novices and young beginners. Schools, Urdd Gobaith Cymru, Scouts, Guides, Cadets and local youth clubs provide introductory level experiences. The area has three National Outdoor Centres at Plas Menai, Plas y Brennin and Canolfan Tryweryn.

Currently, within the outdoor sector, there are low levels of participation amongst young local people and lower levels of participation amongst young Welsh speaking people, many of whom have direct access to the natural facilities. This results in few Welsh speaking instructors and management staff employed by outdoor businesses. There is an imbalance in the outdoor sector employment profile. Only 7% of full time instructors in NW Wales Outdoor Centre had received secondary education in the region compared to 67% of support staff (admin. workers, cleaners, cooks). Only 4% of full time instructors speak fluent Welsh. (Partnership Research - 2005).

Research carried out by the University of Wales, Bangor shows the sector is largely developed by people who have moved into the area. This risks the local culture, language and heritage bringing a feeling of alienation amongst local people. Hence a "cultural vicious circle" has been defined: low levels of outdoor participation among local people - lead to low levels of local employment - hence reduced engagement of local people - resulting in low levels of outdoor participation.

The WAG "Climbing Higher" strategy sets a 20 year target for all children of primary school age (Target 2) and 90% of children of secondary school age (Target 3) to participate in sixty minutes of physical activity five days a week (5x60). In 2006 51% of school aged children in Rural North Wales met the target – compared to 44% nationally. Although boys are more likely to be sufficiently active, at least 10% of boys and girls are classified as inactive. The number of children participating in extra curricular activities has risen to 63% and the proportion of children participating in extra curricular activities increases with age.

Anecdotal evidence gathered from 5 x 60 officers employed in the three counties reveals outdoor activities are disproportionately popular amongst secondary school children in comparison with conventional school sports. This has generated a demand for support to deliver outdoor activities in both the curricular and extra curricular school environment.

Climbing Higher set a 20 year target for 60% of all people in Wales to use the natural environment for outdoor activities (Target 10). The number of children participating in outdoor adventure activities has increased (in Wales) from 25% to 29% since 2004. During the same period all sport leisure centre usage has remained between 85/84% and regular sports leisure centre usage has fallen slightly to 55% usage. The natural environment, treated sympathetically, offers a value for money alternative to the ageing “built leisure” environment for increasing physical and cultural participation.

Significantly, the five of the seven most popular environments for children to participate in sport and recreation were those environments where outdoor activities can flourish being swimming pools (85%), parks (74%), playing fields (64%), school playgrounds (44%) and outdoor activity centres (39%). (Source: all SCW Sports Update 63).

Climbing Higher, the WAG strategy for Sports and Physical Activity has set the target (No. 9) in the next 20 years for all children in Wales to have experienced an outdoor adventure activity before the age of 12 and another before the age of 16. The partnership is ideally placed to develop a model which will exploit exist routes between school and community for youngsters to sustain their participation after the first experience.

For adults “health enhancing” physical activity is defined as 30 minutes a day of reasonably intense activity, 5 days a week (5x30). Surveys to support Health, Social Care and Well-being strategies in North Wales reveal 72% of the adult population do not meet this recommended minimum. In contrast to traditional sports, outdoor activities such as walking and water sports are relatively “low impact” and can be sustained to later in life. This activity profile makes significant contributions to sustain healthy lives for longer by developing balance (reduces falls) and sustaining bone density (reducing fractures).

Outdoor activity participation is particularly effective in developing a number of life skills which engender good citizenship. Good citizens are more likely to take responsibility for their own health and be role models for involvement in healthy physical activity. Participants develop self reliance, teamwork and co-operation and learn how to plan ahead, set realistic and achievable goals and manage risk. These areas of development have proven impact in personal development and raised self esteem.

Within the formal educational curriculum such skills contribute directly to:

- the Outdoor Learning element of the Foundation Phase
- the PE Curriculum at Key Stages 2 – 4 where adventurous activities form a mandatory element at key stages 2 and 3
- the learning core of the 14-19 Learning Pathways strategy
- the Skills Framework

- The Personal and Social Education framework.
- Modern Apprentice Diplomas in outdoor activities.

The formal education environment is increasingly responding to the need to raise skills and increase economic activity in Wales. Both the Leitch review of Skills in the UK and the Webb Report on mission and purpose of further education (Promise and Performance), have served to focus on the needs in Wales using its natural assets. The resulting “Skills for Life Strategy” sets out the need for all bodies concerned with education and skills to work together, including the professional institutes supporting skills in public service.

Many community services are underpinned with support from volunteers. It is estimated that 24% of all volunteers support sport, recreation and leisure activities in some form. In 2006 WAG adopted the recommendations of the Russell Commission aiming to put young people at the heart of volunteering and making volunteering common place for young people. Such initiative requires support and guidance to ensure safety and success. The Partnership is well placed to provide sustainable partnership development through professional advice, guidance and support.

Outdoor Activities currently support at least 8,400 jobs in the Partnership area which represent 6% of all employment in the area. The variety of jobs ranges from instructional/ training and management to cooking, maintenance and marketing. (Snowdonia-Active: “The Active Economy” 2004). Under the direction of NGBs, professional and trade bodies a large proportion of professional training and assessment takes place in the region. The wider sector is underpinned by a wide variety of “associated trades” such as journalism, photographers, designers, clothing and technical equipment manufacturers.

Due to the geography of the area there are significant numbers of jobs in countryside management supporting the active involvement of such agencies as the Snowdonia National Park, National Trust, Countryside Council for Wales, Environment Agency, Visit Wales, SCW, Further and Higher Education establishments. Low participation amongst local people means few have the necessary background to apply for these opportunities.

4. What has been achieved so far?

In each of the past 3 years the Partnership has conducted a detailed performance review. Details of each review can be found on the Partnership website at www.outdoorpartnership.co.uk . Main achievements are summarised below (against targets where set)

Communication / Networking	2005/06 Actual (target)	2006/07 Actual (target)	2007/08 to May 08 (target)
Nos. of links created between schools/ youth groups and outdoor centres/ providers	34 (30)	92 (18)	12 (90)
Nos. of Outdoor Forums held	3 (3)	5 (3)	5 (5)

Foundation	2005/06 Actual (target)	2006/07 Actual (target)	2007/08 to May 08 (target)
Nos. of active programme & events organised	70 (30)	90 (30)	43 (100)
Adult participation	n/a	307 (240)	128 (400)
Junior boys participation in new activities (curricula & extra curricular) U11 & U18	n/a	1696 (450)	734 (1750)
Junior girls participation in new activities (curricula & extra curricular) U11 & U18	n/a	1470 (450)	732 (1750)

Participation	2005/06 Actual (target)	2006/07 Actual (target)	2007/08 to May 08 (target)
Nos. of community outdoor clubs established in year	8 (6)	10 (9)	5 (6)
Total adult participation in new clubs	Included above	273 (150)	350 (300)
Total junior participation in new clubs	Included above	437 (200)	761 (650)

Fulfilling Potential	2005/06 Actual (target)	2006/07 Actual (target)	2007/08 to May 08 (target)
Number of improvement / competitive opportunities provided	16 (2)	15 (15)	1 (15)
Adults involved in improvement/ competitive opportunities	n/a	87 (50)	34 (100)
Juniors involved in improvement/ competitive opportunities	n/a	395 (300)	20 (400)

Leadership and Training	2005/06 Actual (target)	2006/07 Actual (target)	2007/08 to May 08 (target)
Nos. working toward relevant leadership qualifications.	82 (12)	135 (36)	200 (100)
Nos. of new qualified instructors/ leaders	29	65 (8)	132 (100)
Nos. of active instructor/ leaders in NWWOP clubs	44 (12)	93 (55)	n/a

Welsh Medium Provision	2005/06 Actual (target)	2006/07 Actual (target)	2007/08 to May 08 (target)

Number of leadership/ training opportunities provided through medium of Welsh.	2 (2)	5 (3)	10 (10)
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Employment of local people	2005/06 Actual (target)	2006/07 Actual (target)	2007/08 to May 08 (target)
Nos. of secondary schools associated with local outdoor centres in partnership with Career Wales.	6 (6)	5 (6)	6 (6)
Nos. of pupils attending Career Wales workshops	14	409 (120)	379 (600)
Nos. of new work experience opportunities created.	10	12 (6)	6 (36)

In addition to the above the Partnership has

- Appointed a full time Senior Project Manager (grant funded with partnership contributions).
- Appointed 3 full time Outdoor Development Officers (grant funded with partnership contributions).
- Created a database of Welsh speaking guides and instructors – work which is ongoing.
- Created a Welsh language terminology for outdoor activities in conjunction with the Welsh Language Board - work which is ongoing.
- Developed and maintained a bilingual website.
- Created an electronic newspaper.
- Created and distributed a variety of marketing and publicity materials.
- Accessed, administered and distributed grants on behalf of community projects (£286,159 in 2006/07).
- Created a credibility which has assisted in unlocking funding from external sources.

5. Review of Achievements and Challenges

In April the Partnership undertook a stakeholder review. The review was undertaken against the background of the current core funding coming to an end in March 2009. Additionally public sector providers face ongoing and increasing budgetary pressures with the potential risk that partnership funding could be restricted over the next 3 years. A symbiotic relationship exists between core funding and partnership funding – without either one the other is more difficult to secure/ retain.

An independent facilitator was engaged to undertake the review based on ascertaining what had and hadn't worked, lessons learned, priorities for the next phase and an action plan for devising a strategy for the next phase (this document).

The review revealed the following successes benefits had been achieved

- Positive planning around opportunities in the outdoor sector particularly following the effects of the foot and mouth outbreak in 2001.
- Bringing together like minded people to develop a strategic vision.
- Starting to bring that vision to reality.
- Promoting outdoor activities to local people with a collective voice encompassing passion, enthusiasm, tenacity and political will.
- Self realisation and belief as a result of Ministerial support and backing from the Sports Council Wales.
- Appointment of 4 dedicated, enthusiastic outdoor specific officers through partnership and core funding.
- A coordinated programme of activities across the Partnership area accessible by participants, aspiring instructors and volunteers.
- Club development with expert advice on funding and governance (e.g. Clwb Antur Dyffryn Peris and Cybi Kayakers)
- Volunteering development, advice and commitment.
- Orienteering Festivals in Conwy and Gwynedd.
- Embryonic development of the "Outdoor Award".
- And local people being involved in and developing outdoor opportunities in a structure to sustain participation (including access to outdoor centres with equipment, advice and expertise).

The challenges faced by the Partnership were mainly

- Slow progress (the project has only just got going) and unrealistic expectations and time scales.
- Funding insecurity for the partnership
- Fragility of sustainability and the need to increase club membership (participants, advisors, mentors, volunteers).
- The need for collective partnership discussion between clubs and insurance providers (particularly for multi activity clubs).

- The need for a development model which can be replicated in other areas at a basic / foundation level.
- Catering for geographical challenges
 - In rural areas with sparse population
 - Where the centres of population are separated from “outdoor facilities”.
- Within the relatively short time frame, limited engagement with “education pathways” and development of structured training incentives.
- Limited appreciation of achievements and the need to market to people in Wales the extensive opportunities provided through outdoor activity.
- Limited adult volunteers with appropriate qualifications to cater for the latent demand in community structures.

Lessons for the future. The following general themes emerged from the review

- **Clearer focus on priorities** i.e. what the project is realistically capable of achieving
- **Maintain a club centred approach** increasing capacity with support and encouragement for volunteers through advice, funding, facilities and access.
- **Work more closely with the education sector** in view of immanent changes to the curriculum involving outdoor adventure and from a link with between school and community.
- **Improve marketing** to raise awareness and celebrate success including establishment of the Outdoor Partnership Award.
- **Develop a delivery model** which can be adopted in other parts of Wales focusing on foundation level participation delivered locally (i.e. not reliant on unique geographical facilities).
- **Identify funding support** for each area of the Partnership’s work – health, education, training, sport, tourism, employment, economic regeneration, culture and language (i.e. don’t rely on one source of funding) and seek to exploit emerging funding avenues (i.e. Convergence Funding; themed National Lottery funding; and Local Authority Partnership Agreements).
- **Improve planning** particularly for future funding; key priorities; success criteria.

6. Strategic Environments and Objectives for 2008 - 2013

1. Develop a sustainable outdoor club model.

Clubs bring together expertise, support and safety. They provide a focus for effective management of resources including equipment and volunteer support – particularly so in the case of multi-sport clubs. Clubs provide a social environment for peer groups and extend opportunities across all age groups, genders and ethnic mix.

- a. Develop an “Outdoor ClubMark” by September 2010
- b. Concentrate on increasing membership of existing clubs
- c. Take a strategic overview of existing clubs to identify new club needs and potential to combine through multi-sport clubs/ networks.
- d. Provide mentor support to clubs through outdoor development staff
- e. Identify solutions to insurance issues for multi-sport outdoor clubs
- f. Promote ongoing support for outdoor clubs to make them viable and sustainable.
- g. Develop and embed outdoor forums for each county area.
- h. Develop best practice guides in conjunction with NGBs and national agencies.
- i. Develop a model to recognise “outdoor activity centres” contribution to the Partnership

Potential Partners:

- Local authorities
- Sports Council Wales
- Outdoor centres
- National Governing Bodies
- Wales Council for Voluntary Action
- Welsh Sports Association
- North Wales Regional Institute
- Welsh Sports Association
- Federation of Disability Sport Wales (FDSW)

2. Recognition of the value of outdoor activities and increase volunteers capacity.

Volunteers are essential for delivery of community services. They need training and support to ensure knowledgeable, consistent, high quality and safe activities. Volunteers in the outdoors need to acquire special skills which are often gained from experience over time. Volunteers deserve recognition which in turn serves to promote the value of volunteering.

- a. Develop best practice guides for “employment” of volunteers in the outdoor environment.
- b. Support and promote opportunities for volunteers to gain recognised and relevant qualifications.
- c. Develop a “volunteer award” to recognise commitment, knowledge and safety.
- d. Provide mentor support to volunteers.
- e. Assess the need to qualify volunteers at level 2 in order to support more than one club/ activity.

Potential Partners:

- Sports Council Wales
- Local authorities
- Wales Council for Voluntary Action
- Local Voluntary Services Councils'
- National Governing Bodies
- SportActive
- Outdoor activity centres
- Welsh Sports Association
- Federation of Disability Sport Wales (FDSW)
- Snowdonia National Park

3. **Create links between schools and community clubs.**

Outdoor adventure experiences become a mandatory part of the school curriculum at Key Stages 2&3 from 2008. The opportunity exists to support this requirement and promote “exit route” links to community clubs where activity participation can be embedded as a long term activity.

- a. Ensure outdoor activities are identified in each Local Authority Partnership Agreement over the next 3 years.
- b. Ensure outdoor activities are included in each “Healthy School” programme.
- c. Develop an “outdoor award”.
- d. Identify links between school “adventure activities” and community clubs to ensure opportunities for further participation for young people and to embed outdoor activities as a long term social and leisure activity.
- e. In conjunction with appropriate school clusters develop competitive opportunities in selected sports (i.e. orienteering, sailing, canoeing, mountain biking etc.).
- f. Provide advice, mentor support and staff training for school clusters to underpin curriculum requirements, including the OEAP Outdoor Learning Cards training and resource development.

Potential Partners:

- Local authority LEAs.
- PESS, 5x60 officers and Dragon Sport co-ordinators
- Schools
- Outdoor centres
- Community clubs
- Wales Council for Voluntary Action
- Duke of Edinburgh’s Award
- Countryside Council for Wales (CCW)
- Cynal and Physical Education Advisory Services
- Outdoor Education Advisors Panel (OEAP)
- Urdd Gobaith Cymru
- Snowdonia National Park

4. Develop effective marketing for outdoor activities and the work of the Partnership as a healthy and productive leisure activity.

Sport is a product and positive images have to be marketed. Sport operates in a complex and competitive environment requiring modern and subtle approaches to attract children and young people.

- a. Maintain existing website
- b. Maintain and develop e-newspaper and circulate through expanding mailing list.
- c. Within existing website promote guidelines and best practice guides.
- d. Promote links to community clubs within the school curriculum environment.
- e. Ensure the wider benefits of outdoor activities (social, mental, cultural, life skills) are promoted within school and community environments.
- f. Ensure outdoor activities are identified in the strategic plan areas of Children, Young People Health and Communities.
- g. Develop “ambassadors programme” to promote outdoor sports within school and communities.
- h. Establish links with national agency P.R. departments

Potential Partners:

- Local authorities
- Sports Council Wales
- Snowdonia-Active
- Local Health Boards
- Children and Health partnerships
- North Wales Regional Institute
- Snowdonia National Park

5. Develop a delivery and mentoring model for community outdoor partnerships which can be delivered throughout communities in Wales.

The Partnership has attained unique experience and significant knowledge which can be used to extend entitlement for outdoor activities throughout Wales. Notwithstanding the geographical benefits of the area, current experience can be replicated at foundation level. The Partnership is best placed to respond to demand driven from within other areas.

- a. Establish foundation criteria for each “sport” and how it can be introduced in a variety of geographic and social environments.
- b. Establish good practice guides to support partnership development, club development; volunteer support; access to natural facilities etc.
- c. Identify and liaise with other areas in Wales to promote and mentor Partnership development.

Potential Partners:

- Welsh Assembly Government
- Sports Council for Wales
- Outdoor centres
- Clubs
- Education Advisory Service

6. Promote outdoor activity employment as a career option for residents of Wales.

Embedding outdoor activity careers as a viable employment option amongst local people seeks to secure the long term viability of the sector while retaining the unique culture of the area.

- a. In conjunction with national agencies promote outdoor activities through road-shows, forums and work experience.
- b. Create a register/ database of “outdoor activity” employers.
- c. Develop an outdoor learning-hub in North Wales in conjunction with SkillsActive.
- d. Provide mentor support for employers to establish and maintain standards.
- e. Establish mentoring links.
- f. Support for Modern Apprenticeship Scheme for outdoor instructors in Post 14 Learning Pathway.

Potential Partners:

- SkillsActive
- HE and FE providers
- Schools
- Outdoor centres
- National Governing Bodies
- Careers Wales
- Department for Children, Education Lifelong Learning and Skills
- North West Wales Economic Strategy Group

7. Develop Welsh language opportunities in outdoor activities to support cultural development of the sector.

Enjoyment and appreciation of the outdoor environment highlights the local culture which underpins the long term viability of the sector. Local culture is best interpreted and amplified by local people.

- a. Develop and promote the database of Welsh speaking guides and instructors in conjunction with the Welsh Language Board.
- b. Develop and promote the Welsh language terminology for outdoor activities in conjunction with the Welsh Language Board.
- c. Develop qualification and best practice material in bilingual format in collaboration with Welsh Language Board.
- d. Develop and promote courses (qualifications / instruction) through the medium of Welsh.
- e. Provide support to clubs and centres to develop cultural and bilingual understanding.

Potential Partners:

- Welsh Language Board
- Urdd Gobaith Cymru
- Mentrau Iaith Cymru
- University of Wales, Bangor
- Local Authorities
- Sports Council Wales (Welsh Language sub-group)

7. Next Steps

This strategy points the way for the Partnership during the next 5 years. The strategy should be dynamic, responding to changes and opportunities. The strategic objectives are not set in stone but are the key stepping stones to achieving the strategic environments.

The strategic environments cannot be achieved all at one time. In order to achieve the most effective outcome the Partnership Executive will need to consider the following on an annual basis:

1. Review progress from the previous year
2. Determine priorities for the forthcoming year
3. Allocate funding to meet the priority areas of work
4. Identify programmes (comprising a number of projects) with funding partners
5. Determine success criteria (qualitative & quantitative) and monitoring programme for outputs/ outcomes.
6. Determine and set out an “annual operation plan” containing tasks aligned to strategic objectives which will contribute to achieving the strategic environments.

The Partnership needs to be clear about the degree of its involvement in the variety of areas it engages with and how it engages its funding partners in those areas e.g. curricular and non-curricular work. Engaging in several funding environments spreads risk but funding partners need to be reassured their input is being focused on what the funding is made available for.

The Partnership is engaged in achieving increased participation in outdoor activities through generational change which will contribute to improving the health and social standing of the citizens in Wales. The realisation of changes requires investment and commitment.

**“If we continue to do what we are doing,
we will continue to get what we have got”.**

June 2008