



IRELAND
leave no trace

Strategic Plan 2016 - 2021

The outdoors is
yours - protect it





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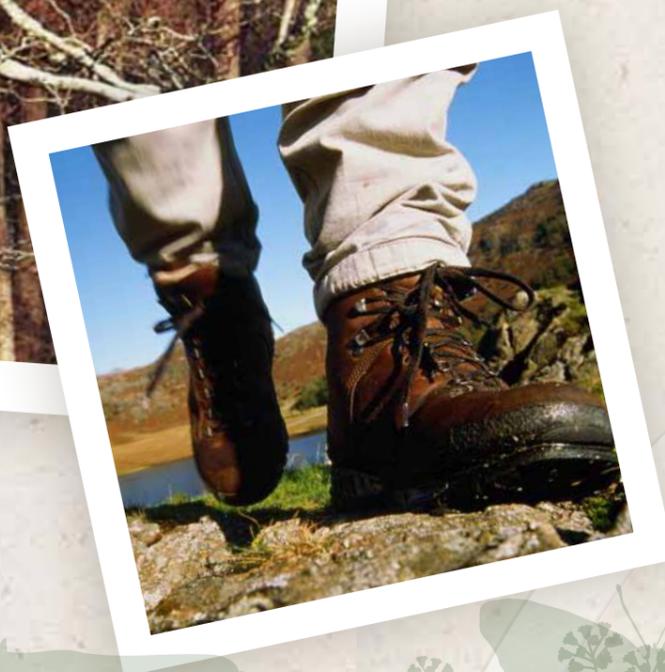
Chairperson's Foreword

Leave No Trace Ireland educates people of all ages to enjoy the outdoors responsibly and is the most widely accepted outdoor ethics programme throughout the island of Ireland. Through education, research and outreach Leave No Trace Ireland ensures the long-term health of our natural world.

The positive impact of Leave No Trace Ireland is paramount to the future health of Ireland's natural environment. It is our challenge, to shape our programmes to meet the needs of different environments. It is because of your support and commitment to Leave No Trace Ireland's mission that we can begin to reverse the negative impacts on our natural environment and prevent further damage.

Dr. Richard Thorn

Chairperson/Director, Leave No Trace Ireland.





Introduction

You make a difference

Leave No Trace Ireland is a not-for-profit company made up of partner organisations with a shared interest in encouraging responsible enjoyment of Ireland's natural environment. Our mission is to promote and inspire responsible outdoor recreation through education, research and partnership throughout the island of Ireland.

The Leave No Trace Ireland education programme strives to inspire those who enjoy outdoor recreation to take personal responsibility and to reduce their impact on the environment. The programme teaches people simple skills and techniques to minimise their impact on the environment. The education programme is built around seven key principles.

Leave No Trace Ireland Principles:

1. Plan Ahead and Prepare
2. Be Considerate of Others
3. Respect Farm Animals and Wildlife
4. Travel and Camp on Durable Ground
5. Leave What You Find
6. Dispose of Waste Properly
7. Minimise the Effects of Fire

Leave No Trace Ireland training is delivered at various levels, including Awareness Sessions, Trainer Courses and Advanced Trainer Courses. The Leave No Trace message has been adopted by many organisations including government departments, state agencies, national governing bodies of sport, education and training organisations and a range of tourism businesses. It is this broad adoption and promotion that gives the message its strength, together with the fact that the principles are all positive in nature and based on sound science.

Organisation

Leave No Trace Ireland is a company limited by guarantee. It was officially established in 2006 and was granted charitable status in 2013. The organisation is administered by a Board of Directors and assisted by four subgroups: Education, Research, Finance and Communications and Engagement. Leave No Trace Ireland is affiliated with the Leave No Trace Centre for Outdoor Ethics, America.

Process for the Development of the Strategic Plan for Leave No Trace Ireland

As part of the development of this Strategic Plan six separate but interrelated exercises have been undertaken:

- 1) A Steering Group was set up to undertake background research and examine the vision, mission, core values and strategic priorities of the organisation.
- 2) A literature review was conducted to review relevant national and international policies.
- 3) The findings were presented to the Board of Directors and the Leave No Trace Network at the 2015 AGM in May.
- 4) An electronic survey of partners was carried out in June 2015 to establish partner's views on vision, values and strategic priorities.
- 5) A stakeholder workshop was coordinated to generate feedback on strategic priorities in September 2015.
- 6) The penultimate draft was presented to the network of stakeholders for debate and approval before final publication.

The work on the development of the plan was sponsored by the Board of Leave No Trace Ireland. The project was directed by Dr. Richard Thorn, with significant support from Advanced Trainer Vincent McAlinden, Conor Mckeen and the staff of Leave No Trace Ireland.





Key Challenges and Opportunities

There are increasing numbers of organisations and companies that have an interest in outdoor recreational activities. There is an opportunity for Leave No Trace to become the “go to” credible organisation that reaches beyond its resources, with its powerful and influential network of partners.

This Strategic Plan recognises the challenges facing all sporting, educational, tourism and charitable organisations at present. These challenges include the uncertainty of public funding and the economic challenges faced by many of Leave No Trace Ireland’s partners as well as the importance of best practice, regarding charity governance and administration.

The increasing emphasis and demand for good governance is a trend within NGO’s that is expected to continue. In the area of access to the natural environment, the complexities of governance and liability have increased dramatically. The requirement for any charity is to be open, transparent, reliable, honest and trustworthy.

With clear evidence of growth in interest, participation and the recreational use of the natural environment, there is an ever increasing demand for education to help recreational users to make the right decisions. This will help them reduce their environmental impact. There is a requirement for the development of a comprehensive range of custom Leave No Trace educational resources. The development of training and knowledge supports, underpinned by sound research is also an increasingly important requirement for Leave No Trace Ireland. Increased human and financial resources are required, to strengthen Leave No Trace Ireland’s intellectual foundation, and to support partners in integrating and promoting the Leave No Trace message.

Leave No Trace Ireland is not a large organisation and has limited, finite resources. It does, however, have access to and can further develop powerful and influential partner relationships. This will enable the organisation to extend its reach and affect behavioural change.



Our Vision

That outdoor recreation across the island of Ireland takes place in harmony and in balance with nature and that all recreational users value and support efforts to protect Ireland's natural environment.

Our Values

Leave No Trace Ireland is a values based organisation. The values are:

Ethical decision making

We believe in the value of research to inform ethical, evidence based, responsible decision making.

Education as empowerment

We believe in the importance of enjoyable, stimulating education and skills development as a way of empowering people to make good choices, enthusing them to connect with nature and taking personal responsibility for the health and well-being of our planet.

Respect for our Environment

We respect that while people may hold different views on how to protect our environment, we all work towards a common goal of respect and love for that environment. We believe that Ireland has fantastic ecosystems and habitats that deserve to be respected in their own right and not just because human beings value them.

The Value of Relationships

We value the contributions of people and the relationships with our different partners in helping us to achieve our collective goals.

Empowerment of People

We believe in the transformative power of the outdoors in terms of health, well-being and social inclusion.

Integrity in all we do

We will be open, honest and transparent and try to be the best we can in everything we do.



Our Mission

To promote and inspire responsible, outdoor recreation through education, research and partnerships throughout the island of Ireland.

In achieving our mission Leave No Trace Ireland will become an organisation that;

1. Makes Leave No Trace Ireland research and education programmes relevant and accessible for all people who use the natural environment for recreation.
2. Makes Leave No Trace Ireland prominent, relevant and accessible through active partnerships throughout the island of Ireland.
3. Ensures Leave No Trace Ireland is at the centre of policy making in the areas of outdoor environmental research and education.
4. Develops a sustainable organisation that is financially independent, broadly supported and equipped with strong leadership to ensure Leave No Trace Ireland maintains its ability to pursue its mission into the future.

Leave No Trace Ireland recognises that achieving its vision is a long journey but that every journey begins with a single step. The strategic priorities, and associated actions and outputs articulated in this Strategic Plan, are Leave No Trace Ireland's first steps towards achieving its new vision. This will help ensure that outdoor recreation in Ireland takes place in harmony and balance with nature and all recreational users' value and support the protection of Ireland's natural environment.

Strategic Priorities

1. To provide informed and enjoyable educational programmes on responsible and sustainable outdoor recreation throughout the island of Ireland.
2. To undertake, collate and publish research that underpins and informs our education programme which will inform our decision and policy making in outdoor recreation.
3. To be the first port of call for statutory and non-government organisations interested in responsible and sustainable outdoor recreation.
4. To be financially sustainable, administratively effective and meet relevant codes of good governance for charities on the island of Ireland.
5. To provide a range of high quality services for partners, volunteers and supporters to facilitate informed and enthusiastic communication of the Leave No Trace message through a robust, self-sustaining and comprehensive network.



Strategic Priorities: 1. Education

To provide valued and enjoyable educational programmes on responsible and sustainable recreation in the islands of Ireland's natural environment.				
	Action	Responsibility	Timeline	Outputs
1.1	To develop a comprehensive range of education resources	Leave No Trace Ireland 3 rd Level Schools Partners	2017 2019 2021 2018 2017	<ul style="list-style-type: none"> • Customised messages. • A Leave No Trace Ireland's Trainers manual. • 3rd Level, ETB & Youth modules. • Best practice guidelines for all training. • Review of existing educational materials.
1.2	To increase participation in Schools	Local Authorities Partners Schools Leave No Trace Ireland An Taisce	2017 2018 2020 2016	<ul style="list-style-type: none"> • Review of schools programme. • Engagement with primary schools. • Develop secondary schools resource. • Work with An Taisce and The Eco schools programme
1.3	Develop a strong network of Leave No Trace Trainers	EAG Trainers Leave No Trace Ireland	2016 2016 2021 2016	<ul style="list-style-type: none"> • Online network. • CPD for Trainers. • Regional mentors. • Feedback on training reviewed.
1.4	An analysis of resource requirements to support the growth and development of the organisation	Board	2016 2016	<ul style="list-style-type: none"> • A statement of expertise and resource requirements. (This analysis will include governance, administration and technical requirements including education resource development) • Resource the development plan. (educational resource development requirements)
1.5	To resource and deploy the scalable plan from 1.4 above	Leave No Trace Ireland Strategic Partners	2017 2017	<ul style="list-style-type: none"> • Design the plan. • Recruit staff.

Strategic Priorities: 2. Research

To undertake, collate and publish Research to underpin and inform decision and policy making.				
	Action	Responsibility	Timeline	Outputs
2.1	To undertake, collate and publish research that underpins and informs our education programme which will inform our decision and policy making in outdoor recreation. To undertake, collate and publish research.	Leave No Trace Ireland Universities Strategic Agencies	Annually 2017 2018	<ul style="list-style-type: none"> Two primary research projects annually. Partner with universities and institutes of technology to develop strategic research programmes. Strategic agencies identified and engaged.
2.2	To develop an online relevant reference library of all existing research and make available for sharing within the Leave No Trace Ireland network.	Leave No Trace Ireland	2020	<ul style="list-style-type: none"> To develop and operate a Leave No Trace Ireland library.

Strategic Priorities: 3. Advisory

To be the first port of call for statutory and non-government organisations interested in responsible and sustainable outdoor recreation.				
	Action	Responsibility	Timeline	Outputs
3.1	To become the "Expert" on the island of Ireland for all matters relating to responsibility and sustainability in outdoor recreation.	Leave No Trace Ireland	Annually 2020	<ul style="list-style-type: none"> Annual conference. Become recognised as 'experts' by partners.
3.2	To become embedded in national and international policy as best practice in outdoor ethics.	Leave No Trace Ireland Board	2017 2016 2017 2018	<ul style="list-style-type: none"> Engage with leading practitioners in the fields of outdoor ethics and behavioural change. To develop a skills audit and development plan for the organisation. Accreditation within the education and research programme. Accreditation with partnerships.
3.3	To increase brand recognition of the Leave No Trace message	Leave No Trace Ireland Board	2018 Ongoing 2018	<ul style="list-style-type: none"> Retain franchise with Leave No Trace America. Represent all users of Leave No Trace in Ireland. Have the President of Ireland as a supporter.
3.4	Investigate the potential role of Leave No Trace beyond the sphere of outdoor recreation.	Leave No Trace Ireland Board and Executive	2019 2021	<ul style="list-style-type: none"> To increase awareness around how actions in our daily lives impact the recreation places we use. To raise the profile of ethics and personal responsibility in all aspects of decision making in life.

Strategic Priorities: 4. Governance and Administration

To be financially sustainable, administratively effective and meet relevant codes of good governance for charities on the island of Ireland.				
	Action	Responsibility	Timeline	Outputs
4.1	To grow and develop income from all partners	Leave No Trace Ireland Partners Funders	2018 2020 2019	<ul style="list-style-type: none"> Increase ratio of grants versus alternate income sources. Apply for Lotto grant. Increase corporate partnerships.
4.2	Demonstrate best practice as an NGO	Leave No Trace Ireland Board	2016 2017 2017	<ul style="list-style-type: none"> Achieve Governance Code. Adopt a volunteer Code of Ethics Adopt and implement a child protection policy.
4.3	To become self-sustainable in all aspects	Leave No Trace Ireland Board	2019	<ul style="list-style-type: none"> Develop and implement a sustainability strategy.
4.4	To develop and deploy a resource management plan to grow financial and human resources	Leave No Trace Ireland	2016	<ul style="list-style-type: none"> Audit current resources, identify required resources for growth.

Strategic Priorities: 5. Partnerships

To provide a range of high quality services for partners, volunteers and supporters to facilitate informed and enthusiastic communication of the Leave No Trace message through a robust, self-sustaining and comprehensive network.				
	Action	Responsibility	Timeline	Outputs
5.1	To identify, grow and develop a range of partner relationships that will support the organisation for the longer term	Leave No Trace Ireland Selected Partners	2016	<ul style="list-style-type: none"> Deployment of partnership Structure which facilitates partner engagement. Develop partner communication documents. Develop partner relationships with smaller partners, 'in kind', that may be of strategic importance.
5.2	Partners are educated and trained in all aspects of Leave No Trace and are supported to inspire and promote Leave No Trace within their own organisations	Leave No Trace Ireland Selected Partners	2017-2021	<ul style="list-style-type: none"> Develop a range of partner supports demonstrating how to communicate and embed the Leave No Trace message. Measure partner engagement.
5.3	To create a network of users interested in outdoor recreation, and to represent, educate and support them	Leave No Trace Ireland Users Interested Parties	2017-2019	<ul style="list-style-type: none"> Develop online user network Develop an e-marketing strategy. Build the advocacy capacity.
5.4	Develop partnership services and offerings	Leave No Trace Ireland	2017 2019 2018	<ul style="list-style-type: none"> Partnership growth. Custom Partner training Active engagement. Develop communications and engagement strategy with partners



The Board of Directors

- Dr. Richard Thorn, Irish Sports Council
- Ann Marie Cross, HSE
- Ciaran Fallon, Coillte
- Lorraine Fitzgerald, Business In The Community
- Myles Kelly, Inland Fisheries Ireland
- Conor McKeon, Scouting Ireland
- Lawrence McBride, Far and Wild.
- Mary Mulvey, Eco Tourism Ireland
- William O'Halloran, SECAD
- Darach O'Murchú, Mountaineering Ireland
- John Boyle, Waterways Ireland
- Maura Lyons, Programme Manager, Leave No Trace Ireland

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Appendices

Appendix 1: Steering Group members

- Conor Mckee, Scouting Ireland and Leave No Trace Ireland Board member
- Maura Lyons, Leave No Trace Ireland
- Richard Thorn, Irish Sports Council & Leave No Trace Ireland Board member
- Vincent McAlindan, Advanced Trainer

Appendix 2: Organisations and personnel which provided input into the consultation process

- Angling Council of Ireland
- Business in The Community Ireland
- Blackstairs Eco Trails
- Boyne Valley Activities
- Coillte
- Department of Environment, Community and Local Government
- Ecotourism Ireland
- Fáilte Ireland
- Inland Fisheries Ireland
- INVAS
- Irish Sports Council - National Trails Office
- Jean Byrne
- Mayo County Council
- Mountaineering Ireland
- Outsider Magazine
- Rock Farm Slane
- RTÉ
- Scouting Ireland
- SECAD South And East Cork Area Development
- Sport Northern Ireland
- The Burren Geo Park
- Tollymore National Outdoor Centre
- Waterways Ireland



Appendices

Appendix 3: Glossary of Acronyms and Abbreviations

Partners:	Official Partners of Leave No Trace Ireland
EAG:	Education and Advisory
CAE:	Communications and Engagement
ETB:	Education and Training Board
NGO:	Non-Governmental Organisation
CPD:	Continuous Professional Development
Natural Environment:	Recreation that takes place on water and land
Leave No Trace Ireland:	Leave No Trace Ireland Branch
Leave No Trace Centre For Outdoor Ethics:	Leave No Trace US Branch





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