



Ireland
Leave No Trace

Mid-Term Strategic Review 2020-2021



**A national framework promoting
responsible outdoor recreation**

THE OUTDOORS IS YOURS – PROTECT IT

Chairperson Statement

Leave No Trace Ireland



The increased popularity of outdoor recreation in Ireland brings a requirement to effectively manage Ireland's most sensitive habitats. Leave No Trace Ireland is central to achieving conservation of our countryside in a cost-effective way through our national outdoor ethics programme. Managed effectively, outdoor recreation on our countryside and waterways delivers significant economic, social, health and well-being benefits to the Irish people. Our recent Impact Report demonstrates how we deliver a world-class outdoor ethics programme across the island of Ireland. Our organisation is committed to protecting the land and water resources across Ireland, building and protecting our existing recreational resources, which are worth in excess of €1.5 billion per year to the national economy.

Since we published the Strategic Plan 2016-2021, "The Outdoors is Yours, Protect It!", the Leave No Trace programme continues to grow with more education, training, research and memberships than ever before.

We look forward to the next two years, delivering the strategic objectives set out in this Mid-Term Strategic Review 2020-2021, continuing to support and recognise outdoor recreationists and inspire responsibility in the outdoors.

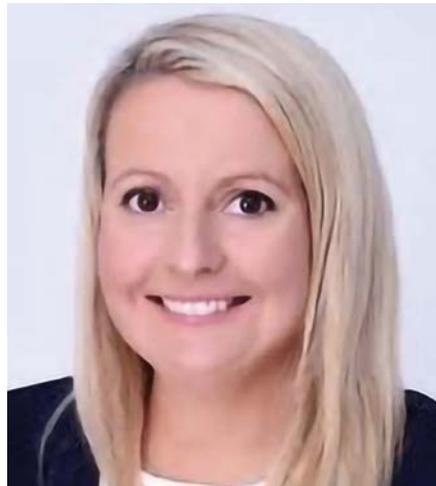
Paddy Doherty

Paddy Doherty

Chairperson, Leave No Trace Ireland

A message from Maura Kiely

CEO, Leave No Trace Ireland



The Leave No Trace programme continues to grow across the areas of education, training, research and memberships, reaching more stakeholders than ever before. We are particularly delighted to see an increase, not only in the number, but the range of organisations delivering Leave No Trace across Ireland, in particular, more youth, community and corporate groups.

We have new educational training programmes and resources tailored to coastal, upland and inland environments. We are compliant with the new Charities Governance Code overseen by the Charities Regulator. We thank and celebrate the tremendous dedication and hard work of all the Leave No Trace member organisations, Leave No Trace Trainers and volunteers without whom, Leave No Trace simply could not exist.

We look forward to the next several years, continuing to support and recognise outdoor recreationists throughout their personal development journey.

Maura Kiely

Maura Kiely

CEO, Leave No Trace Ireland

SUMMARY

This Mid-Term Strategic Review 2020-2021 aims to ensure that Leave No Trace Ireland's Strategic Plan 2016-2021 continues to deliver the vision and objectives across its five strategic areas whilst acknowledging the progress to date, changes in the policy environment, responding to emerging opportunities and agreeing to any adjustment to the Strategy that is needed.

The Mid-Term Strategic Review 2020-2021 is centred on five strategic areas. These are education, research, advisory, governance and administration and memberships. Following this Mid-Term Strategic Review, a new Strategic Plan will be in place from 2021.



LEAVE NO TRACE IRELAND CORE MEMBERS



**An Roinn Cultúir,
Oidhreacht agus Gaeltachta**
Department of Culture,
Heritage and the Gaeltacht



Fáilte Ireland
National Tourism Development Authority



National Parks & Wildlife Service



**An Roinn Forbartha
Tuaithe agus Pobail**
Department of Rural and
Community Development



OPW Oifig na
nOibreacha Poiblí
Office of Public Works



Iascach Intíre Éireann
Inland Fisheries Ireland



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 members 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 MEMBERSHIPS 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 prominent, relevant and accessible through active memberships throughout the island of Ireland.
- 3** Ensures Leave No Trace Ireland is at the centre of policy making on education and research in the area of outdoor and environmental education matters.
- 4** Develops a sustainable organisation where Leave No Trace Ireland is financially independent, broadly supported and equipped with strong leadership to ensure we maintain our ability to pursue our 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 Mid-Term Strategic Plan 2020-2021, 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 Ireland's natural environment.
- 2** To undertake, collate and publish research that underpins and informs our education programme and our decisions, outdoor recreation and policy making.
- 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 members, volunteers and supporters to facilitate informed and enthusiastic communication of the Leave No Trace message through a robust, self-sustaining and comprehensive network.

OUR RATIONALE

In order to conserve Ireland's outdoor areas, we need a nationwide outdoor ethic. We need to document what influences behavioural change in Ireland, understand how to reduce social and environmental impacts through innovative educational programmes, track how it is changing over time, and communicate the importance of Leave No Trace. Addressing some of these knowledge gaps and building the scientific evidence base to help its conservation is central to the work Leave No Trace Ireland.

In so doing, Leave No Trace supports the work of the National Countryside Recreation Strategy.

OUR APPROACH

- Research on behavioural change and outdoor recreation in Ireland
- Expertise to increase our understanding of Ireland's biodiversity
- Provide coordination to encourage greater collaboration between our members
- Communicate the evidence-base to inform decision-making
- Support partner organisations by offering shared services and other shared resources
- Build recording capacity by providing biodiversity identification training and training resources
- Provide leadership to promote the conservation of biodiversity

WHAT LEAVE NO TRACE CAN DELIVER

Leave No Trace delivers an extensive nationwide programme in membership with stakeholders. With the correct level of resourcing and support Leave No Trace Ireland can deliver:

- An accessible, effective national framework easily utilised by multiple stakeholders across Ireland
- A training programme reaching all primary and secondary school children in the country
- Full cooperation with all relevant government departments and state agencies, supporting their work and statutory duties
- Bespoke support to the community, voluntary and charitable sector
- Corporate involvement to deliver customised programmes and financial support

1. EDUCATION

To provide valued and enjoyable Educational programmes on responsible and sustainable recreation in the islands of Ireland's natural environment.

	Action	Timeline	Output
1.1	To develop a comprehensive range of education resources	2020	<ul style="list-style-type: none"> • Design customised Leave No Trace messages • Leave No Trace Ireland Trainers manual • Design 3rd Level, ETB & Youth modules • Best practice guidelines for all training including: <ul style="list-style-type: none"> • Develop evaluation and impact of the programme • Develop educational resources
1.2	To increase participation in Schools	2020	<ul style="list-style-type: none"> • Review the primary schools' programme • Increase engagement with primary schools • Develop secondary schools' resource
1.3	Develop a strong network of Leave No Trace Trainers	Ongoing	<ul style="list-style-type: none"> • Develop trainer support including an online network, CPD for Trainers, regional mentors and evaluation programme
1.4	An analysis of resource requirements to support the growth and development of the organisation	2020	<ul style="list-style-type: none"> • Develop business plan to hire education team

2. RESEARCH

To undertake, collate and publish Research to underpin and inform decision and policy making

	Action	Timeline	Output
2.1	To undertake, collate and publish research Develop memberships with research organisations such as Universities and Institutes of Technology	Annually	<ul style="list-style-type: none"> • Publish two primary research projects annually • Partner with Universities and Institutes of Technology to develop strategic research programmes
2.2	To further develop an online relevant reference library of all existing research and make available for sharing within the Leave No Trace Ireland network	2020	<ul style="list-style-type: none"> • To develop and operate a Leave No Trace Ireland library

3. ADVISORY

To be the first port of call for statutory and non-government organisations interested in responsible and sustainable outdoor recreation.

	Action	Timeline	Output
3.1	To become the "Expert" on the island of Ireland for all matters relating to responsibility and sustainability in outdoor recreation	Annually 2020	<ul style="list-style-type: none"> • Host an Annual conference • Become recognised as 'experts' by members
3.2	To become embedded in national and international policy as best practice in outdoor ethics	2020	<ul style="list-style-type: none"> • Engage with leading practitioners in the fields of outdoor ethics and behavioural change • Advocacy Plan • Accreditation within the education and research programme • Accreditation with memberships
3.3	To increase brand recognition of the Leave No Trace message	Ongoing 2020	<ul style="list-style-type: none"> • Develop Strategic communications plan across all media platforms • Retain franchise with Leave No Trace America • Represent all users of Leave No Trace in Ireland • Have the President of Ireland as a supporter of Leave No Trace

4. GOVERNANCE AND ADMINISTRATION

To be financially sustainable and meet all relevant codes of good governance for charities on the island of Ireland

	Action	Timeline	Output
4.1	To grow and develop income from all members	Ongoing	<ul style="list-style-type: none"> • Increase ratio of grants versus alternate income sources to ensure sustainability • Apply for the National Lottery Funding Grant for Good Causes • Increase corporate memberships
4.2	Demonstrate best practice as an NGO Become self-sustainable	Ongoing	<ul style="list-style-type: none"> • Maintain compliance and the Charities Governance Code • Ensure long-term sustainability and ensure resources are managed in-line with growth and revenue

5. MEMBERSHIPS

To engage with and provide support to members trainers, supporters and volunteers to facilitate informed and enthusiastic communication of the Leave No Trace message

	Action	Timeline	Output
5.1	To identify, grow and develop a range of partner relationships that will support the organisation for the long-term	Annually 2020	<ul style="list-style-type: none">• Develop long-term engagement of new membership programme• Increase core members• Increase corporate programme and develop formal contractual relationships
5.2	Members 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	2020	<ul style="list-style-type: none">• Develop a range of member supports demonstrating how to communicate the Leave No Trace message• Measure member engagement• Increase communications and engagement with members
5.3	To create a network of users interested in outdoor recreation, and to represent, educate and support them	2020	<ul style="list-style-type: none">• Develop online user network• Develop an e-marketing strategy• Build the advocacy capacity

LEAVE NO TRACE BOARD MEMBERS

- Paddy Doherty (Chairperson)
- Myles Kelly
- John Boyle
- Conor McKeon
- Pat Neville
- Fiona Hannon
- Aileen Galvin
- Gavin Beetlestone
- Roisin O'Hara
- Emma Fortune



GET IN TOUCH!



Leave No Trace Ireland,

Castlebar Street, Westport, Co. Mayo, F28 KD63

t: +353 1 9059009 | e: info@leavenotraceireland.org

w: www.leavenotraceireland.org

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