



SOAN: STRATEGIC PLAN 2022 – 2024

Version 3.0

1. **MISSION** - Why we exist.
2. **OUTCOMES + OUTPUTS** - What we want to achieve.
3. **ACTION PLAN** - What we need to do.

1. MISSION – Why we exist

To create a professional, well-informed, connected and supported **outdoor access and active travel** sector and through this enhance its profile.

2. OUTPUTS + OUTCOMES - What we want to achieve

Our **Outcomes** are:

- Better supported people working in this sector through the delivery of learning and networking opportunities and to provide a voice for the sector at a national level.
- A rise in the profile and value of outdoor access and active travel within all sections of society, thereby influencing public policy for their benefit.

Our **Outputs** are:

1. Organise training and the sharing of good practice in the sector through conferences, networking events, site visits, formal training opportunities and online learning.
2. Continue and grow relationships across all areas of the sector by facilitating networking between members to assist in solving common challenges.
3. Maintain and promote knowledge sharing through various channels such as the Scottish Access Technical Information Network (SATIN) website and the Knowledge Hub.
4. Be a sustainable, collaborative and relevant organisation with the human and financial resources necessary to meet the expectations of our members and funders.

All of this will be achieved using our strong national connections and expertise to promote good practice and policy in this sector for the benefit of all aspects of society.

4. STRATEGY AND ACTION PLAN - What we need to do in 2021 - 2024

Objectives	Strategic approach	Actions for current year	Dates/Mechanism	Progress
1. To organise training and the sharing of good practice in the sector including through conferences, networking events, site visits, formal training opportunities and online learning.	<p>Events in partnership with other stakeholders which cover all areas of outdoor access and active travel.</p> <p>To design an events programme and training which serve the interests of all involved in outdoor access and active travel be they specialists, planners, engineers, lawyers. Operational staff.</p>	<ol style="list-style-type: none"> 1. A minimum of one networking event and two site based training opportunities. 2. In the networking event hold the AGM. 3. Support the development of partnership through online learning delivered by and for all SOAN members and partners. 4. Formal training materials and mechanism for Forestry and Land Scotland. 5. Provide opportunities to debate access issues to develop SOAN members understanding of current topics. 6. Continue to consider how we can widen our audience. 7. Agree a 3 year programme. 	<ul style="list-style-type: none"> • Check on progress = mid-May each year. • Dedicated separate annual meeting 6 weeks prior to AGM where the agenda is the 5 strategic objectives. 	
2. To raise the profile and value of outdoor access and active travel within all sections of society, thereby influencing public policy for their benefit.	Provide a collective voice for outdoor access and active travel messaging and benefits where clear consensus exists.	<ol style="list-style-type: none"> 1. Respond to requests for professional opinion. 2. Facilitate partnership and cross work stream discussions which sit under the wider theme of the sector. 3. <i>Have a strong and credible social media presence.</i> 	<ul style="list-style-type: none"> • Check on progress = mid-May each year • Dedicated separate annual meeting 6 weeks prior to AGM where the agenda is the 5 strategic objectives. 	

Objectives	Strategic approach	Actions for current year	Dates/Mechanism	Progress
3. To continue and grow our relationships across all areas of the sector by facilitating networking between members to assist in solving common challenges.	Through messaging, website content, social media	<ol style="list-style-type: none"> 1. Update more frequently SATIN website. 2. Promote and expand the membership for the knowledge hub. 3. To share more broadly good relevant points of interest 4. Annual appraisal of missing themes and emerging areas of related work. 	<ul style="list-style-type: none"> • Feedback forms, • refresh SOAN website, • check the use of the Knowledge Hub to gauge its effectiveness. 	
4. To maintain and promote knowledge sharing through various channels such as the SATIN website and the Knowledge Hub.	<p>Knowledge Hub</p> <p>SOAN + SATIN websites</p> <p>Each committee member of SOAN to specifically promote and share</p>	<ol style="list-style-type: none"> 1. Manage Knowledge Hub information flow. 2. Initiate topical KH forums and discussion threads. 3. Broaden the KH interest base. 4. Maintain functioning and up to date SATIN and SOAN websites (new case studies and continued social media) 	<ul style="list-style-type: none"> • Check on progress = mid-May each year • Dedicated separate annual meeting 6 weeks prior to AGM where the agenda is the 5 strategic objectives. 	
5. To be a sustainable, collaborative and relevant organisation with the human and financial resources necessary to meet the expectations of our members and funders.	Committee works on three year cycles with responsibilities shared fairly across whole committee. Skills and knowledge gaps are identified early and committee also conducts annual succession planning exercise to ensure development opportunities for new members	<ol style="list-style-type: none"> 1. Annual accounts shared at AGM. 2. Administrative role and cost agreed. 3. 3 year financial forecast shared with core funders. 4. Simple business case followed which avoids unmanageable long term costs. 5. Continue to develop new committee membership and encourage rotating roles within committee. 	<ul style="list-style-type: none"> • Dedicated separate annual meeting 6 weeks prior to AGM where the agenda is the 5 strategic objectives. • Resultant info to inform AGM Papers. • Business case required to set out cash flow and the financial needs of objectives. <i>Possible consultant input?</i> 	