

Mission

Our mission is to assert and promote legitimate and responsible outdoor access rights in Scotland

Values

We represent outdoor public access interests in Scotland by:

- Being reliable and trusted
- Working to maintain a balance of interests in access matters
- Maintaining a deep and current knowledge base
- Cooperating with others in preserving and improving access rights

Strategic Objectives

We will build on our past achievements, consolidate our current activities and pursue new opportunities in support of our mission.

Our strategic objectives over the next five years are:

1. Raising the profile of responsible public access to land and inland water, by:
 - Influencing government, its agencies, local authorities and representative organisations in promoting the economic, health and well-being, and environmental benefits of outdoor access and the development of policies and practices that protect and improve access rights
 - Working with other outdoor interest groups, and through traditional and social media channels
2. Protecting and promoting outdoor access rights and associated amenity, by:
 - Resourcing, maintaining and updating the Catalogue of Rights of Way (CROW) on behalf of the people of Scotland, with the aim of achieving 100% of records as accurate and verified within the previous ten years
 - Continuing to maintain a cost-effective searches service for reliable information on rights of way
 - Identifying and acting upon obstructions and threats which contravene current outdoor access legislation, with priority given to issues which are of national significance and those that potentially undermine the legal basis of access rights
 - Maintaining, repairing, replacing and extending ScotWays path signage and other infrastructure, including reducing the number of ScotWays signs in need of repair by 20% per annum

Strategic Framework 2022-2027

- Identifying and successfully promoting outdoor access opportunities across Scotland, including keeping current publications and our website up to date, developing new guides, the use of mobile technologies, guided walks and events

3. Ensuring the resilience of ScotWays, by:

- Increasing our membership by on average 5% per year, strengthening our corporate supporter base, and establishing continuity of our volunteer workforce
- Identifying and, where appropriate, trialling and / or implementing new income streams, and achieving an increase in donation funds, to support the long-term viability of ScotWays and thereby achieve operational financial break-even
- Striving to reduce our carbon emissions in all our activities, in and out of the office

Where specific numerical targets are not suitable, our progress will be measured using evidence of our activities and actions that have contributed to the relevant strategic objective.

Short-term Actions

In the current financial year (to July 2023), we will prioritise the following actions to ensure we are equipped to meet our strategic objectives:

- A review of our governance and leadership model
- A detailed annual action plan for 2023/24, identifying targets which contribute towards each of our strategic outcomes (to be monitored at each Board meeting and reviewed each July)
- A communications plan, to be continually updated
- Increase our staff and volunteer capacity, and associated technology, to ensure effective delivery of the communications plan, increased effectiveness in securing funding, improvement of our data accuracy and management, and other resource requirements in order to meet our strategic objectives
- Implement a performance and development programme, initially for senior management, with a view to rolling this out for all staff
- Develop a plan to meet our objectives in relation to CROW and signposts

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1	Final	19/11/22	19/11/2023