

Strategic Plan 2017-2021



INTRODUCTION

This Strategic Plan describes Mountain Training Scotland's priorities for the next four years.

It outlines what we will do and why. Much of this is in collaboration with key partners, in both a Scottish and United Kingdom and Ireland context. Mountain Training United Kingdom and Ireland, whose key role is to coordinate common objectives of all the National Mountain Training Boards, is a significant and essential component in our work to achieve these aims.

The detail of how we will achieve these strategic aims is contained within annual Operational Plans..

ABOUT MOUNTAIN TRAINING SCOTLAND

For over fifty years Mountain Training Scotland has provided and overseen training and assessment of consistently high quality in the skills required for the safe leadership and instruction of climbing and hillwalking in Scotland. This is primarily through the provision of UK-wide qualification schemes. NOTE: The use of the term "mountain-related" refers to these qualification schemes even although the activity may be undertaken indoors and in non-mountainous terrain.

Mountain Training Scotland (originally called Scottish Mountain Leader Training Board or SMLTB) was created at the direction of the Secretary of State for Scotland, and was set up within the Scottish Council for Physical Recreation in 1964 (Scottish Sports Council from 1972, latterly **sport**scotland). In 2001 Mountain Training Scotland further formalised its status by becoming a Company Limited by Guarantee (Company No.215532) and received recognition as a Scottish Charity.

Mountain Training Scotland, as one of five National Mountain Training Boards, works closely with the central coordinating body, Mountain Training United Kingdom and Ireland, to develop and manage a portfolio of qualification schemes. This ensures parity in the qualifications syllabi, and consistency of delivery across all the National Mountain Training Boards throughout the UK and Ireland.

Mountain Training Scotland is managed by a Board of up to six four volunteer non-executive Directors, elected by the Council of Members of Mountain Training Scotland. A full-time paid Executive Officer, who reports directly to the Executive Board, is responsible for the day-to-day operational management of Mountain Training Scotland, including

its interaction with Mountain Training UK and Ireland. The Executive Board reports to the Council of Members of Mountain Training Scotland, who are nominated representatives of Scottish-based organisations with a strategic interest in and commitment to the Mountain Training qualification schemes.



VISION

A community of world-class outdoor leaders, instructors and coaches, representative of a diverse, fit
and active society, supported by innovative and sustainable mountain-related¹ training qualification
schemes.

> MISSION

• Mountain Training Scotland provides innovative leadership and ensures consistent quality in mountainrelated skills training and coaching in Scotland.

> PURPOSE

"Mountain Training Scotland's purpose is the advancement, for public benefit, of education and training
(in conjunction where appropriate with other bodies or persons) in the skills required for the leadership
and instruction of safe hill, mountain and moorland walking, mountaineering, rock and ice climbing and
other associated activities practised in cliff and mountain environments, and to offer advice on matters
of training and safety."

Excerpt from Mountain Training Scotland's Articles of Constitution and our charitable aims.

> GUIDING PRINCIPALS

- Mountain Training Scotland is open, welcoming, and accessible to all with a shared interest in mountainrelated activities.
- We encourage diversity and seek to remove barriers to individuals' and others' involvement and participation as leaders and instructors of mountain-related activities.
- We support and encourage sustainable and sympathetic use of the outdoors by all users.
- Mountain Training Scotland is innovative in the development of our work practices and creation of development projects.
- Mountain Training Scotland is outward thinking and seeks to work in collaboration with key partners and relevant organisations to fulfil our strategic aims.

¹ The phrase, 'mountain-related' is used throughout the text. This should be read as referring to all of the activities listed: hill and mountain walking, rock climbing and scrambling, bouldering, indoor climbing, winter climbing, mountaineering, Alpine mountaineering and ski mountaineering.

Similarly the work of Mountain Training Scotland covers a range of qualifications for qualified individuals who are in positions of responsibility working with individuals/groups. In this document the following terms are used:

Leaders - a generic term for candidates who hold one or more of the Mountain Training walking qualifications, for example Lowland Walking Leader and who use their qualification to lead groups.

Instructors - a generic term for candidates who hold one or more Mountain Training climbing qualifications and use their qualification to supervise/teach/instruct groups.

MOUNTAIN TRAINING SCOTLAND IN SCOTLAND AND THE UK

Mountain Training Scotland works with, and its qualification schemes are used by, diverse organisations. These broadly fit within three categories:

1. MOUNTAIN TRAINING PARTNERS

Mountain Training Partners are those organisations within the UK-wide Mountain Training network that Mountain Training Scotland works with closely.

Mountain Training United Kingdom and Ireland

Mountain Training United Kingdom and Ireland co-ordinates the development and management of the Mountain Training qualification schemes by the National Mountain Training Boards in the United Kingdom and Ireland. A key aim is to ensure parity in the Mountain Training qualifications syllabi across the UK and Ireland by agreeing a range of nationally-recognised hill, mountain and climbing leadership, instruction and coaching awards.

Mountain Training United Kingdom and Ireland also co-ordinates activity on joint initiatives (known as global projects) to support and further develop the Mountain Training qualification schemes.

National Mountain Training Boards

There are four National Mountain Training Boards,² all of which are Members of Mountain Training United Kingdom and Ireland (Commonly referred to as MTUKI). Each National Mountain Training Board is directly responsible for overseeing and managing the provision of the Mountain Training qualification schemes in their country.

² Mountain Training Cymru (Wales) Mountain Training England

Mountain Training Scotland

Mountain Training Board Ireland



2. STRATEGIC PARTNERS IN SCOTLAND

Strategic Partners have significant operational and/or financial relationships with Mountain Training Scotland.

sportscotland

sportscotland, the national agency for sport, works with partners (including Mountain Training Scotland and Mountaineering Scotland) to build a world-class sporting system for everyone in Scotland. **sport**scotland supports the development of outdoor and adventure sports through its range of national centres, which of specific relevance includes Glenmore Lodge. **sport**scotland's key outcomes include increased participation and progression in sport. In relation to these outcomes **sport**scotland invests in Mountain Training Scotland to support its development and implementation of new initiatives and projects. Crucially, this investment enables Mountain Training Scotland to operate beyond basic provision of its core business.

Mountaineering Scotland

Mountaineering Scotland aims to inspire and encourage people of all ages, abilities and backgrounds to enjoy mountaineering activities responsibly, through its educational programmes and provision of relevant information concerning mountain safety, access and conservation. Many (but by no means all) Mountain Training qualification candidates are drawn from this community of active hillwalkers, mountaineers and climbers. The profile of Mountain Training qualification candidates reflects the demographic of this community. A common aim of both organisations is to work together to broaden the diversity of this community, both by ethnicity and gender.

The provision of educational programmes and safety training significantly relies on qualified leaders, instructors and coaches, whether as volunteers or as professionals. Mountain Training Scotland supports the mountain safety, access and conservation aims of Mountaineering Scotland by providing trained and qualified leaders, instructors and coaches through the Mountain Training qualification schemes. Mountain Training Scotland is also uniquely placed, with its wider links to UK-wide and Ireland-wide organisations through Mountain Training UK, to provide support and advice relating to matters of mountain safety and training.

Glenmore Lodge

Glenmore Lodge, Scotland's National Outdoor Training Centre, operates within the **sport**scotland family of national centres. Glenmore Lodge defines its leading core function as supporting and developing leaders, coaches, guides and instructors. Glenmore lodge recognises governing body qualification pathways as a key enabler for quality participation in outdoor sport. Its position in terms of staff skills and experience (both personal and of working on a variety of National Governing Body qualification schemes), and resources, makes Glenmore Lodge uniquely equipped to support the core work of Mountain Training Scotland.



3. MOUNTAIN TRAINING SCOTLAND MEMBERS

These are stakeholder organisations that have a significant interest in the Mountain Training qualifications managed by Mountain Training Scotland. They are all Members of Mountain Training Scotland and contribute actively to the management of Mountain Training Scotland by monitoring its activity and giving guidance to the organisation. This includes, collectively, helping to set overall policy, defining and setting targets, and evaluating performance against agreed targets via thrice-yearly Business Meetings.

There are currently twelve Members of Mountain Training Scotland:

- Mountaineering Scotland;
- Association of Heads of Outdoor Education Centres (AHOEC);
- Scottish Advisory Panel for Outdoor Education (SAPOE);
- Association of Mountaineering Instructors (AMI);
- British Association of International Mountain Leaders (BAIML);
- The Duke of Edinburgh's Award;
- British Mountain Guides;
- Ramblers Scotland;
- Girlguiding Scotland;
- Glenmore Lodge National Centre;
- Joint Services Mountain Training Wing Ballachulish;
- sportscotland.



SGLOSSARY

Mountain Training - this is the outward-facing 'shop front' of Mountain Training UK and Ireland and the associated four National Mountain Training Boards. It is a trading name only. It serves to create a "one stop shop" for candidates to interact with the qualification and personal skills schemes via the website and the Candidate Management System – the database that stores all candidate registration and qualification records. Candidates can register on a range of qualification schemes using the same candidate account.

Course Provider - approved entities (organisation or individual) responsible for ensuring, amongst other matters, that courses, training and systems supplied by the Provider are strictly in accordance with the procedures set out in the MTS Quality Manual and as detailed in the Provider Agreement.

Course Director - approved individuals used by Course Providers to 'front up' these training and assessment courses. The Course Director's key role is to manage the effective facilitation of the qualification syllabus during the provision of a course.

Trainer and Assessor - suitably and appropriately qualified, skilled and experienced staff who assist the Course Director on a training and/or assessment course. It is the responsibility of the Course Director to ensure that all staff have appropriate levels of skill and experience.

Candidates - are individuals who have registered on a Mountain Training qualification scheme. They may or may not hold a Mountain Training qualification.

Leaders - a generic term for candidates who hold one or more of the Mountain Training walking qualifications, for example Lowland Walking Leader, and who use their qualification to lead groups.

Instructors - a generic term for candidates who hold one or more Mountain Training climbing qualifications and use their qualification to supervise/teach/instruct groups.

Membership Associations - these are bodies, for example Mountain Training Association that individuals can choose to join for an annual fee. They support and encourage professional standards via promoting voluntary Continuing Personal Development opportunities.

Professional Associations - these are constituted associations, for example Association of Mountaineering Instructors, that represent the interests of their Members; maintain professional standards via compulsory Continuing Professional and Personal Development. In some cases, notably British Mountain Guides and British Association of International Mountain Leaders, membership is compulsory to be able to legally work abroad.



LEADING, TEACHING AND INSTRUCTIONAL QUALIFICATION PATHWAYS MOUNTAIN TRAINING SCOTLAND

UK WALKING (LEADERSHIP AND TEACHING)

- Lowland Leader
- Hill & Moorland Leader
- Mountain Leader
- Winter Mountain Leader

INTERNATIONAL AND UK WALKING (LEADERSHIP AND TEACHING)

• International Mountain Leader (IML)

UK ROCK CLIMBING INDOORS (LEADERSHIP, TEACHING, AND INSTRUCTION)

- Indoor Climbing assistant;
- Climbing Wall Instructor; Climbing Wall Abseil and Top Roping Module
- Climbing Wall Development Instructor

UK ROCK CLIMBING INDOORS AND OUTDOORS (LEADERSHIP, SUPERVISION AND TEACHING)

Rock Climbing Instructor

UK MOUNTAINEERING AND CLIMBING (LEADING, TEACHING AND INSTRUCTION)

- Mountaineering and Climbing Instructor
- Winter Mountaineering and Climbing Instructor (Winter)

INTERNATIONAL AND UK MOUNTAINEERING AND CLIMBING (LEADING, TEACHING AND INSTRUCTION)

• British Mountain Guide

RELATED MEMBERSHIP AND PROFESSIONAL ASSOCIATIONS

Mountain Training Association - a voluntary membership association provides continued support and development opportunities for candidates of Mountain Training who have registered for a qualification scheme. Continuing Personal Development encouraged but not compulsory.

British Association of International Mountain Leaders - the professional association that represents qualified International Mountain Leaders. BAIML represents the UK at UIMLA, the Union of International Mountain Leaders. BAIML works closely with UIMLA to develop and promote its worldwide standard for training, assessment, and common professional ethics for those professionals choosing to lead individuals and groups in the mountains of the world. Membership is compulsory for International Mountain Leaders if they wish to work as leaders internationally.

Association of Mountaineering Instructors - a voluntary membership association that is the representative body for qualified Mountaineering Instructors (summer or winter) in the UK and Ireland. Continued Professional Development compulsory. Membership not compulsory.

British Mountain Guides Association - the professional association that trains and assesses mountain guides in all forms of climbing, mountaineering and ski mountaineering; the representative body for British Mountain Guides. BMG is a member of the International Federation of Mountain Guide Associations (IFMGA), which is the body that co-ordinates the standards and mutual recognition of the twenty-six national mountain guide associations. Membership is compulsory for British Mountain Guides to work as Mountain Guides.

STRATEGIC AIMS

This section outlines what we plan to do, why we plan to do it, and how we will do it.

In collaboration with our Mountain Training partners, Strategic partners in Scotland and the Members of Mountain Training Scotland, we have identified the following three Key Strategic Aims and associated priority areas:

> KEY AIM 1

Provision of Mountain Training Qualification Schemes in Scotland

- Co-ordination
- Development
- Consistency
- Community of Practice
- Pathways
- Sustainability

> KEY AIM 2

Ensure continued, equitable and inclusive access to Mountain Training Qualifications in Scotland

- Diversity
- Connect with new and returning leaders
- Profile

> KEY AIM 3

Ensure financial security

Secure income

MONITORING SUCCESS

Detailed actions and success measures are identified in an annual Operational Plan.

Our Annual Report will reference these priorities as well as other important aspects of our work and achievements. Our priorities collectively help to deliver our mission.



KEY AIM 1

Provision of Mountain Training Qualification Schemes in Scotland

> MHATS

We will ensure the consistent quality, relevance and excellence of provision of Mountain Training qualification schemes in Scotland. They will continue to meet the needs of a variety of users, including public, voluntary and private sector; of volunteers and professionals.

Between 2010 and 2015, 7311 candidates were trained and assessed by 32 Mountain Training Scotland Providers (Appendix 3). During the corresponding period 6423³ candidates registered with Mountain Training Scotland on one or more Mountain Training qualification schemes (Appendix 3). It is forecasted that by 2021 these numbers will have gradually increased (as described in the Mountain Training Scotland Operational Plan) as new qualification schemes, as a result of the current Climbing Awards Review, come online.

A key focus, working with partners and stakeholders, will be to ensure the activities of our Providers and candidates are sustainable and that present needs are met without compromising future needs.

> MHAS

Mountain Training qualifications are used by a variety of organisations and individuals in the outdoor sector to lead, teach and instruct a variety of mountain-related activities. These qualified leaders, in turn, contribute significantly to the numbers of people participating in mountain-related activities. As a guide, figures from a recent Mountain Training Association (MTA) Survey state that each qualified leader works with, on average, 239 clients per year. A significant number, around 40 - 50% of Mountain Training Leaders and Instructors time is spent working with school age participants, such as Duke of Edinburgh's Award scheme, on lowland and upland moor terrain. Around 50 - 60% of their time is spent work with adults across the full spectrum of mountain-related activities. Using the figures for Mountain Training Scotland for candidates who passed a Mountain Training qualification in 2015, which is 411 candidates (assuming only 80% of those who passed will use their qualification – this is an arbitrary number as all those who responded to the survey stated they were all active in leading groups) that's 329 candidates; and assuming the 329 candidates only lead one day a year with 239 participants, that's 78631 additional participation days.

Mountain Training Scotland candidates – the future leaders and instructors - are drawn from the wider walking, climbing and mountaineering communities represented by Mountaineering Scotland, and to a certain extent, reflect the diversity within that wider community.

³Registration on any of our qualifications has no associated time limit for completing the qualification. This means candidates can register years before doing their training or even completing their assessment, hence the discrepancy between the numbers for those undertaking training and/or assessment in the same period 2010-2015. In addition, completion on some schemes, for example Winter Mountain Leader can take several years due to the challenges of developing sufficient quality personal experience for assessment.

All candidates, when they register for a Mountain Training walking or climbing qualification, must be Members of a Mountaineering Council. This cohort of candidates represents a significant number of potentially new Memberships for Mountaineering Scotland. Having clear, strong mountain-related activity pathways that link participants with the Mountain Training qualification schemes is essential in providing a steady stream of 'new blood' wishing to become the next generation of leaders and instructors, and who, in turn, can then go on to share their knowledge and expertise with the next generation of walkers, climbers and mountaineers.

Since its creation in 1964 Mountain Training Scotland has developed a reputation for excellence in the provision of Mountain Training qualification training and assessment courses. This is primarily through the efforts of successive generations of Mountain Training Scotland Course Providers, Course Directors, Trainers and Assessors. Many of those currently involved have longstanding experience of the delivery of the Mountain Training qualifications. This accumulated knowledge, wisdom and experience is a key asset of Mountain Training Scotland, and is crucial to ensuring a sustainable provision of consistent, high quality Mountain Training courses in Scotland. A key priority is to maintain these standards and enhance this reputation, whilst remaining relevant to the needs of current and prospective users – both candidates and organisations.

Many of the activities of Mountain Training Scotland courses take place in natural and wild land environments of Scotland. Wild land areas are especially vulnerable to inappropriate and excessive use.



> HOMṡ

Mountain Training Scotland oversees and manages a course provision franchise, with its portfolio of qualification courses delivered through a network of approved Course Providers. These Providers run Mountain Training qualification courses according to guidance and supporting procedures contained in the Mountain Training Scotland Provider & Course Director Quality Manual.

Mountain Training Scotland will focus on these priority areas:

Co-ordination:

- maintain and further develop an effective level of co-operation across the UK and Ireland through collaborating with National Mountain Training Boards via MTUK and the Mountain Training Technical Staff network.
- develop and maintain effective partnership working with Mountaineering Scotland, Glenmore Lodge and **sport**scotland, through collaboration, to ensure a Scottish context is represented on UK mountain and related issues.

Development:

- in collaboration with MTUK review, develop and implement the outcomes of the Mountain Training climbing qualifications 2016 review.
- in collaboration with MTUK continue to monitor, and if required, review specific qualification schemes and their suitability for identified target audiences.
- extend the recognition of Mountain Training awards and training schemes within Scotland and the UK by further consideration of educational and recreational contexts and opportunities.

Consistency:

- ensure consistency in Scotland of the provision, and associated standards, of Mountain Training award schemes by implementing a robust quality assurance programme in co-operation with Mountain Training and Mountain Training Scotland Course Providers.
- ensure candidate and Course Provider experiences when working with Mountain Training Scotland are consistent with UK-wide standards and protocols, by utilising central resources such as the Mountain Training website, Candidate Management System (CMS) and Mountain Training Customer Services Team.

Community of Practice

- maintain and develop further a dynamic and innovative community of practice amongst Mountain
 Training Scotland Providers and associated staff. This will be supported in a number of ways, including an
 annual programme of workshops and seminars.
- provide relevant and progressive training opportunities; promote discussion and sharing of knowledge, information and experience.
- maintain and develop an open pathway that supports an individual's journey from award holder working on courses through to Mountain Training Scotland Course Provider, see Appendix 4.
- oversee the Winter Mountain Leader scheme, in co-operation with Mountain Training.

Pathways:

- identify and create accessible pathways to support and enable candidates to develop their interests within mountain and climbing related activities.
- support Mountaineering Scotland in developing pathways and associated training aims for participants in mountain-related activities by collaborating on:
 - creating an infrastructure of qualified training providers in Scotland
 - shared accessible and relevant resources.

Sustainability:

- Support, encourage and promote the principles of "Leave No Trace" amongst Mountain Training Scotland Course Providers, associated staff, candidates, leaders and instructors.
- Support Mountaineering Scotland and other relevant organisations on projects to protect and maintain access rights.



KEY AIM 2

Ensure continued, equitable and inclusive access to Mountain Training Qualifications in Scotland

> MHATS

Mountain Training Scotland will ensure that equality of access and the needs of the diverse Scottish population are given due regard in the implementation and development of all its policies, programmes and services.

Mountain Training Scotland will comply with its statutory and legislative obligations to eliminate discrimination and increase equality in sport and recreation. It will remain informed of new developments in terms of anti-discrimination and equalities legislation. In addition it will take steps to promote gender equality, racial equality and disability equality for all candidates wishing to participate in the Mountain Training qualification schemes.

We will seek to connect with new, returning and qualified leaders by providing them with, and signposting them to, appropriate continued personal development pathways.

We will work to raise the profile of the Mountain Training qualification schemes and award holders in targeted, relevant arenas.

> MHAs

Mountain Training Scotland strongly supports the principles of equality within and throughout mountain training. Mountain Training Scotland believes that everyone should have an equal chance to participate in and contribute to sport or their chosen recreation. The Mountain Training qualification schemes overseen by Mountain Training Scotland are open to all individuals who meet their entry criteria. To ensure this equality of access, our priority, in collaboration with our partners, is to identify and understand barriers to participation and work towards removing them.

> HOMṡ

Mountain Training Scotland has in recent years formalised its policies and procedures with regard to issues of equality and inclusion on its courses. Practical steps to ensure candidates have equitable access included supporting Course Providers in making "reasonable adjustments". ⁴

In addition many potential and actual candidates face challenges with gaining the personal experience for, and completing, their Mountain Training qualification(s) due to financial, family and time pressures. Membership organisations such as the Mountain Training Association provide some support via networks and further training opportunities to support current candidates. However there is much more to be done, in collaboration with Scotland and UK partners, relating to both issues in this regard.

⁴ Reasonable adjustments are a key part of the Equality Act 2010. The duty to make reasonable adjustments aims to make sure that as a disabled person, you have, as far as is reasonable, the same access to everything that is involved in getting and doing a job as a non-disabled person.

Mountain Training Scotland will focus on these key areas:

Diversity:

- identify and seek to address the challenges facing candidates accessing and completing a Mountain Training qualification;
- work with key partners to promote greater diversity of participation in walking, climbing and mountaineering related activities;
- continue to develop the Mountain Training Scotland Course Director and associated staff 'workforce' so that it reflects the range of participants across the breadth of walking, climbing and mountaineering-related activities;
- ensure and develop reasonable accessibility and access to all Mountain Training awards for candidates.

Connect with new and returning leaders:

- maintain and develop the overall number of candidates, in terms of registration and completion;
- monitor, interpret, report on and act on diversity indicators;
- use social media and online resources (in collaboration with Mountain Training UK) to connect with potential leaders and instructors;
- support the Mountain Training Association in providing accessible and low cost opportunities in Scotland for: award updates; continuing personal and professional development; award and skills refresher courses;
- develop and ensure continued contact between Mountain Training Scotland and candidates both preand post-qualification.

Profile:

- in collaboration with MTUK, Mountaineering Scotland, Glenmore Lodge and **sport**scotland promote the interests of leaders and coaches amongst Scotland and UK Government and media;
- identify, demonstrate and promote links between leadership and safe participation, and other relevant agendas including education, health and wellbeing.



KEY AIM 3

Ensure financial security

> WHAT?

Mountain Training Scotland will maintain a secure financial base and seek collaborative and innovative ways of working with partners to ensure efficient and most appropriate use of resources. We will continue to improve and develop innovative and efficient ways of conducting our business.

> MHAṡ

Mountain Training Scotland is, in effect, three things: an awarding body; a franchiser of course provision; a sport development organisation.

The primary sources of income for Mountain Training Scotland are fees from candidate registrations, and fees (both annual and course based) from approved Mountain Training Scotland Course Providers. These are agreed and set at a UK level by the National Mountain Training Boards via Mountain Training United Kingdom. Mountain Training Scotland has no scope to alter these fees independently.

Mountain Training Scotland receives significant investment from **sport**scotland on an annual basis, with this investment set against agreed development projects and specific targets.

Mountain Training Scotland has to work smartly and efficiently to maximise value from these income sources. Whilst registration fees are relatively secure, in an uncertain financial climate it is essential that Mountain Training Scotland seeks additional avenues of income generation to maintain an operational surplus and to sustain continued development work.

> HOMŠ

Mountain Training Scotland is currently in a healthy financial position, allowing investment in a variety of development projects. To maintain this position Mountain Training Scotland will:

Secure income:

- continue to ensure core income is sufficient to fund Mountain Training Scotland core work programmes;
- continue to ensure a mutually beneficial relationship with **sport**scotland to invest in key development initiatives and projects.

Our goal is to secure Mountain Training Scotland's position as a financially secure organisation providing innovative and sustainable mountain-related training qualification schemes, supporting a community of world-class outdoor leaders, instructors and coaches, representative of a diverse, fit and active society.

The successful implementation of this strategic plan will see us well on the way to achieving this goal. It would mean that by 2021 we would have:

KEY AIM 1

Provision of Mountain Training Qualification Schemes in Scotland

Co-ordination

• ensured all joint major policy/strategy discussions and projects include explicit consideration of fit with relevant organisations strategic aims and delivered via audit of partnership agreements and outcomes.

Development

- fully implemented the recommendations from Climbing Awards Working Group
- a 10% increase in registrations from candidates linked to Local Authorities
- a 20% increase in training and assessment places from Local Authority Providers from 111 trained and 66 assessed (2015) to 133 and 79 respectively
- a 20% increase in led days by qualified Mountain Training Leaders and Instructors from 134557 (MTA Survey Final Report 8 July 2016) to 161468 led days by 2021
- In collaboration and partnership with Mountaineering Scotland (Ref Mountaineering Scotland Strategic Plan 2017-2021 Aims 6 and 7) ensure all Mountaineering Scotland Members have access to relevant Mountain Training on-line E-Learning modules

Consistency

- moderated at least 30% of all Mountain Training Scotland Course Providers annually
- ensured that 30% of all approved Course Directors have completed at least one MTS Trainer, Assessors and Course Directors Reflective Practice Self-Assessment annually
- ensured that all completed Course Reports submitted by Providers and reviewed by Mountain Training
 Scotland Executive Officer are consistent with written Mountain Training
 Scotland guidance
- ensured that the number of formal customer complaints is less than 0.05% of total training/assessment places provided per annum
- ensured that the number of reported incidents is less than 0.07% of total training/assessment places provided per annum



Community of Practice

- ensured that at least 30% of all Providers and associated staff have attended a minimum of one seminar/workshop per year
- approved 40 new Course Directors, across all schemes, annually to meet required demand from Providers
- ensured that all Winter ML Provider and Course Director Seminars are attended by at least 70% of all MTS
 Winter ML Providers and Course Directors

Pathways

- in collaboration and partnership with Mountaineering Scotland (Ref Mountaineering Scotland Strategic Plan 2017-2021 Aims 6 and 7) and Glenmore Lodge support creation and work of Mountaineering Scotland Climbing Development Group
- in collaboration and partnership with Mountaineering Scotland (Ref Mountaineering Scotland Strategic Plan 2017-2021 Aims 6 and 7) and MTUK have continued to ensure that the Mountain Training coaching schemes meet the changing needs of Scottish based climbers at all levels from beginner through to performer
- in collaboration and partnership with Mountaineering Scotland (Ref Mountaineering Scotland Strategic Plan 2017-2021 Aim 2.3) have facilitated 120 Members accessing and completing at least one relevant Mountain Training on-line E-Learning module
- in collaboration and partnership with Mountaineering Scotland (Ref Mountaineering Scotland Strategic Plan 2017-2021 Aims 2.2 and 2.3) promoted awareness of Mountain Training qualifications for use by volunteers and have facilitated 40 Mountaineering Scotland volunteer Members completing a Mountain Training qualification

Sustainability

 ensured that environmental impact and related issues are referenced at all Provider and Course Director Seminars



KEY AIM 2

Ensure continued, equitable and inclusive access to Mountain Training Qualifications in Scotland

Diversity

- facilitated a 200% increase in registrations from candidates from ethnically diverse communities backgrounds from approx. 7 per year (2015) to 21 per year by 2021
- facilitated an increase in registrations by female candidates across all Mountain Training qualifications in Scotland from 35% of total to 40% of total
- monitored accessibility and access by candidates with disabilities via reports from Providers/Course
 Directors as to what "reasonable adjustments" were made to accommodate a candidate's specific
 needs
- in collaboration and partnership with Mountaineering Scotland (Ref Mountaineering Scotland Strategic Plan 2017-2021 Aim 1 Developing an Inclusive Community) support initiatives to engage with, and support, a diverse range of organisations which cater for under-represented groups to become involved in mountain-related activities

Connect with new and returning leaders

- increased total MTS registrations by 10% from an average of 1240 to an average of 1364
- liaised with MTUK and National Mountain Training Boards on monitoring data via CMS on candidate diversity
- increased Mountain Training Scotland Facebook 'likes' from by 100% by 2021 from 1000 to 2000

Profile

- increased the reach and engagement via Mountain Training Scotland social media pages (Facebook and twitter) by 50%
- in collaboration and partnership with Mountaineering Scotland (Ref Mountaineering Scotland Strategic Plan 2017-2021 Aim 3: Influential and Informative support initiatives to represent those involved in mountain-related activities and present a coherent voice on mountain-related activity matters
- a 20% increase in % time involvement with school groups by qualified Mountain Training Leaders and Instructors (Currently 27% MTA Survey Final Report 8 July 2016) to 35% by 2021
- a 30% increase in % time involvement with school groups by qualified Mountain Training Leaders and Instructors (Currently 15% - MTA Survey Final Report 8 July 2016) to 20% by 2021



KEY AIM 3

Ensure financial security

Secure income

- ensured Mountain Training Scotland income increases by at least minimum annual inflation rate (based on the Retail Price Index)
- ensured that the MTS Provider annual fee meets cost of minimum moderation requirements (as defined in operational plan)



APPENDIX 1 - THE MOUNTAIN TRAINING QUALIFICATION SCHEMES

The Mountain Training Qualifications

With the creation of several new awards in 2013 there are currently twelve Mountain Training qualifications:

5 walking qualifications:

- Lowland Leader Award (LLA)
- Hill and Moorland Leader Award (HML) and their associated Expedition skills module
- Mountain Leader (ML)
- Winter Mountain Leader (ML(W))
- International Mountain Leader (IML).

3 dedicated indoor climbing qualifications:

- Climbing Wall Award (CWA)
- Climbing Wall Abseil Award (CWAA)
- Climbing Wall Leading Award (CWLA).

3 outdoor climbing and mountaineering qualifications:

- Single Pitch Award (SPA)
- Mountaineering Instructor Award (MIA)
- Mountaineering Instructor Certificate (MIC)

Running in parallel with the climbing awards is the Mountain Training Coaching Award scheme (with two levels - Foundation Coach and Development Coach). This is designed to develop the coaching skills of those working in indoor climbing walls, sport climbing and bouldering. Mountain Training Scotland has no direct involvement in these schemes.

Appendix 2 illustrates the Mountain Training Qualification Pathway.

Mountain Training Scotland has sole responsibility for the operational management in Scotland of the four UK-based walking awards (Lowland Leader to Winter Mountain Leader); the three indoor climbing awards; and the Single Pitch Award.

Mountain Training Scotland also provides technical advice and support to Mountain Training for the Mountaineering Instructor and Coaching Award Scheme.

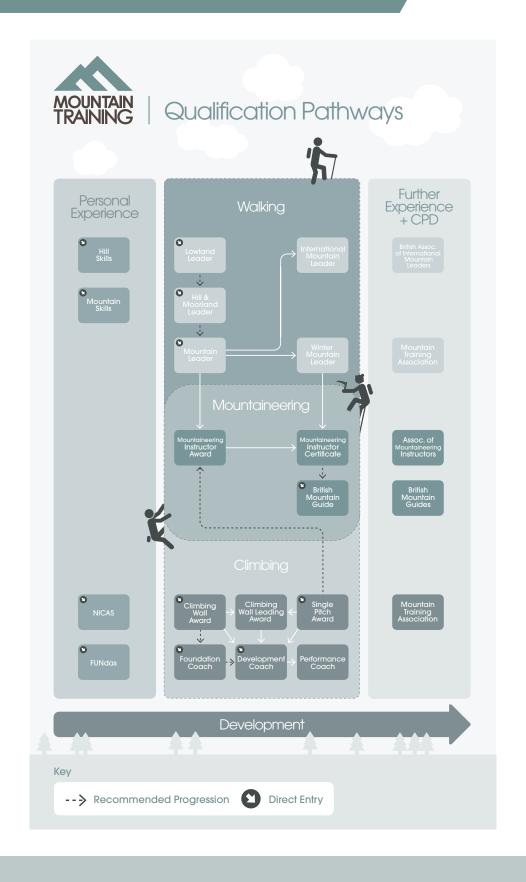
Mountain Training Scotland has sole management responsibility throughout the UK for the Winter Mountain Leader Award.

The first of these qualifications was launched in 1964. Mountain Training Scotland currently has a database with 23,937 records of individuals who have gained or are working towards one or more qualifications. Currently (2016) the Mountain Training database has over 201,861 candidates registered on an award scheme with one or more of the National Mountain Training Boards.

From 2010 to 2015 Mountain Training Scotland Course Providers trained and assessed 7,311 leaders and coaches. Appendix 3 gives a breakdown of this number by award.

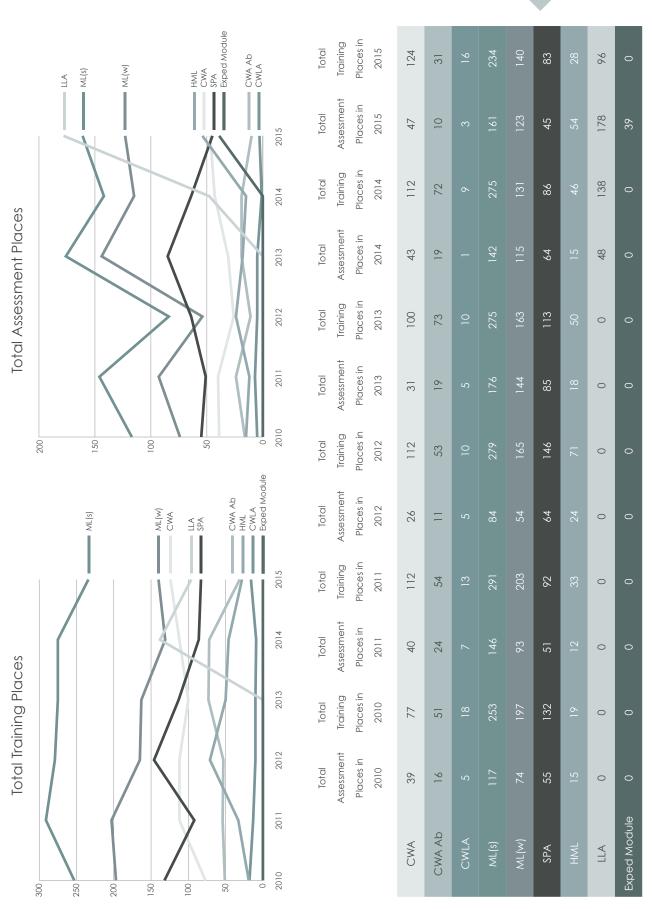


APPENDIX 2 - MOUNTAIN TRAINING QUALIFICATION PATHWAYS



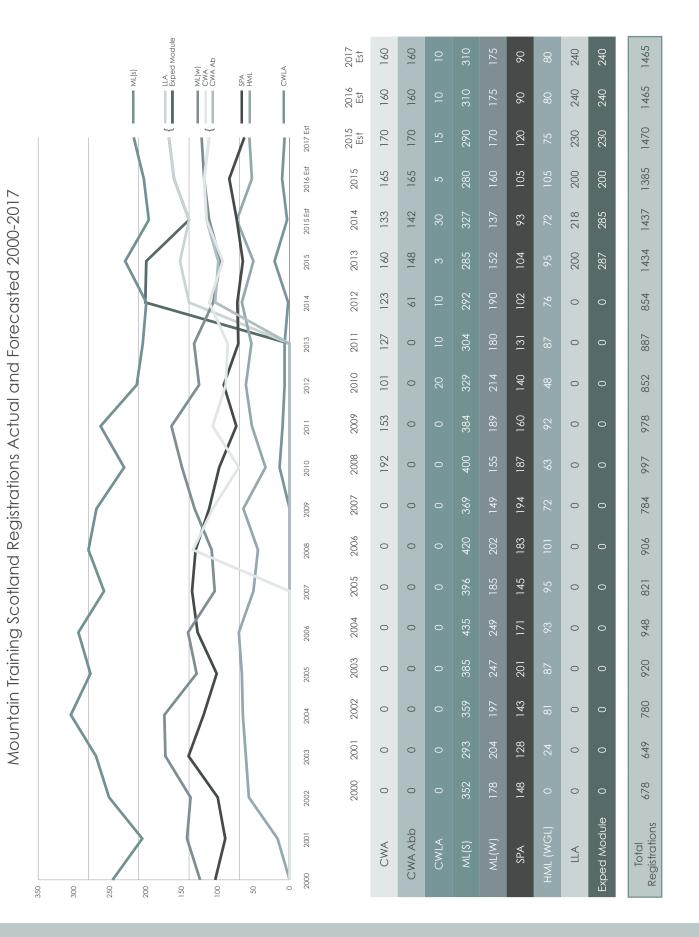
APPENDIX 3 - MOUNTAIN TRAINING SCOTLAND TRAINING AND ASSESSMENT PLACES; REGISTRATIONS

Mountain Training Scotland Candidates completing training and assessment 2010 - 2015





APPENDIX 3 - MOUNTAIN TRAINING SCOTLAND TRAINING AND ASSESSMENT PLACES; REGISTRATIONS

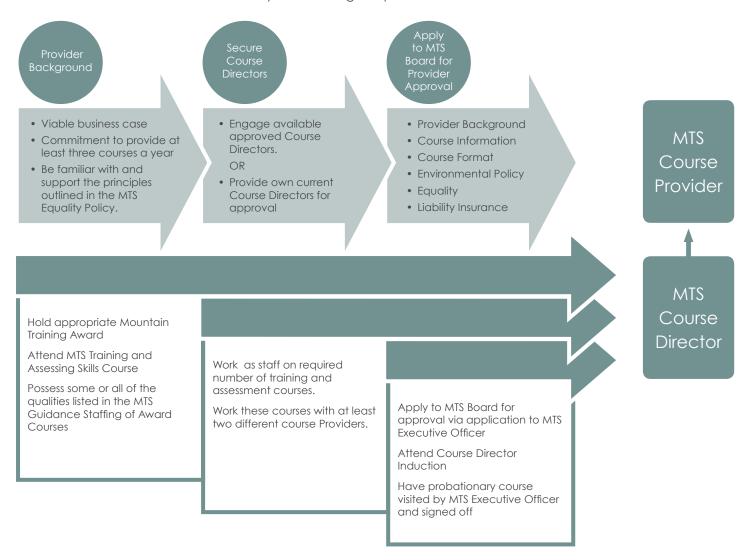


APPENDIX 4 - MOUNTAIN TRAINING SCOTLAND COURSE DIRECTOR AND PROVIDER PATHWAY

Mountain Training Scotland (MTS) provides and oversees the provision of Mountain Training training and assessment courses in the skills required for the safe leadership and instruction of climbing and hillwalking in Scotland, via a network of approved Providers

Providers are responsible for ensuring, amongst other matters, that courses, training and systems supplied by the Provider are strictly in accordance with the procedures set out in the MTS Quality Manual and as detailed in the Provider Agreement.

Providers deliver these courses using MTS approved Course Directors. The Course Director's role is to manage the effective facilitation of the Award syllabus during the provision of a course.



This is a simplified and generic example of the MTS Provider and associated Course Director Approval process.

It should be looked at in conjunction with the MTS Quality Manual which explains the detail contained in each step. Contact the MTS Executive Officer: george@mountain-training.org for a copy.



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