



MOUNTAIN TRAINING SCOTLAND

STRATEGIC PLAN

SUMMARY 2022-2026

This document outlines the strategic vision for how Mountain Training Scotland, working with our strategic partners, will continue to deliver on its mission and purpose for the next four years, contingent on the changing external environment of the Covid-19 pandemic.

Mountain Training Scotland is the Scottish awarding body of the national recognised Mountain Training personal skills training and qualification schemes, and part of the national Mountain Training organisations network.



Introduction

This document describes Mountain Training Scotland's, as an awarding body of the Mountain Training nationally recognised personal skills training and qualification schemes, 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 (MTUKI), whose key role is to co-ordinate common objectives of all the national Mountain Training organisations, is a significant and essential component in our work to achieve these aims.

This document is a summary version of the full strategic plan, which is used for internal purposes. This sets out the strategic vision for how Mountain Training Scotland will continue to deliver on its mission and purpose for the next four years, contingent on the changing external environment of the Covid-19 pandemic.





Our Strategic Framework

[Vision, Mission and Purpose](#)

[Overview](#)

Strategic Aim 1:

'To enhance the provision of the Mountain Training personal skills training and qualification schemes in Scotland'

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

Strategic Aim 2:

'To progress the equitable, inclusive and diverse, access to the Mountain Training personal skills training and qualification schemes in Scotland'

- Diversity, equity, equality and inclusion
- Connect with new and returning leaders
- Profile

Strategic Aim 3:

'To ensure the continued financial security and enhanced business resilience of Mountain Training Scotland'

- Secure income to fund Mountain Training Scotland core work programmes

[Key Outcomes by 2026](#)

[Final Summary](#)

[Appendix 1: MTS Key Partners](#)

[Appendix 2: Mountain Training Personal Skills & Qualification Pathways](#)



sportscotland

Mountain Training Scotland is a company registered in the UK no SC215532;
Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org





Our Vision, Mission and Purpose

Vision

A community of inspirational outdoor leaders, instructors and coaches, representative of a diverse and active society, developed and supported by innovative and sustainable mountain-related personal skills training and qualification schemes.

Mission

To inspire and enable innovative leadership and ensure consistent quality in the provision of the nationally recognised Mountain Training personal skills training and leadership qualification schemes in Scotland.

Purpose



Mountain Training Scotland is a Scottish based charitable body whose purpose is the advancement for the public benefit of education and training (in conjunction where appropriate with other persons or bodies) in the skills required for doing, leading, and instructing safe hill, mountain, moorland, and countryside walking, mountaineering and rock, ice and indoor climbing, and other associated activities, and to offer advice on matters of training and safety.

The Mountain Training personal skills training schemes are used by a wide range of people seeking to develop their personal skills and confidence. Whilst the Mountain Training qualification schemes are undertaken and used by volunteers and outdoor professionals leading and teaching individuals and groups in a variety of contexts. These Mountain Training qualified leaders, instructors and coaches support a wide range of participation, in a variety of mountain-related activities, from a variety of groups with the resultant physical, wellbeing and social benefits.



sportscotland

Mountain Training Scotland is a company registered in the UK no SC215532;
Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org





Overview

Guided by our vision, this four-year plan is focused on enhancing Mountain Training Scotland's position as a resilient and financially secure organisation providing innovative and sustainable mountain-related personal skills training and qualification schemes to help develop and support a community of outdoor leaders, instructors and coaches, representative of a diverse and active society.

The successful implementation of this strategic plan, working with our key partners and stakeholders, will help us on our journey to achieving this goal by 2026, while also delivering our mission and fulfilling our purpose.

The implementation of this strategic plan is detailed in our annual operational plan, which will set specific actions, targets and timelines for completion. The annual operational plans are managed on an ongoing basis and adjusted each year according to progress against the four-year strategic plan.



sportscotland

Mountain Training Scotland is a company registered in the UK no SC215532;
Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org





Strategic Aim 1:

‘To enhance the provision of the Mountain Training personal skills training and qualification schemes in Scotland’

- Increase the resilience of both provider networks and candidate pathways.
- Develop new methods for resilient training delivery.
- Improve the frameworks supporting an effective community of practice.
- Strengthen collaboration with partner organisations.
- Embed and promote the principles of sustainable practice across personal skills training and qualification schemes.

Strategic Aim 2:

‘To progress the equitable, inclusive and diverse, access to the Mountain Training personal skills training and qualification schemes in Scotland’

- Identify and monitor areas of under-representation.
- Work towards removing barriers to inclusion in personal skills training and qualification schemes.
- In collaboration and partnership with Mountaineering Scotland and identified third sector partners promote and support greater participation from under-represented groups in training and qualification schemes.
- Promote diversity and inclusion externally as core values of MTS.

Strategic Aim 3:

‘To ensure the continued financial security and enhanced business resilience of Mountain Training Scotland’

- Augment current financial stability and operational ability and capacity.
- Develop greater financial resilience against exogenous shocks.
- Ensure operational stability and relevance in the post-pandemic environment.



sportscotland

Mountain Training Scotland is a company registered in the UK no SC215532;
Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org





Our Key Outcomes by 2026

Strategic Aim 1

‘To enhance the provision of the Mountain Training personal skills training and qualification schemes in Scotland’

- a 10% increase in led days by qualified Mountain Training leaders and instructors from 78,631 to 86,484 led days.
- in collaboration and partnership with Mountaineering Scotland and MTUKI ensured that the Mountain Training personal skills training and qualification schemes meet the changing needs of Scottish based mountain-related activity participants at all experience levels.
- in collaboration and partnership with Mountaineering Scotland continued to support the development of an infrastructure of qualified personal skills training providers in Scotland.

Strategic Aim 2

‘To progress the equitable, inclusive and diverse, access to the Mountain Training personal skills training and qualification schemes in Scotland’

- facilitated a 100% increase in registrations from candidates from ethnically diverse communities’ backgrounds from an average of 12 per year to an average of 24 per year by 2026.
- facilitated an increase in registrations by female candidates across all Mountain Training qualifications in Scotland from 35% of total to 40% of total.
- increased total MTS registrations by 10% from an average of 1420 to an average of 1562.

Strategic Aim 3

‘To ensure the continued financial security and enhanced business resilience of Mountain Training Scotland’

- ensured Mountain Training Scotland’s income increased by at least minimum annual inflation rate (based on the Retail Price Index).
- ensured full time Executive Officer is supported by part time Finance and Admin Assistant and part time Technical Officer.



Mountain Training Scotland is a company registered in the UK no SC215532;
Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org



Final Summary

The Covid-19 pandemic has imposed a challenging backdrop in terms of the development of a new strategic plan, specifically in terms of the board's ability to consult with Mountain Training Scotland's Council of Members.

This plan is therefore a continuation of the ongoing objectives from the previous four-year plan, distilled to high-level strategic aims. So while this plan sets out the strategic ambition of Mountain Training Scotland for the next four years, the board also intends to review this plan with its key stakeholders within the space of 12 months to ensure it reflects the input of all members as well as any changing circumstances as a result of the Covid-19 pandemic.

For more information, please refer to the full strategic plan.

The implementation of the plan will be detailed in the delivery of annual operational plans. These will set specific actions, targets, and timelines for completion in line with the three strategic aims. The annual operational plans are managed on an ongoing basis by the Mountain Training Scotland Board and adjusted each year according to progress against the four-year strategic plan.





Appendix 1 MTS Strategic Partners

Mountain Training Partners

Mountain Training Partners are organisations within the UK and Ireland Mountain Training network that Mountain Training Scotland works with closely.



Mountain Training United Kingdom and Ireland

Mountain Training United Kingdom and Ireland (MTUKI) co-ordinates the development and management of the Mountain Training qualification schemes by the national Mountain Training organisations 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 personal skills training, and leadership, instruction and coaching qualifications. 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 personal skills training and qualification schemes.

national Mountain Training organisations

There are four¹ 'home nation' and Irish national Mountain Training organisations (each with their own Board and Council of Members), all of which are Members of Mountain Training United Kingdom and Ireland (commonly referred to as MTUKI) who is the fifth.

Each national Mountain Training organisation is solely responsible for overseeing and managing the provision of the Mountain Training skills training and qualification schemes in their country.

¹ Originally there were five but in 2017 Mountain Training Northern Ireland and Bord Oiliúint Sléibhe (BOS – Mountain Training Ireland) amalgamated to form a new Board called Mountain Training Board of Ireland.

Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org





Scottish Key Partners

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



[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.

sportscotland supports the development of outdoor and adventure sports through its range of national centres, including Glenmore Lodge.

sportscotland's key outcomes include increased participation and progression in sport.

In relation to these outcomes **sportscotland** 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.



[Glenmore Lodge](#), Scotland's National Outdoor Training Centre, operates within the **sportscotland** family of national centres. Glenmore Lodge defines its 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.



Mountain Training Scotland is a company registered in the UK no SC215532;
Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org





[Mountaineering Scotland](#) aims to inspire and encourage people of all ages, abilities, and backgrounds to enjoy mountaineering activities responsibly.

This is achieved through educational programmes and provision of relevant information concerning mountain safety, access, and conservation. Many 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.



Mountain Training Scotland is a company registered in the UK no SC215532;
Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org





Mountain Training Scotland Council of Members

These are stakeholder organisations that have a significant interest in the Mountain Training qualifications managed and overseen by Mountain Training Scotland. They 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 Council of Members Meetings.

There are currently nine 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)
- The Duke of Edinburgh's Award
- British Mountain Guides
- Ramblers Scotland
- Girlguiding Scotland.
- British Association of International Mountain Leaders (BAIML)

There are an additional three organisations classed as 'Advisors' as they have the right to speak but do not have a vote at any Mountain Training Scotland Council of Members Meetings.

- Glenmore Lodge National Centre
- Joint Services Mountain Training Wing Ballachulish
- **sportscotland.**



sportscotland

Mountain Training Scotland is a company registered in the UK no SC215532;
Registered Scottish Charity No. SC031047.
Mountain Training Scotland, Glenmore, Aviemore, PH22 1QZ. T:
E: Scotland@mountain-training.org



Appendix 2 Mountain Training Personal Skills & Qualification Pathways

