



**Mountain  
Training**  
UK & Ireland

# **Strategic Development Plan 2025-2030**

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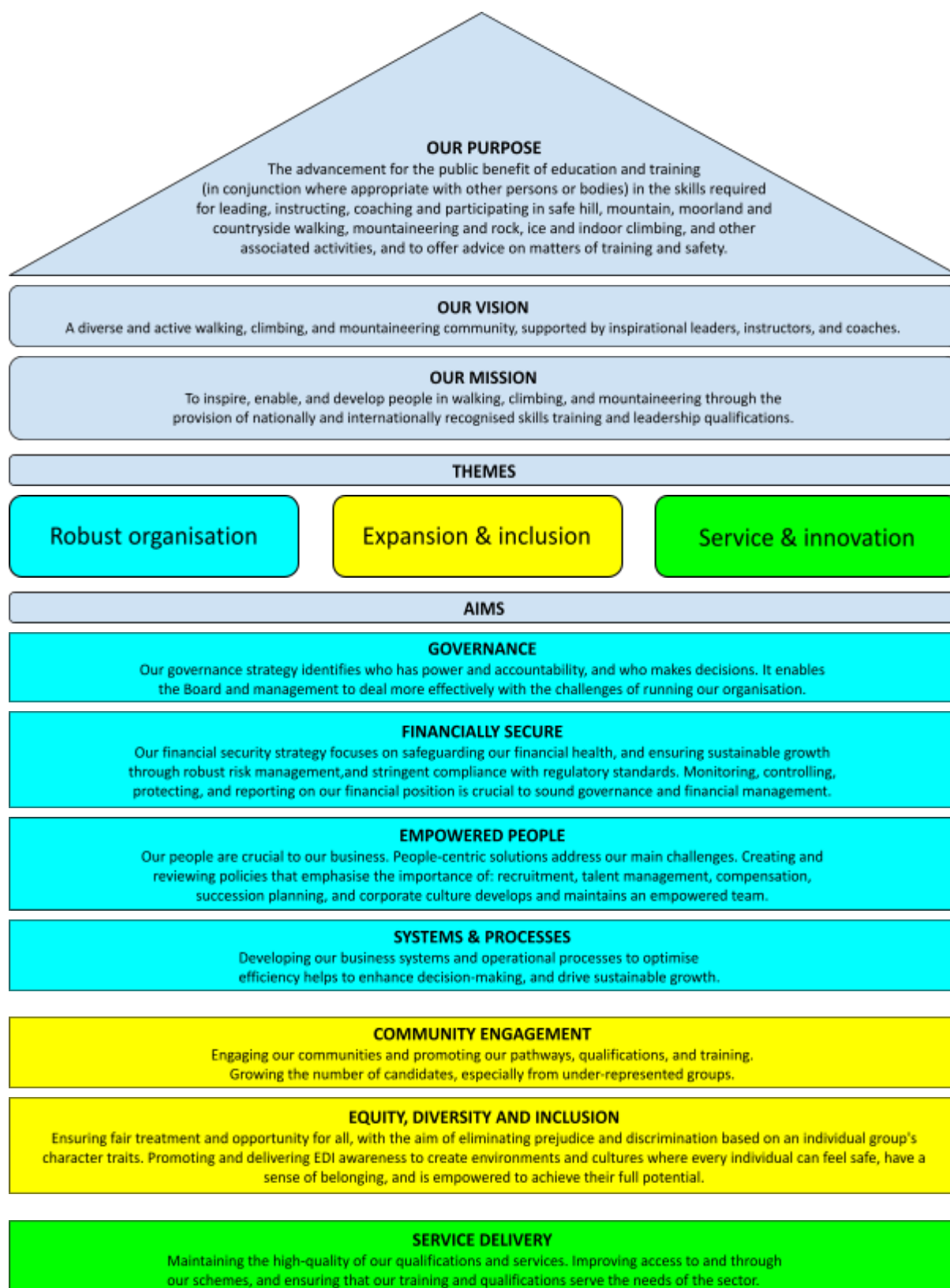
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# OUR STRATEGIC FRAMEWORK 2025-2030



# INTRODUCTION

This strategic development plan introduces Mountain Training UK & Ireland (MTUKI) and the Mountain Training network. It outlines MTUKI's strategic aims<sup>1</sup>, actions, and measures of success to steer MTUKI for the period 2025 to 2030.

This edition is an interim plan that will be refined during 2025 to align with the MTUKI operational plan, currently being developed, and the plans of the Home Nation Boards.

Delivery of this plan is reliant on limited staff and volunteer resources. The Board of Directors of MTUKI, guided by our Members, will prioritise work to develop the organisation from the aims in this plan. They will have oversight of each aim and of the working groups established to progress those aims.

## HISTORY

MTUKI (originally called the UK Mountain Training Board) was created in 1990 by the four UK Home Nation Boards (known then as MLTB, SMLTB, NIMTB, and WMLTB) who established a joint committee on mountain training with executive powers to ensure that the training schemes throughout the UK would evolve together and keep standards equal.

In 2001, following discussions between all the interested bodies, The United Kingdom Mountain Training Board Limited (UKMTB) was established as a Company Limited by Guarantee with Articles and a Memorandum of Association.

UKMTB changed name in 2003 to Mountain Leader Training UK (MTUK), and again in 2012 to Mountain Training UK Inc Ltd.

In 2019 the name was changed once more to Mountain Training United Kingdom & Ireland Ltd (MTUKI) with the inclusion of all Ireland.

MTUKI is now a Company Limited by Guarantee and a registered charity with a separate trading company, Mountain Training Publications, that manages its textbook production.

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<sup>1</sup> Strategic aims are long-term, specific, and measurable objectives that help guide a company's strategic planning process. They provide direction and maximise efficiency for members towards their organisational goals. Organisational goals are an important part of the strategic planning process because they can help the organisation identify its short and long-term objectives. Good objectives are measurable, specific, and time-bound.

# WHO WE ARE

Mountain Training UK & Ireland (MTUKI) is a registered charity focused on education, training, and advice in the skills needed for safely leading, instructing, coaching, and participating in hill, mountain, moorland, and countryside walking, mountaineering and rock, ice and indoor climbing, and other associated activities.

We are part of the Mountain Training network of awarding organisations for skills courses and qualifications in walking, climbing, and mountaineering that operates across the United Kingdom and the Republic of Ireland. Together we set the standards for leadership, instructing and coaching qualifications, and skills training courses.

The members of MTUKI are the Mountaineering Councils and the national Mountain Training organisations in the United Kingdom and the Republic of Ireland. They are supported by a group of advisers from the national outdoor training centres and the professional mountaineering associations.<sup>2</sup>

Our Board of Directors - volunteer non-executive directors/trustees - are charged with the strategic management and oversight of MTUKI. Operational delivery is provided by a staff team led by a Chief Executive Officer. We rely on our Members as well as a structure of working groups, supported by staff, to develop and oversee much of our work.

On a day-to-day basis, MTUKI is run by a small staff team based in Capel Curig, Aviemore, Manchester and Dublin. Our volunteer trustees steer MTUKI at a strategic level. Our Council of Members includes representatives from across the outdoor and educational sector. These volunteers and partner organisations are crucial to everything we do.

## Notes on terminology:

***“Climbing and hill walking”:*** MTUKI’s work covers a broad range of mountain sports activities (both indoor and outdoor) and it is impractical to repeatedly list these when referring to issues within this document. The phrase, **‘climbing and hill walking’** is therefore used throughout the text and should be read as referring to all the activities that we support: hill and mountain walking, rock climbing and scrambling, bouldering, indoor climbing, winter climbing, mountaineering, Alpine mountaineering, and ski mountaineering.

***“Leader”:*** The work of MTUKI covers a range of qualifications for ‘Leaders’, ‘Instructors’, ‘Supervisors’, ‘Coaches’, ‘Award holders’ and ‘Guides’. The word **‘leader’** is used as a generic term throughout to indicate any award-holder in a position of responsibility.

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<sup>2</sup> The Mountaineering Councils are the British Mountaineering Council, Mountaineering Scotland, and Mountaineering Ireland.

The national Mountain Training organisations are: the Mountain Training Board of Ireland, Mountain Training Cymru, Mountain Training England, and Mountain Training Scotland.

The national outdoor training centres are Glenmore Lodge, Plas y Brenin, and Tollymore.

The professional mountaineering associations are the Association of Mountaineering Instructors (AMI), the British Association of International Mountain Leaders (BAIML), and the British Mountain Guides (BMG).

# WHAT WE DO

Our Articles of Association say that:

*The Company is established for the following aims—*

*(a) the advancement for the public benefit of education and training (in conjunction where appropriate with other persons or bodies) in the skills required for leading, instructing, coaching and participating in 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;*

*(b) such other objects (as are exclusively charitable according to the law of England and Wales) as the Directors, following consultation with the Members, decide.*

To deliver our stated aims we administer six qualifications and are also the coordinating body for all the national Mountain Training organisations of the UK and Ireland.

Our qualifications are the:

- Foundation Coach
- Development Coach
- Performance Coach
- International Mountain Leader
- Mountaineering and Climbing Instructor
- Winter Mountaineering and Climbing Instructor

We also coordinate the shared objectives of the national Mountain Training organisations. The areas of work include:

- Developing and managing the Mountain Training website
- Developing and managing the Candidate Management System (CMS).
- Liaising with Government and other external bodies.
- Creating the official handbooks of the schemes.
- Developing the Mountain Training Association (MTA).
- Providing services for the professional mountaineering associations.

## Set standards

Across the Mountain Training network there are 17 qualifications and two skills schemes. These are administered by MTUKI and the national Mountain Training organisations.

They are designed to educate and train people so that they can safely enjoy the climbing walls, crags, coast, hills, and mountains of our countries and further afield. They are recognised and supported by the governments across the United Kingdom and the Republic of Ireland.

Our qualifications train and assess people to look after others in these environments, whether it is leading a walk in the mountains, coaching in a climbing wall or teaching multi pitch rock climbing. Our qualification holders have been assessed at a nationally agreed

standard. See <https://www.mountain-training.org/qualifications/> for more information on our qualifications.

Each of the national Mountain Training organisations is involved in setting the standards for the qualifications it administers. Where a qualification is administered by more than one awarding organisation the standards are agreed by all to ensure consistency across the United Kingdom and the Republic of Ireland.

The Hill & Mountain Skills, and Rock Skills courses resulted from reviews of our walking and climbing qualifications. Both schemes were developed by all the national Mountain Training organisations.

Quality assurance of course delivery is the responsibility of each national Mountain Training organisation independently. There are some minor differences in the process but not in the agreed standard.

## Approve course providers

Each national Mountain Training organisation approves providers to deliver its qualifications. The requirements for new providers and the regularity with which they are reviewed varies for each organisation, depending on capacity and demand.

## Provide a supportive community

The Mountain Training Association (MTA) is part of MTUKI. Its purpose is to provide a network of candidates across the United Kingdom and the Republic of Ireland; enabling peer support and mentoring between climbing, walking, and mountaineering professionals, and volunteers.

## Publish books to support all walkers and climbers

We publish five instructional books to support people pursuing our leadership qualifications as well as the general walking and climbing public. Each book is written by an expert and contains regular illustrations and photos to bring skills and techniques to life.

We produce guidance on defining competence and safety management.



# OUR SHARED VALUES

## Our shared vision

A diverse and active walking, climbing, and mountaineering community, supported by inspirational leaders, instructors, and coaches.

## Our shared mission

To inspire, enable, and develop people in walking, climbing, and mountaineering through the provision of nationally and internationally recognised skills training and leadership qualifications.

## Our shared ethos

Our values define how we approach our work. These values influence what we are trying to achieve and how we expect our qualification holders to operate.

We believe in:

### **The power of inspiration**

Inspiring people to enjoy walking, climbing, and mountaineering with confidence and skill.

### **Safe practice**

Safe enjoyment of walking, climbing, and mountaineering. We give guidance on good practice and provide training and qualifications for participants, instructors, leaders, and coaches.

### **Quality training**

High quality training and assessment delivered by experienced and supportive practitioners.

### **Self-reliance and sustainability**

Developing independent walkers, climbers, and mountaineers who practise and encourage, sustainable and sympathetic use of the outdoors.

### **Inclusion**

Supporting equal access to our activities for people from all backgrounds. We believe that all people have the potential to develop leadership, and coaching skills.

### **Transformational leadership**

Good leadership is about more than decision making and technical skill; it is about supporting and developing individuals.

# EQUITY, DIVERSITY, AND INCLUSION

We believe that an equitable, diverse, and inclusive adventure activity sector is better for everyone.

## Skills

We want as wide a range of people as possible to benefit from our skills courses in a safe, accessible, and supportive environment.

This may involve supporting closed courses that provide a safe space for people with certain characteristics or offering financial support to reduce at least one of the common barriers to attendance.

## Qualifications

We recognise that the diversity of our qualification holders does not reflect the diversity of those taking part in walking and climbing activities. We want to encourage and support those who are currently under-represented to pursue and achieve our qualifications.

We want our courses to be safe learning environments for all. We work with our providers to raise their awareness of bias and help them to deliver courses free from discrimination and prejudice.

## People

The demographics of our small staff team and our management boards do not reflect the full diversity of the overall population of the United Kingdom and the Republic of Ireland.

We advertise our opportunities widely and encourage and welcome applications from all.

We are committed to identifying our blind spots and addressing any unconscious bias that may affect our decision making.

We will continue to educate ourselves, learn from our mistakes, accept criticism and advice from people with different lived experiences.

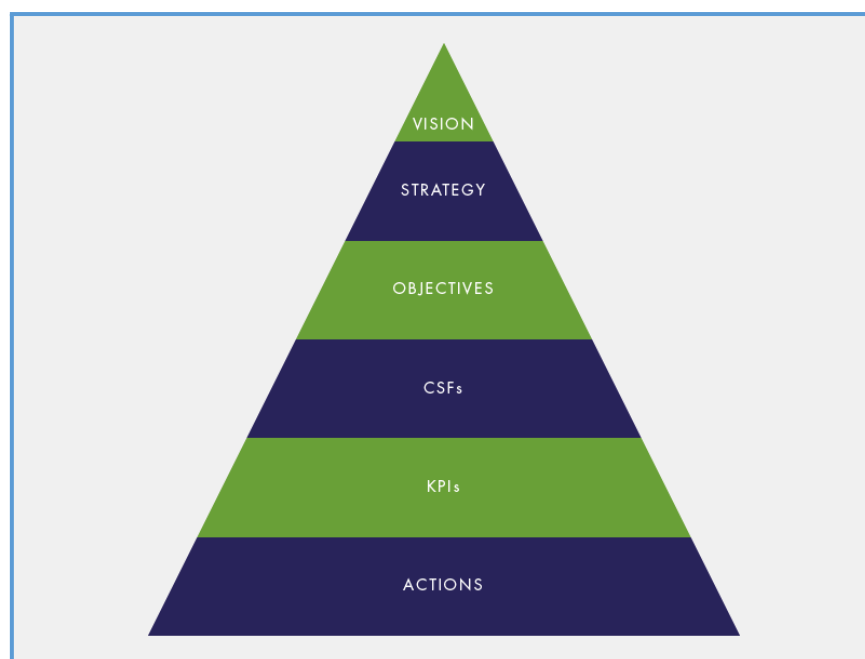
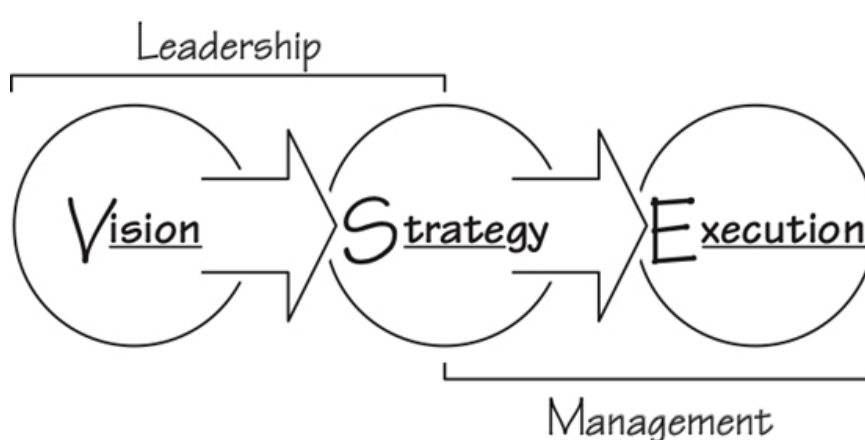
*The above statements relate to the protected characteristics of age, ability, gender, disability, race, parental or marital status, religion or belief or sexual orientation, though this list is not exhaustive.*

# THE ‘GOLDEN THREAD’

The ‘Golden Thread’ (also known as the ‘Line of Sight’) connects our aims to measures of success. It describes the route from authoritative decision through action to delivery.

It connects daily actions to the vision of the world being created resulting in a shared understanding of how this relates to daily work. Thus, everyone can see how their work is part of our vision and core strategies.

It demonstrates that the work our people are undertaking has a clear and documented route back to a decision taken at the highest level.



# OUR STRATEGIC DEVELOPMENT PLAN

This strategic development plan outlines our aims for 2025-2030.

This edition is an interim plan that will be refined during 2025 to align with the MTUKI operational plan, currently being developed, and the plans of the Home Nation Boards.

Delivery is reliant on limited staff and volunteer resources. The Board of Directors, guided by our members, will prioritise work to develop the organisation from the aims below.

# ROBUST ORGANISATION

## AIM 1. GOVERNANCE

Our governance strategy focuses on the way our organisation is governed and to what purpose. It identifies who has power and accountability, and who makes decisions. It enables the Board and management to deal more effectively with the challenges of running our organisation.

We will:

### 1.A. Review our governance model.

1. Ensure members, directors and staff understand the functions, accountabilities, responsibilities, and delegated powers of the different parts of the organisation and of each other.
2. Review our governance arrangements and explore synergies with other MT organisations.

#### Measures of success

- a. Educate members, directors and staff on the functions, accountabilities, responsibilities, and delegated powers of the different parts of the organisation and of each other by mid-2025.
- b. Identify duplication of effort internally and with other MT organisations by mid-2025.
- c. Identify efficiencies that can be made by end-2025.
- d. Remove duplication of effort and create efficiencies by end-2026.

### 1.B. Effective Council meetings.

1. Ensure timely provision of reports to the Council of Members.

#### Measures of success

- a. Provide reports to the Council of Members one week before each Council meeting.

### 1.C. Effective Board meetings

1. Ensure productive Board meetings by providing progress and financial reports (e.g. budget v actual and forecast) to the Board two weeks before each Board meeting.
2. Ensure the Board's standard meeting agenda includes all relevant reviews: Governance (risk), Finance (budget, spend and forecast), People (management, workload, resilience), Systems, Community Engagement, EDI, and Service Delivery, and progress against each 'measure of success'.
3. Track progress of actions at each Board meeting.

#### Measures of success

- a. Deliver reports to the Board at least one week before each Board meeting.
- b. Clearly record decisions of the Board, actions placed with an accountable director, and due date in the Board meeting minutes.
- c. Issue draft minutes of Board meetings within one week of each meeting.
- d. Approve minutes of Board meetings within one week of receiving minutes.

- e. Ensure Board meeting minutes are circulated to Members as soon as approved by the Board.

#### **1.D. Risk Management**

- 1. Identify potential risks and develop mitigations.

##### **Measures of success**

- a. Risk register maintained and reviewed at each Board meeting with mitigations identified or in place.

#### **1.E. Climate action (UN SDG 13)**

Take action to combat our contribution to climate change and its impacts.

- a. Reduce the carbon footprint of Council and Board members, staff, providers, and candidates.
- b. Hold digital meetings, workshops, and presentations wherever possible.
- c. Develop and promote environmental awareness courses/CPD.

##### **Measures of success**

- b. Reduce carbon footprint of the organisation through 25% reduced travel from 2024 levels by end-2030.

#### **1.F. Continuous improvement**

- 1. A successful business strategy requires ongoing monitoring, adjustment, and adaptation to remain relevant.

##### **Measures of success**

- a. Annual review and evaluation of the effectiveness of this strategy.

#### **AIM 1. Outcome**

Improved governance and oversight.

## **AIM 2. FINANCIAL SECURITY**

Our financial security strategy focuses on safeguarding our financial health, and ensuring sustainable growth through robust risk management, and stringent compliance with regulatory standards. Monitoring, controlling, protecting, and reporting on our financial position is crucial to sound governance and financial management.

We will:

#### **2.A. Maintain financial stability**

- 1. Consider the financial impact of all strategic decisions to ensure they are sustainable.
- 2. Prudently manage finances.
- 3. Review contingency funds level and close-down liabilities.
- 4. Make best use of charitable status.
- 5. Review business models and fee structures.

6. Review the provider fee model.
7. Implement reserves and investment policies.
8. Develop long-term (3-5 years) budgets.
9. Monetise digital resources.

#### **Measures of success**

- a. Produce and issue monthly financial reports for the Board.
- b. Confirm/restate contingency funds level.
- c. Produce 3-5 year budgets and forecasts by end 2024.

### **2.B. Sustain Sport England funding**

1. Develop common ground between our strategic aims and the 'Big Issues' for the next Sport England strategy.
2. Continue to liaise with the BMC Funded Partners and Partners' Assembly on joint projects.
3. Foster and support partnerships with sector organisations.
4. Explore funding to support greater equity, digital development, mass market education and youth skills engagement.

#### **Measures of success**

- d. Produce status report on Sport England funding by end-2026.

### **2.C. Develop other income streams**

1. Explore potential for claiming gift aid on donations and MTA subscriptions.
2. Seek opportunities to develop services and resources to diversify our income using our brand recognition for quality assured training.
3. Develop a funding strategy to exploit:
  - o Internal markets – existing candidates and participants.
  - o External markets – organisations and individuals within our sector who are not Mountain Training candidates.
  - o Commercial partnerships with organisations.

#### **Measures of success**

- a. Produce a Funding Strategy by end-2025.
- b. Create a balanced business model that incorporates differentiated provider fees by end-2025.
- c. Create £15k per annum in additional commercial income (5% of 2024 income) by end-2026.
- d. Implement Gift Aid by end-2025.

### **AIM 2. Outcome**

Improved financial management and oversight.

## **AIM 3. EMPOWERED PEOPLE**

Our people are crucial to our business. People-centric solutions address our main challenges. Creating and reviewing policies that emphasise the importance of: recruitment, talent management, compensation, succession planning, and corporate culture develops and maintains an empowered team.

We will:

### **3.A. Sustain organisational resilience**

1. Implement a performance management process.
2. Undertake an annual performance management review including identification of relevant training and staff development.
3. Develop resilience and contingency plans.
4. Produce 'Delegated Powers' guidance to inform all staff of the scope and limits of their decision and spending limits.
5. Identify gaps in our capabilities and address those.
6. Ensure no 'single points of failure' within the staff.

#### **Measures of success**

- a. Develop an organisational matrix to show roles, responsibilities, and reporting lines by mid-2025.
- b. Document roles, and authorities, and delegated powers to ensure no 'single points of failure,' or gaps to ensure effective decision-making, and action at staff level by end-2025.

### **AIM 3. Outcome**

Empowered and resilient staff team.

## **AIM 4. SYSTEMS & PROCESSES**

Developing our business systems and operational processes to optimise efficiency helps to enhance decision-making, and drive sustainable growth.

We will:

### **4.A. IT Systems**

1. Ensure sustainability, availability, and resilience of the Candidate Management System (CMS).
2. Shared workspace for collaborative working.
3. Review Teamwork usage and fit.
4. Organisation emails for Board members. Use of personal email addresses for Board members' external communications does not reflect well on the organisation.

#### **Measures of success**

- a. Test system resilience to ensure disaster recovery plans will work.
- b. Report on usage and fit of Teamwork by end-2025.
- c. Establish a shared workplace for collaborative working by end-2025.
- d. Create 'mountain-training.org' email addresses for Board members by mid-2025.



**AIM 4. Outcome**

Improved and effective systems and processes.

# EXPANSION & INCLUSION

## AIM 5. COMMUNITY ENGAGEMENT

Engaging our communities and promoting our pathways, qualifications, and training, and their wide-ranging impact to government and the public. Develop a comprehensive marketing, PR, and sales strategy for showcasing our products and services. Growing the number of candidates, especially from under-represented groups.

We will ...

### 5.A. Explain our impact

1. Explain our agency over participation in our sector.
2. Develop a 'manifesto' with funded partners.

#### Measures of success

- a. 'Manifesto' published by end-2025.

### 5.B. Seek new audiences

1. Find new audiences who could benefit from our skills and experience.
2. Link with partners to signpost to resources and training for the public.
3. Seek new partners to promote our schemes to their members and participants.
4. Develop projects with partner organisations to promote our association members.

#### Measures of success

- a. Establish three new partnership projects promoting our schemes and leaders by end-2027.
- b. Create a 'Get Climbing' campaign with other mountaineering organisations in the UK and Ireland by end-2025.
- c. Create a 'Get Walking' campaign with other mountaineering organisations in the UK and Ireland by end-2026.

### 5.C. Market our skills courses

1. Develop pathways with partners to signpost or incorporate skills courses.
2. Develop campaigns with partners to support recreational participation - with different language, messaging, and approach.

#### Measures of success

- a. Publish marketing material by end-2025.
- b. Publish campaign plan by mid-2025

### 5.D. Promote health and wellbeing

1. Promote the benefits of walking, climbing, and mountaineering on the physical and mental health of the nation.
2. Support organisations that promote health and wellbeing in our sector.
3. Engage with national press and partner channels.
4. Utilise ambassadors and influencers to reach beyond our base.

### **Measures of success**

- a. Engage with 'Mountains for the Mind' campaign, and Black Dog Outdoors with growing skills course delivery by mid 2025.
- b. Establish four active ambassadors/influencers by 2027.

### **AIM 5. Outcome**

Increased number of candidates, especially from under-represented groups.

## **AIM 6. EQUITY, DIVERSITY AND INCLUSION (EDI)**

Ensuring fair treatment and opportunity for all, with the aim of eliminating prejudice and discrimination based on an individual group's character traits. Promoting and delivering EDI awareness to create environments and cultures where every individual can feel safe, have a sense of belonging, and is empowered to achieve their full potential.

We will ...

### **6.A. Engage with under-represented groups. Create real inclusion.**

1. A sense of belonging in our sector for under-represented groups.
2. Develop and implement an EDI strategy.
3. Establish Skills and Training Fund for under-represented groups.
4. Investigate the creation of a foundation with partner organisations, to attract and disburse funds to community groups.

### **Measures of success**

- a. Publish an EDI strategy by end-2026.
- b. Identify and remove barriers, and increase the MT profile in underrepresented communities.
- c. Support and mentor five candidates from diverse under-represented groups towards qualification and/or staffing MTUKI courses by end-2027.

### **6.B. Gender equality in participation and leadership**

1. Improve gender equality across the schemes and support women leaders by ensuring there are opportunities to engage.
2. Develop and implement a gender equality strategy.

### **Measures of success**

- a. Publish gender equality strategy by end-2026.

### **6.C. Support disability access through our schemes**

1. Develop our research and insight, and educate the workforce to support those with additional needs.
2. Support the Climbing for All publication and develop a Walking for All publication with Adventure for All.
3. Conduct a candidate survey on disability.

4. Work with partner organisations to promote our schemes to people with disabilities.
5. Provide financial support and reasonable adjustments for candidates and participants with a disability to access our schemes.

**Measures of success**

- a. Publish disability support scheme by end-2026.

**AIM 6. Outcome**

Create environments and cultures where every individual can feel safe.

# SERVICE & INNOVATION

## AIM 7. SERVICE DELIVERY

Maintaining the high-quality of our qualifications and services. Reputation = confidence = value. Improving access to and through our schemes, and ensuring that our training and qualifications serve the needs of the sector.

We will...

### 7.A. Focus on the customer

1. Use customer feedback to understand who, and how, people experience and use our training and qualification pathways.
2. Provide ongoing operational services support (e.g. accounts, registration and membership administration, shop, etc.) for AMI, BAIML, BMG, MTA.

#### Measures of success

- a. Publish customer & MTA feedback surveys by end-2025.

### 7.B. Develop digital resources

1. Improve access to training through blended learning.
2. Develop online training for providers and course staff.
3. Develop online resources and guidance for candidates.
4. Enhance curation and presentation of digital resources.

#### Measures of success

- a. Define catalogue of online training courses to be developed by mid-2025.
- b. Publish one new online training course every six months beginning end-2025.
- c. Update website to better curate digital resources for providers and staff by end-2025.

### 7.C. Enhance candidate support

1. Support the candidate's journey from training to assessment.
2. Explore alternative delivery models, e.g. digital, split courses.
3. Provide wider mentoring support for candidates between training and assessment, utilising digital platforms.
4. Develop guidance to support post-training action plans for the consolidation period, signposting support through the MTA.

#### Measures of success

- a. Establish regular programmes of F2F and online 'provider skills' CPD workshops.
- b. Support 200 mentored candidates per year by mid-2030.

### 7.D. Review our schemes

1. Ensure our schemes and pathways remain 'fit for purpose' (Appendix 1).
2. Complete the implementation of the review's recommendations; including leadership and decision-making content and Expedition Skills Module review.

3. Review the Indoor Climbing Assistant to consider an Outdoor Climbing Assistant; review the Rock-Climbing Development Instructor to Mountaineering and Climbing Instructor pathway.
4. Make skills courses more accessible for youth and adults and those currently under-represented.

#### **Measures of success**

- a. Create three new pathways into our schemes with partner organisations by end-2026.

### **7.E. Deliver provider education**

1. Develop provider training in:
  - Inclusion (shared with partners)
  - Coaching skills – supporting candidates.
  - Teaching and assessing skills (including leadership competencies)
2. Create a more inclusive entry system.
3. Instigate targeted Tutor/Course Director mentoring scheme for under-represented groups.
4. Engage and encourage the voluntary sector to deliver skills courses.
5. Introduce inclusion training for providers.

#### **Measures of success**

- a. Publish provider training in inclusion, coaching, teaching, and assessing skills by end-2026.

### **7.F. Deliver environmental education**

1. Educate participants in the sustainable use of the outdoors.

#### **Measures of success**

- a. Publish national guidance and an education campaign with partners by end-2026.
- b. Publish environmental resources with partners by end-2027.

### **7.G. Commission insight and research**

1. Investigate who engages with our schemes and why. Identify barriers to participation.
2. Collate ethnic origin/gender participation data.
3. Learn from candidates and qualification holders.

#### **Measures of success**

- a. Increase adult skills course attendance by 100% by mid-2030.

### **7.H. Impact**

1. Collate impact data, e.g. number of registrations p.a., number of candidates in total, number of approved course providers, number of CPD courses attended, number of online courses attended, number/growth in MTA membership, etc.

#### **Measures of success**

- a. Produce a Charity Impact report by end 2025.

**AIM 7. Outcome**

Improve access to our schemes, ensuring that our services, training, and qualifications serve the needs of the sector.

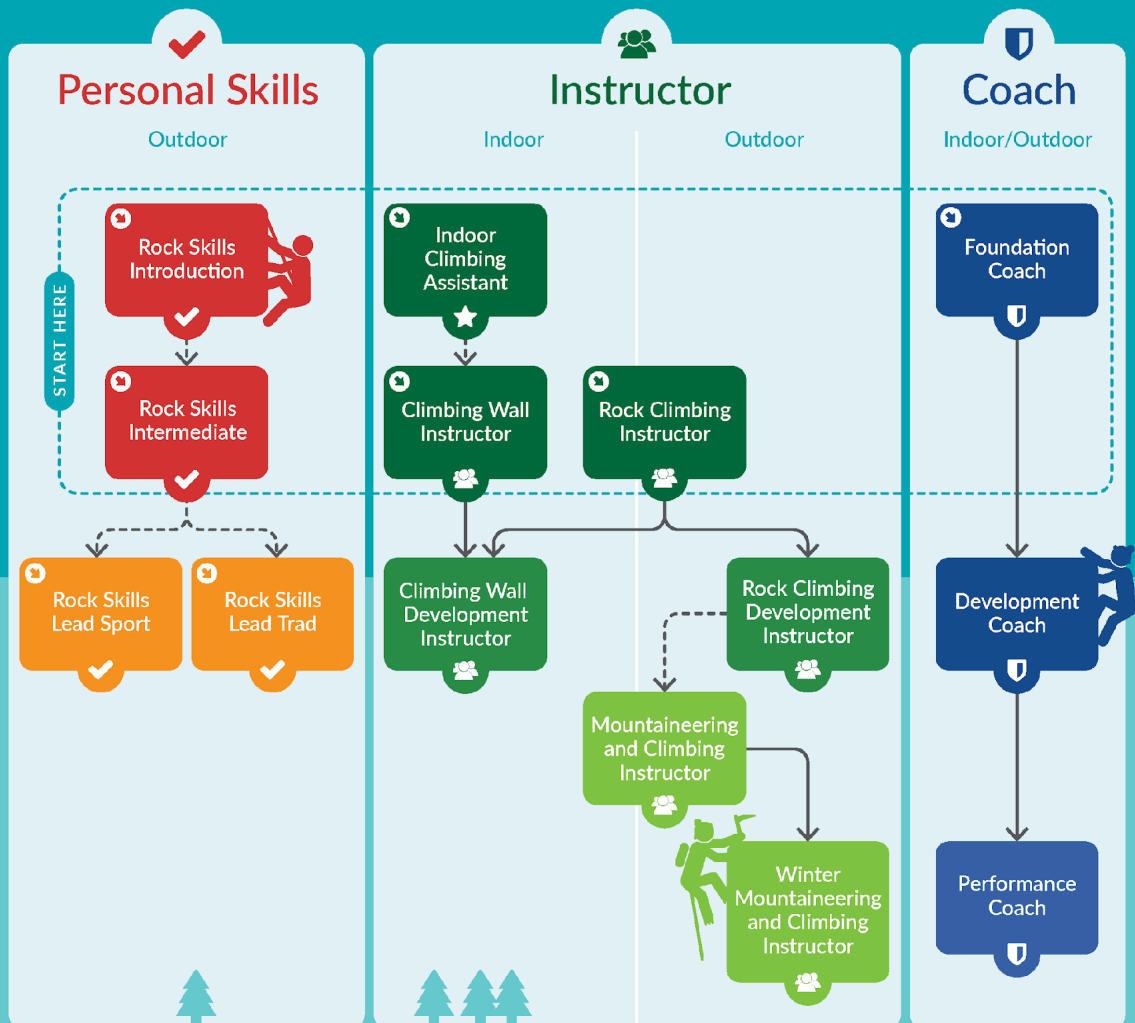
# APPENDIX 1. SCHEME PATHWAYS



## Walking Pathway







 Direct Entry  
  Skills Courses  
  Leadership Qualification  
  Assistant Qualification  
  Coaching Qualification  
  Recommended Progression

## APPENDIX 2. HOW WE'RE FUNDED

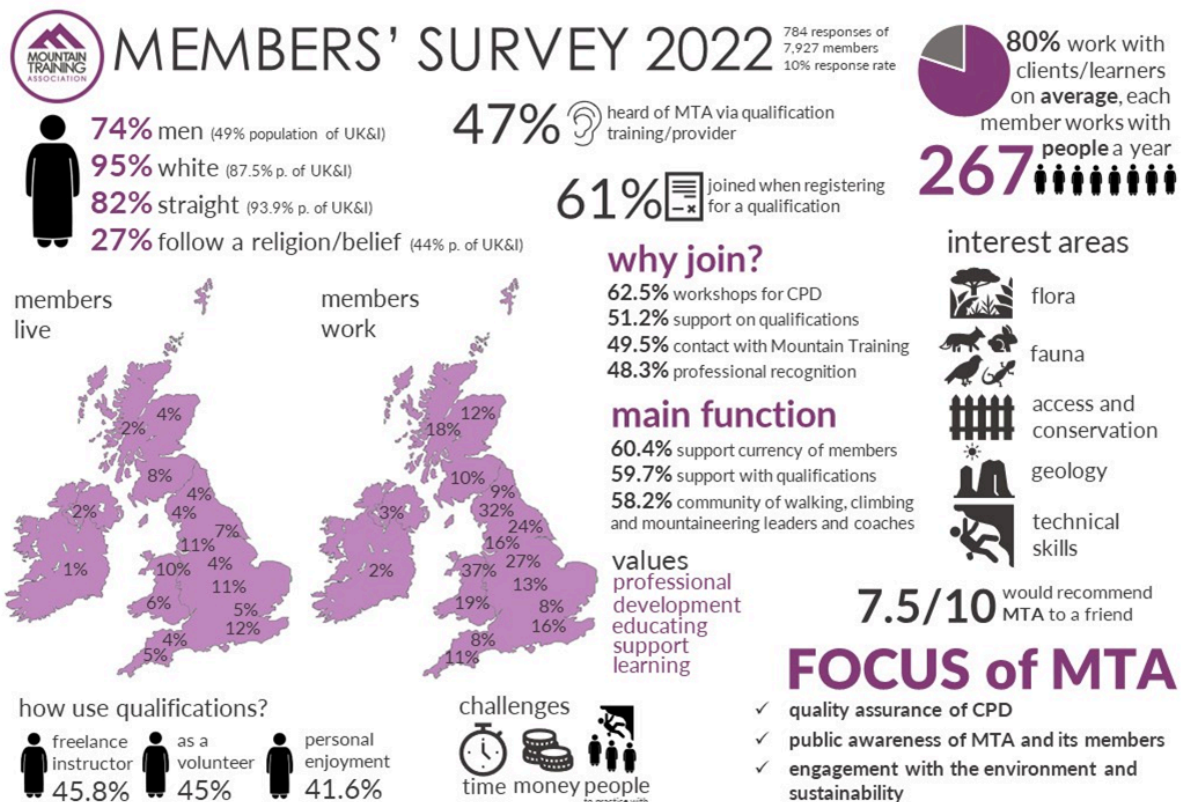
MTUKI relies on income from registrations (direct qualification registration fees and indirect levies from constituent Mountain Training Board services), Mountain Training Association (MTA) membership subscriptions, wholesale publishing income, service contracts with a number of key stakeholders and Sport England grant. A breakdown of the relevant contributions of these income streams (based on 2023 figures) is as follows:

- Registrations 9%
- Home Nation Levies 23%
- Publications 1%
- MTA 53%
- Sport England 6%
- Other 8%

Most of the MTUKI core operating costs are paid for by registration, membership subscriptions, publications and service contracts. Sport England provides additional funding (based on a 4-year grant cycle) for specific development projects.

Our policy as a registered charity is that unrestricted funds not designated for a specific use should be maintained at a level equivalent to six month's expenditure. We consider that reserves at this level will ensure that, in the event of a significant drop in funding, we will be able to operate the charity's current activities while seeking ways to obtain additional funds.

## APPENDIX 3. CHARITY IMPACT



2.5m+ 'led' clients/learners in climbing and walking every year.

## APPENDIX 4. STRATEGIC PROJECTS

Arising from this strategic development plan several key projects emerge. These are:

1. Organisational Review
2. Funding Strategy
3. People-centric solutions
4. Systems & Processes Review
5. Marketing and PR Strategy
6. EDI & Gender Equality Strategy
7. Service Delivery Review