



# Strategic Plan 2017-21

## Who we are

Mountaineering Scotland is the national governing body for sport or competition climbing, and the representative body for mountaineering in Scotland.

ClimbScotland is our programme to support and develop indoor climbing, including related activities and competitions, for those in the age group 7 to 24.

## Work Areas

By engaging with a range of partners we will achieve our strategic aims in key work areas:

### *As a governing body:*

Through provision of development pathways, including coaching, training, competitions and support for Scottish athletes and the GB climbing team.

### *As a representative body:*

Through promotion of mountain safety initiatives; provision of support for clubs and membership services; representing mountaineering interests through our communications; and acting on access, conservation, landscape and planning matters of interest to members.

## Sporting Activities

Throughout this plan we refer to mountaineering and mountaineering-related activities, which include climbing (indoor and outdoor), hillwalking, mountaineering and snowsports touring.

## Our Vision

We will become the influential, informative and inspirational organisation that acts as the voice of a diverse and active community which benefits from membership of Mountaineering Scotland, and which encourages mountaineering participation and sporting achievement, valuing Scotland's mountains as places of adventure, escape and natural wonder.

## Our Mission

By working in partnership with a range of organisations with which we share common interests, we act to represent, support and promote Scottish mountaineering and to develop our sport through provision of pathways which will appeal to individuals from diverse backgrounds and with a range of abilities.

## Our Principles

- We aim to inspire and be innovative in our approach, and to act with integrity and respect, working in partnership with others to further mutual aims
- We promote equality and welcome diversity, and seek to remove barriers to involvement and membership
- We encourage responsible participation in all mountaineering-related activities, and regard skills and self-reliance as fundamental to the safe enjoyment of these activities
- We develop, support and promote pathways for coaching and personal skills development by working in partnership with Mountain Training UK, Mountain Training Scotland, Glenmore Lodge the National Outdoor Training Centre, and the BMC
- Our actions are informed by these principles, our policies and the views of our members and partners

## Strategic themes, aims and key activities

### 1. Developing an Inclusive Community

**Aim:** Attract and support members, clubs and partners to ensure a flourishing, diverse and sustainable mountaineering scene in Scotland

- 1.1** Broaden our appeal to all who enjoy mountaineering-related activities and to those who are yet to start out, by demonstrating our passion for the activities we represent and providing pathways for personal skills development.
- 1.2** Continuously develop our membership offer so that it provides individuals and clubs with opportunities to be part of Scotland's mountaineering community, including a value-for-money benefits package supported by excellent customer service, informative and inspirational communications, and effective information technology.
- 1.3** Promote membership of our network of clubs as a route to sharing and gaining experience with others who have a passion for mountaineering-related activities, and provide clubs with useful services, resources and support, acting as a hub for good practice and advice.
- 1.4** Engage with a diverse range of organisations which cater for under-represented groups, with the aim of inspiring them to take up mountaineering-related activities, by working in partnership and promoting the benefits of the sport and the support we provide.

### 2 Providing Inspiration and Promoting Skills

**Aim:** Promote enjoyment, safety and risk awareness, leading to self-reliance in mountaineering-related activities

- 2.1** Inspire people to get out and enjoy Scotland's awesome mountains but with a respect for the risks and an understanding of the skills needed to stay safe.
- 2.2** Work with a range of partners to support and promote development pathways in mountaineering-related activities including the skills courses and awards developed by Mountain Training.
- 2.3** Promote and deliver a range of initiatives designed to enhance skills and reduce incidents, including courses, lectures, online resources and innovative communications.
- 2.4** Work with partners such as St John Scotland and Scottish Student Sport to develop new initiatives which will provide sustainable skills training for university and college clubs.
- 2.5** Lead and coordinate the Mountain Safety Group, in partnership with key organisations including Mountain Training Scotland, Glenmore Lodge the National Outdoor Training Centre, Scottish Mountain Rescue and the

BMC, and others with an interest in mountain safety and training in Scotland, with the aim of delivering strategic priorities and extending the reach and effectiveness of communications and education.

- 2.6 Undertake a study to establish the feasibility of employing a development officer to support the continued growth in snowsports touring and related activities.

### **3 Influential and Informative**

**Aim: Represent the interests of those involved in mountaineering-related activities and be the first point of call for authoritative information and advice**

- 3.1 Represent the interests of mountaineers through our membership of cross-sector groups such as the National Access Forum, the Scottish Sports Association Outdoor Pursuits Group, and the Ski-Touring Advisory Group; and through participation in the Deer Management Round Table and Nevis Partnership.
- 3.2 Be proactive, forward-looking and solution-focused campaigners when engaging with decision makers, working in partnership with organisations which share common aims.
- 3.3 Offer our members, and those who share our aims, opportunities to share, shape and strengthen our activities and campaigns through their input and support.
- 3.4 Provide an online gateway to mountaineering-related activities, for beginners to the more experienced, from Scotland and beyond.
- 3.5 Be a respected, inclusive and responsive source of expertise and information for the media.

### **4 Respecting Scotland's Mountains**

**Aim: Safeguard Scotland's mountains from inappropriate development, and promote our vision of a sustainable future for mountain areas**

- 4.1 Achieve a wider recognition of the value and potential of Scotland's mountains, by influencing the media and through engaging with opinion-formers and decision-makers.
- 4.2 Build relationships and alliances with a range of organisations in support of 'Respecting Scotland's Mountains', and promote mountaineering-related activities as a valuable contributor to rural Scotland.
- 4.3 State our opposition to developments that threaten the quality or integrity of the mountain landscape, through authoritative and well-reasoned argument, supported by relevant evidence.
- 4.4 Press for a national policy on Scotland's uplands, aiming to maintain and enhance ecological and landscape quality, providing value to mountaineers, local communities, and the national interest.

### **5 Improving Access Rights**

**Aim: Ensure that everyone has the freedom to enjoy Scotland's access rights responsibly**

- 5.1 Influence the future of the Land Reform (Scotland) Act 2003 and associated legislation through a positive, open and robust dialogue with policy makers, national parks, local authorities and land managers.
- 5.2 Champion the value, protection and enhancement of Scotland's world-leading access rights alongside the responsibility upon access takers to leave no trace and to respect other's rights as enshrined in the Scottish Outdoor Access Code.
- 5.3 Work with partners such as the John Muir Trust and National Trust for Scotland to encourage mountaineers to contribute to fundraising for conservation, path and access management.

## **6 Developing the Sport of Climbing**

### **Aim: Support and encourage the growth of competition climbing in Scotland**

- 6.1** Ensure Scotland has the athlete development and coaching capabilities necessary to identify and nurture climbing talent, by promoting development pathways for all ages and levels of participation, including the coaching and climbing wall awards and by supporting our coaches, officials and athletes.
- 6.2** Capitalise on climbing becoming an Olympic sport, strengthening our partnership with the BMC and through our contribution to the management of the GB Team, and by supporting talented climbers who have the potential to represent Scotland within the UK and internationally.
- 6.3** Focus on the future of climbing in Scotland through the establishment of a Climbing Development Group run in collaboration with Glenmore Lodge the National Outdoor Training Centre and Mountain Training Scotland, and through partnerships with the Scottish Institute of Sport and EICA: Ratho.
- 6.4** Organise an annual Paraclimb Competition to provide disabled people with an opportunity to have a go at climbing in a competitive environment in friendly surroundings with experienced people on hand to provide support.
- 6.5** Support the development and provision of quality climbing facilities and capacity, through strategic leadership, expert advice to wall owners and developers, and through coordination of the Scottish Climbing Wall Network.

## **7 Inspiring Young People through ClimbScotland**

### **Aim: Increase the number of young people and their families taking up climbing and competitions**

- 7.1** Support the development of climbing with a wide range of partners that share our aims, including ClimbScotland Partners, Scottish Student Sport, the Association of British Climbing Walls Training Trust (ABCTT), the Scottish Climbing Wall Network, Local Authority Sports Development and Active Schools, Community Sports Hubs, Mountain Training Scotland, Glenmore Lodge the National Outdoor Training Centre, the Duke of Edinburgh's Award Scheme, Scouts Scotland, the BMC and Mountaineering Ireland.
- 7.2** Develop partnerships and initiatives with Scotland's education sector and the ABCTT to raise awareness of the cross-curricular physical, mental and social benefits of climbing as a sport, encouraging local authorities, schools and outdoor education centres to embed it into their learning programmes.
- 7.3** Facilitate and promote the range of indoor and outdoor climbing activities, which attract and develop young climbers, including the participation pathways NICAS, NIBAS, and Mountain Training awards.
- 7.4** Ensure development pathways, clubs and competitions for young people are resourced with trained volunteers, coaches and route-setters, and robustly underpinned by effective safeguarding policies.
- 7.5** Organise annual national youth championships for bouldering and route climbing and a national ParaClimb Scotland competition open to local, national and international participants.
- 7.6** Emphasise through our interactions with groups, partners and communities that climbing is an inclusive sport that recognises no limits and has the capability to appeal to all members of society.
- 7.7** Inform and inspire potential and aspirant young climbers and their parents through tailored communications and resources which reflect their interests and meet their needs.

## **8 Improving our Organisation: Anticipating Challenges and Achieving a Sustainable Future**

### **Aim: Enhance the capabilities of our team, be responsive to change and capitalise on income-generating opportunities**

- 8.1** Diversify sources of income through membership recruitment and retention, corporate partnerships, grants and other business development initiatives.

- 8.2** Ensure that risks are recognised and managed and that effective governance is enacted.
- 8.3** Ensure that we act to achieve a more diverse and representative volunteer and staff profile, including the implementation of an open and engaging recruitment and induction process, and ensure that roles, objectives and training plans are fully aligned to deliver the Strategic Plan and implemented.
- 8.4** Provide a secure and efficient working environment through the planned refurbishment of office accommodation, and provision of appropriate IT and communications resources which anticipate requirements for the period of the plan.