

The Mountaineering Council of Scotland - Operational Plan 2009-2013

Strategic Plan Priority Reference	Reaching Higher / National Outcomes	Goal / Required Action	Actual 2008-09	Target 2009-2010	Target 2012-2013	Action By
2.1.1	ALL	MCofS will demonstrate the role that mountaineering plays in contributing to the Scottish Government's Purpose, through the implementation of the MCofS Strategic Plan, and the linkages between MCofS Goals and National and Local Outcomes.				
A	We will produce a report which identifies how MCofS contributes to the achievement of National Outcomes. The report will be submitted to the Sports Minister, Sports Policy Unit and sportscotland		N/A	March 2010	Report to be updated annually	CO
B	We will provide evidence of the positive impact mountaineering has on National Outcomes, through the effective reporting of progress against our strategic priorities and goals		N/A	Twice yearly reviews with sportscotland	Twice yearly reviews with sportscotland	CO
C	We will monitor government policy for changes which affect National Outcomes and review our strategy accordingly		N/A	Twice yearly formal review - August and February	Twice yearly formal review - August and February	CO
2.1.2	2 4 5 6 8 11 13	MCofS will champion Scottish mountaineering by raising awareness of its economic significance, the health benefits enjoyed by those who participate, and the potential that mountaineering activities have for a lifetime of physical activity, personal achievement and challenge.				
A	Working with appropriate partners, we will co-ordinate research projects which aim to identify the economic and health benefits provided by mountaineering activities.		N/A	Commission desk-based research project September 2009	Base data to be updated biennially	CO
B	Following agreement of research findings, we will publish the reports to partner organisations, government departments and relevant agencies		N/A	Publish research report January 2010	Updated report to be published biennially	CO
C	We will publicise research findings through a climbing-themed media event and press release		N/A	Media event / release February 2010	Publish to press biennially	CO
2.1.3	2 3 4 6 7 11 12 13	MCofS will act as the 'Voice of Scottish Mountaineering' with the Scottish Government and its agencies, and with influential partner organisations such as those in Scottish Environment LINK and the Scottish Sports Association.				
A	We will provide authoritative and objective responses to Scottish Government consultations relating to sport, health and physical activity issues		1 response	2 per annum and as required	2 per annum and as required	CO / MoDO
B	We will meet with partners in Scottish Environment LINK Task Forces relating to Biodiversity, Planning, Landscape, and the Healthy Environment to discuss, and provide input to, Scottish Government policy consultations		18 meetings	24 meetings	24 meetings	ACO / CO

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C		We will meet with partners in the Scottish Sports Association, with the aim of strengthening and promoting sport in Scotland, through discussion of, and input to, Scottish Government and sportscotland policy consultations affecting sport	3 meetings	6 meetings	6 meetings	CO / MoDO
2.1.4	3 5 7 10 13	MCofS will work with other mountaineering organisations in Scotland and elsewhere to identify synergies and develop joint approaches to the development of new programmes such as coaching in mountaineering.				
A		We will continue to work with, and represent Scottish mountaineering interests, with other UK mountaineering councils through the Mountaineering Co-ordination Group (MCG)	1 meeting	2 meetings per annum	2 meetings per annum	CO
B		Through the MCG we will oversee the development of a UK-wide coaching programme for mountaineering and provide financial support for the project	2 meetings	2 meetings per annum	2 meetings per annum	CO
2.1.5	1 2 5 7 10 12 14	MCofS will work with other representative organisations to ensure that the voice of Scotland's mountaineers is represented, for example with Scottish Natural Heritage, the National Access Forum and with land and deer management interest groups.				
A		Be an active member of the National Access Forum, and relevant sub-groups	4 meetings	4 meetings per annum	4 meetings per annum	ACO
B		Support mountaineering representation on Local Access Forums by providing appropriate training for volunteers - <i>estimated number of days required</i>	9 days	9 days per annum	9 days per annum	ACO
C		Represent mountaineering interests at the Deer Management Round Table	3 meetings	3 meetings per annum	3 meetings per annum	ACO
D		Represent mountaineering interests at the SNH - NGO Liaison Group	3 meetings	3 meetings per annum	3 meetings per annum	ACO
E		Represent mountaineering interests at the National Trust for Scotland Council	4 meetings	4 meetings per annum	4 meetings per annum	ACO
F		Support the work of the Upland Path Advisory Group through participation in meetings and encouragement of their work and good practice	4 meetings	4 meetings per annum	4 meetings per annum	ACO
G		Represent mountaineering interests with the Cairngorm National Park Authority Local Outdoor and Access Forum	4 meetings	4 meetings per annum	4 meetings per annum	ACO

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H		Represent mountaineering interests with the Cairngorm National Park Authority Conserving and Enhancing Forum	2 meetings	2 meetings per annum	2 meetings per annum	ACO
I		Represent mountaineering interests with the Montane Scrub Action Group	2 meetings	2 meetings per annum	2 meetings per annum	ACO
2.1.6	ALL	MCofS will raise our profile and improve public understanding of our aims, through effective marketing and communications, through the development of responsive and meaningful relationships with the media, and through appropriate PR activity.				
A		We will appoint a part-time Membership Development Officer with responsibility for marketing and communications, and for achieving the targeted increase in membership	N/A	June 2009	Review post for continuity March 2011	CO
B		We will implement a Marketing Plan and budget which will support achievement of these goals and achieve the targeted increase in membership	N/A	Agree plan June 2009	Review progress quarterly	CO / MeDO
C		We will develop effective working relationships with the outdoor media including TV, magazines, website and journalists, and provide authoritative responses to all media enquiries	N/A	Meet journalists 6 per annum	Meet journalists 6 per annum	OFF
D		We will submit articles to relevant magazines including TGO, Trail and Climber	12	18 per annum	18 per annum	OFF
2.1.7	12 14	MCofS will respond on behalf of Scotland's mountaineers to issues and developments which may affect the upland landscape or their freedom to undertake mountaineering activities.				
A		Participate in the planning process and encourage the consistent application of planning regulations by local authorities - <i>anticipated number of consultations</i>	12	12 per annum	12 per annum	ACO
B		Respond to priority consultations and developments, at national and local level, following discussion with appropriately experienced volunteers - <i>anticipated number of priority consultations</i>	6	12 per annum	12 per annum	ACO
C		Monitor and report on the effectiveness of the Hillphones Scheme, including contacting all hill phone numbers on a weekly basis and participating in a review meeting with partner organisations	Monitoring - weekly Review meeting - 1 per annum	Monitoring - weekly Review meeting - 1 per annum	Monitoring - weekly Review meeting - 1 per annum	ACO
D		Provide input to SNH as required related to the Heading for the Scottish Hills website proposal	Though volunteer support	3 days, subject to review mid 2009	Subject to project confirmation	ACO

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E		Respond to all access and conservation enquiries within target deadline, unless a specific earlier deadline is required	N/A	Target 5 working days	Target 5 working days	ACO
2.2.1	3 5 11 12 14	MCofS will develop individual competence, environmental awareness and self-reliance by providing guidance to everyone interested in mountaineering in Scotland. Our educational and information areas include mountain safety, mountain weather, avalanche information, access, conservation and biodiversity, coaching and skill development.				
A		Implement a Mountain Access / Biodiversity Education Project with the aim of reaching participants in outdoor education activities through mountain leader award holders - cumulative number of participants	N/A	Obtain Funding & Commence Implementation	1000 participants	CO / ACO
B		Contribute to the development of a coaching structure for mountaineering by participating in the UK National Source Group. Following development of the coaching scheme, commence implementation of the scheme in Scotland.	N/A	Development Commences	Scheme Implementation	MoDO
C		In conjunction with SEPA Publish a leaflet 'Where to Go in the Great Outdoors' to improve awareness of environmental impacts and good practice amongst mountaineers	N/A	5000 copies June 2009	Review for annual reprint	ACO
D		Make presentations to clubs and other interest groups concerning access and mountain biodiversity	N/A	4 per annum	4 per annum	ACO
2.2.2	4 6 7 9 11	MCofS will support and enable the continuing development of our network of mountaineering clubs, which provide a superb social and recreational network, and which encourage personal development through experience. We will improve our support to the club network with the aim of enabling their continuing development				
A		Address the decline in club membership and increase the overall number of clubs and club members over the plan period	Clubs 130 Members 6800	135 7000	150 8000	MeDO
B		Appoint a director with specific responsibility for clubs and their interests, and form a Club Advisory Group (CAG) to inform and support the work of the director	N/A	Establish CAG	Report to membership concerning voting recommendations 2010 AGM	CO
C		Provide annual seminars for club office bearers and volunteers relating to club development, commencing 2010	N/A	1 seminar p.a. from 2010	1 seminar p.a.	MeDO
D		Develop on-line training modules to support the club volunteer network. Training needs to be identified by the CAG but expected to include management of club affairs, club development, legal and statutory obligations, child and vulnerable adult protection, etc	N/A	Set up 2010: Volunteers participating 25	Target volunteers participating 100	MeDO
E		Provide specialist advice to clubs which own properties through the Huts Working Group (HWG), including annual seminars	1 seminar p.a.	1 seminar p.a.	1 seminar p.a.	MeDO
F		Introduce a new membership database and web-based interface through www.mcofs.org.uk, enabling clubs to manage membership changes and subscriptions on-line. Target number of clubs managing on-line:	N/A	Year 1: 25	Year 4: 100	DA

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G		Improve public awareness of mountaineering and climbing clubs through improvements to www.mcofs.org.uk	N/A	Introduce location mapping	Publish 30 club profiles	MeDO
H		Originate a project which aims to build capacity within mountaineering clubs to respond to planning consultations and developments	N/A	Scope project feasibility December 2009	Develop training programme December 2011	CO/ACO
2.2.3	3 8 11	MCofS will support Mountain Leader Training Scotland (MLTS) by attracting registrants for the range of Mountain Leader Awards, and in doing so help to build future capacity for mountaineering group leaders in a range of educational and voluntary organisations				
A		Support MLTS through promotional activity to raise awareness of the range of awards and assist the recruitment of MLTS target registrants	Actual 2008-2009	Target 2009-2010	Cumulative Target 2009-2013	MeDO
	Award Category:	Walking Group Leader	78	80	340	
		Mountain Leader	388	390	1555	
		Winter Mountain Leader	140	120	495	
		Single Pitch Award	197	165	635	
		Climbing Wall award	200	150	655	
		Total MLTS Registrants	1003	905	3680	
2.2.4	1 2 9 10 11 12	MCofS will continue to innovate and improve our communications with our members and the public and together with partners such as the Mountain Weather Information Service and Scottish Avalanche Information Service, provide, facilitate, and promote a range of relevant quality information services to our members and all mountaineers				
A		Ensure provision of accurate internet-based forecast 365 days per annum for 5 Scottish mountain regions through a contracted weather forecasting service	Average monthly download target 50,000	Average monthly download target 65,000	Average monthly download target 90,000	CO
2.3.1	1 2 4 6 8 12	MCofS will seek to inspire and encourage people of all ages, abilities and backgrounds to enjoy a range of mountaineering activities, in Scotland's unique and varied landscape and further afield.				
A		Increase members of the adult (16+) population undertaking monthly hill walking activity as measured by the Scottish Household Survey for Culture and Sport. We will achieve this goal in partnership with a range of organisations and through the initiatives set out in 2.3.1 B to I	Actual 2008-2009	Target 2009-2010	Target 2012-2013	CO
		Number of participant adults	210,000	210,000	250,000	
		Percentage of the population	5%	5%	6%	
B		Increase MCofS membership to target levels				MeDO
	Individual	Adult	2591	2750	3325	
		Youth	87	100	250	
		Total Individual	2678	2850	3575	
	Members of Clubs	Adult	5928	6000	6500	
		Junior	64	90	250	
		Student Clubs	855	875	1000	
		Kids Climbing Clubs	19	100	300	

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		Total members of clubs	6866	7065	8050	
		MLTS Registrants: Implement membership retention strategy to address lapsed membership in this category. Target number of members from MLTS registrants	658	700	750	
		Total Membership	10202	10615	12375	
C		Develop a more representative and diverse membership, and encourage broader participation amongst minority groups, through marketing and development activities which emphasise that mountaineering includes a range of activities suitable for all fitness, ability and age levels	Actual 2008-2009	Target 2009-2010	Target 2012-2013	
	Female	Increase females as a total proportion of individual members - <i>estimate</i>	25%	25%	35%	MeDO
	Children	Increase the number of clubs welcoming children as members - <i>estimate</i>	5	5	20	MoDO
	Kids Clubs	Establish kids clubs linked to SCWN climbing walls - <i>clubs</i>	1	3	8	MoDO
D		Ensure that potential participants in mountaineering, hill walking and climbing are inspired and encouraged to Get Active through activities linked to the Scottish Government's Commonwealth Games Legacy Plans	N/A	Establish MCofS Plan and Funding	Develop and Implement Plan	CO / MoDO
E		Establish a charitable trust to encourage entry-level participants to try mountaineering activities for the first time	N/A	Establish Trust by 2010	Implement Development Plan by 2011	CO
F		Publish a range of free-at-the-point-of-issue mountaineering activity Fact Files and distribute to climbing walls and kid's clubs - 20,000 per publication	N/A	Sport Climbing Trad Climbing Bouldering	Winter Climbing Mountaineering Mountain Walking	MoDO
G		Increase the numbers of children accessing hill walking through a partnership with Ramblers Scotland, leading up to the Ramblers Scotland 2014 Walk Initiative	N/A	Establish Development Plan 2009 / 2010	Implement Development Plan 2011 / 2012	MoDO
H		Produce a DVD targeted at introducing kids to climbing, publish content on networking websites	N/A	Production 2010	Publication 2011	MoDO
I		Support the development and promotion of mountaineering activities through the establishment of expert Advisory Groups to inform MCofS development activities, to be chaired by a director responsible for Development and Promotion. Each Advisory Group will produce a Development Plan within 6 months of establishment	Status	Key Dates	Targets	CO
	Advisory Groups					
		Access and Conservation	Operational	Work plan agreed February 2009	Plan incorporated in Strategic Plan	CO
		Safety and Training	Operational	Work plan agreed February 2009	Plan incorporated in Strategic Plan	CO
		Youth Development (all mountaineering activities)	Operational	Development plan agreed 2008	Plan incorporated in Strategic Plan	CO
		Ski-Mountaineering	Members identified	Establish group June 2009	Produce plan by December 2009	CO

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		Mountain Walking	Establish group	Establish group June 2010	Produce plan by December 2010	CO
		Winter Mountaineering	Establish group	Establish group June 2011	Produce plan by December 2011	CO
2.3.2	1 3 4 5 6 8 10 11 13 15	MCofS will work with partners in The Scottish Climbing Wall Network, the Active Schools Network, local authorities and other organisations, to inspire and encourage young and aspirant climbers to gain initial confidence and regular exercise through indoor climbing experiences linked to the Children's Player Pathway, provided at suitable facilities.				
A	Implement development plan to increase climbing wall provision at primary schools		84 walls in 3 LA areas	120 walls in 4 LA areas	200 walls in 6 LA areas	MoDO
B	Implement development plan to provide climbing walls at high schools		4 confirmed projects; 2 in design	6 established	15 established	MoDO
C	Increase the number of children having access to a school climbing wall		12,000	18,000	50,000	MoDO
D	By 2013, establish 8 new children's climbing clubs based at climbing wall venues, with a total membership of 300					
		Number of clubs	1	3	8	
		Number of members	20	80	300	
E	Work with our partners to organise climbing awareness sessions for local authority Active Schools Managers and Coordinators - number of sessions per annum		N/A	2	2	MoDO
2.3.3	3 4 8 11 12	MCofS will encourage all who participate in mountaineering in Scotland to do so responsibly, through our educational programmes and provision of relevant information concerning mountain safety, access and conservation				
A	Mountain Safety Adviser events, courses and lectures for the general public		Actual 2008-2009	Target 2009-2010	Target 2012-2013	MSA
	Navigation	Events	4	6	10	
		Places	48	72	120	
	Winter Talks	Regional Talks	N/A	5	5	
		Places	0	100	100	
	Glencoe Lectures	Winter Mountain Safety Lectures	6	6	6	
		Places	90	90	90	
	First Aid	Courses for Mountaineers	1	2	2	
		Places	10	20	20	
	Avalanche	Avalanche Awareness Courses	3	6	6	
		Places	24	48	48	
B	Mountain Safety Adviser courses for members					MSA
	Winter Skills	Courses based at Glenmore Lodge	2	2	2	
		Places	100	100	100	

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C		Scottish Students' Mountain Safety Officer events - <i>number of places</i>				SSMSO
	Winter Safety	Winter Mountain Safety Lectures - Student Clubs	200	200	200	
	Safety	Safety & Good Practice Seminar	40	40	40	
	Winter Skills	Winter Skills Course Glenmore Lodge	72	72	72	
D		By 2013, we aim to increase the number of places available on mountain safety courses and events by 65% to 800	584	742	790	MSA
E		Produce a specific MCofS / Scottish climbing addendum to the National Indoor Climbing Achievement Scheme log book	N/A	December 2009	Update biennially	MoDO
2.3.4	3 4 5 6 8 13	MCofS will attract and develop Scotland's aspirant climbers, hill walkers and mountaineers through the provision and coordination of targeted development programmes and activities which provide support, encouragement and inspiration				
A		Implement a structured youth development strategy based on the Children's Player Pathway, and supported by a volunteer scheme which supports children's climbing clubs	Actual 2008-2009	Target 2009-2010	Cumulative Target 2012-2013	MoDO
	Kids Clubs	Members registered in the National Indoor Climbing Achievement Scheme	0	50	300	
		Members undertaking structured training on a weekly basis	0	60	160	
		Volunteers registered in the Climbing Wall Award scheme	0	8	20	
		Volunteers training in coaching techniques (pending Coaching Scheme)	0	8	20	
	REALrock	Introductory sessions run by SCWN partners - <i>venues</i>	2	4	6	
		Introductory sessions - <i>participants</i>	50	100	300	
		Sport, boulder and Trad rock climbing - <i>sessions</i>	0	5	20	
		Sport, boulder and Trad rock climbing - <i>participants</i>	0	60	200	
B		Work with our partners in local government and education to organise and promote school climbing competition leagues	N/A	1 LA 10,000	3 LA's 30,000	MoDO
2.3.5	3 5 8 13	MCofS will facilitate specialist coaching and training support required by Scotland's developing and elite climbers to progress in climbing competitions at both UK and international level				
A		Organise Primary School Championships	1 inter-school series Highland	2 inter-school series Highland / Argyll	5 inter-school series Highland, Argyll, Islands, Perth, Aberdeen	MoDO
B		Organise the first National Primary School Competition	N/A	N/A	2013	MoDO
C		Competitions - we will co-ordinate promotional activities with SCWN, Glenmore Lodge and Active Schools partners to publicise competition opportunities, with the aim of increasing athlete participation to target levels	Actual 2008-2009	Target 2009-2010	Target 2012-2013	MoDO
		Youth Climbing Series	100	120	220	

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		Scottish Youth Championships	30	30	30	
		Scottish Tooling Series	5	5	40	
D		We will aim to attract new climbing talent by coordinating and promoting a Talent Identification Day with our partners in the SCWN - <i>number of sessions</i>	0	1	2	MoDO
E		We will coordinate the Scotland-based training sessions for members of the British Team	Actual 2008-2009	Target 2009-2010	Cumulative Target 2012-2013	MoDO
		British Team Training - Scottish	3	3	3	
		British Team Training - UK	1	1	1	
F		We will aim to inspire Scotland's aspirant and talented climbers by organising and funding open coaching sessions by elite climbers at SCWN venues	Actual 2008-2009	Target 2009-2010	Cumulative Target 2012-2013	MoDO
		Venues / Events	0	5	8	
		Participants	0	150	240	
G		Our competition goal is for a Scottish athlete to achieve medal success in the Olympic Games first ever sport climbing competition in 2020	N/A	N/A	Develop Plan following Commonwealth Games 2014	MoDO
2.3.6	1 13	MCofS will demonstrate Scotland's mountaineering heritage and its active role in international climbing by working with partners to organise and promote international climbing competitions and events				
A		Work with our partner EICA: Ratho to organise and promote new international Climbing Competitions	Actual 2008-2009	Target 2009-2010	Target 2012-2013	MoDO
		European	N/A	September 2009		
		World Youth	N/A	September 2010		
		Senior World Cup	N/A		2011	
		Senior European Championships	N/A		2012	
		Senior World Championships	N/A		2013	
		Commonwealth Games linked International Championship	N/A		2014	
B		Work with the BMC to promote the International Winter Climbing Meet	N/A	Next event 2011	Biennially	MoDO
C		Evaluate the feasibility of MCofS establishing direct representation with the International Mountaineering and Climbing Federation (UIAA)	N/A	Feasibility report to Board 2010		CO
D		Evaluate the feasibility of MCofS establishing direct representation with the International Federation of Sport Climbing (IFSC)	N/A	Feasibility report to Board 2010		CO
2.3.7	4 5 7 8 9 11 13	MCofS will reduce barriers to participation by working through charitable trusts and in partnership with other organisations. Although potentially naturally inclusive to all, we recognise that there are barriers to participation for some due to location, cultural background or cost				

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A		We will support Scotland's expedition and competition climbers through an expanded MCofS Climbing Bursary Scheme	Actual 2008-2009	Target 2009-2010	Target 2012-2013	MoDO
		Expeditions supported	2	3	5	
		Competition entrants supported	2	4	5	
B		By 2013, we will treble the number of participants in visually impaired mountaineering courses by securing additional funding and volunteer support	Actual 2008-2009	Target 2009-2010	Cumulative Target 2012-2013	MoDO
		Number of Visually Impaired Courses	1	1	3	
		Participants in Visually Impaired Courses	10	10	30	
C		We will continue to implement the requirements of the Equity Standard, achieving the Foundation Level by 2009, and the Preliminary Level by 2011	Foundation Level in process	Foundation Level by 2009	Preliminary Level by 2011	CO
D		We will work with partner organisations and community representatives to establish how we may encourage and inspire under-represented groups to participate in mountaineering activities	N/A	Establish Working Group by 2010	Establish Development Plan by 2012	CO
2.4.1	7 8 11 13	Corporate Development - MCofS will achieve the financial security which is fundamental to achieving our strategic aims				
A		Achieve total membership target of	10200	10600	12500	MeDO
B		Retain reserves as a proportion of turnover	N/A	35%	35%	CO
C		Generate targeted income from sponsorship and donations	N/A	£1,000	£10,000	CO
D		Generate targeted income from website advertising	N/A	£500	£2,500	CO
E		Review and relaunch Associate Membership package for alignment with strategic aims, and aim to treble annual income over the period of the plan - <i>annual income</i>	£2,000	£2,500	£6,000	CO
2.4.2	ALL	MCofS will aim to demonstrate throughout all our activities why Scottish mountaineers should become members of the MCofS, and how their interests and our work are aligned				
A		Improve communication with the membership through a range of activities	Actual 2008-2009	Target 2009-2010	Target 2012-2013	
	Magazine	Report progress against each of our strategic priorities to members	N/A	Twice per annum	Twice per annum	ME
	Regional Meetings	Hold biennial meetings at key locations	N/A	5 biennially	5 biennially	MeDO
		Target participation	N/A	250	500	MeDO
	Website	Implement social networking facility integrated with membership database	N/A	By 2011	1000 members	MeDO
		Implement website-based Kids Social Network	N/A	By 2010	300 members	MeDO
		Implement website forums	N/A	By 2010	10 forums	DA
	Member Database	Implement new membership database	N/A	By 2009	Complete 2010	DA

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		Individual members renewing / updating personal information on-line	N/A	750	2500	DA
	email Newsletters	Commence implementation of monthly email newsletters to members	N/A	By end 2009	12 per annum	MeDO
		Members registered for email communications	N/A	750	5000	MeDO
B		Issue press releases and network news updates concerning our work relating to mountaineering development, mountain safety, access and conservation	N/A	Issue 1 press release / month	Issue 1 press release / month	CO / OFF
C		Undertake ad-hoc survey of mountaineers on a bi-ennial basis to assess:	Actual 2008	2011	2013	CO
		Prompted recall of MCoFS amongst mountaineering participants	44%	50%	60%	
		Unprompted understanding of MCoFS strategic aims	17%	25%	35%	
D		Re-survey members on a bi-ennial basis to assess:	Actual 2008	2011	2013	CO
		Individual member perception regarding 'good value' as measured by survey	90%	90%	95%	
		club member perception regarding 'good value' as measured by survey	80%	85%	90%	
	Abbreviations					
	ACO	Access & Conservation Officer				
	AGM	Annual General Meeting				
	CAG	Clubs Advisory Group				
	CO	Chief Officer				
	DA	Database Administrator				
	LA	Local Authority				
	LINK	Scottish Environment LINK				
	MCG	Mountaineering Coordination Group				
	MCoFS	Mountaineering Council of Scotland				
	ME	Magazine Editor				
	MeDO	Membership Development Officer				
	MLTS	Mountain Leader Training Scotland				
	MoDO	Mountaineering Development Officer				
	MSA	Mountain Safety Adviser				
	NICAS	National Indoor Climbing Achievement Scheme				
	NGO	Non-Governmental Organisations				
	OFF	Officers (shared responsibility)				
	SCWN	Scottish Climbing Wall Network				
	SEPA	Scottish Environment Protection Agency				
	SNH	Scottish Natural Heritage				
	SSMSO	Scottish Student Mountain Safety Officer				