



2014 - 2017

Consultation Draft - Strategic Development Plan

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Table of Contents

Our Mission	3
Our Values	3
Our Vision.....	3
Strategic Objectives	4
Resources	5
Volunteers	5
Our staff.....	5
Financial Resources.....	9
Strategic Objective 1: To represent the interests of walkers and climbers.....	10
Strategic Objective 2: To be the voice for Ireland's mountains, to protect and encourage responsible and sustainable use of the mountain environment	13
Strategic Objective 3: To improve and secure on-going access to Ireland's mountains and the other places (crag, forests, coastline, etc) that we use.	17
Strategic Objective 4: To maintain high standards in mountain training and support members' skills development.....	18

Strategic Objective 5: To support and promote the participation of all age groups, especially youth, in all aspects of mountaineering	21
Strategic Objective 6: To provide a talent development pathway to high performance	25
Strategic Objective 7: To promote a spirit of adventure and self-reliance	27
Enabling the Strategy	29
Governance	29
Human Resources	30
Financial Management & Capital Projects	31
Communications & Marketing	32

Our Mission

Mountaineering Ireland exists to represent and support the walkers and climbers of Ireland and to be a voice for the sustainable use of Ireland's mountains and the other places (coastline, crags, forests, etc.) we use.

Our Values

Responsibility – To take personal responsibility for our actions and decisions is fundamental to the activities of hillwalking and climbing. In clubs and groups, this also becomes a collective responsibility for the development of personal skills.

Respect – To respect and protect the wonderful, but fragile, environment that we enjoy and to be a strong voice for these landscapes.

Partnership – To recognise that relationships and trust are vital within our activities, within our membership and in any work we do.

Our Vision

For all walkers and climbers to:

enjoy secure and responsible access to Ireland's mountains and the other places (crags, forests, coastline) we use; have the opportunity to improve their skills, explore, be adventurous, and maximise their potential within our sport.

Strategic Objectives

Based on our Mission, Values and Vision, we have identified 7 Strategic Objectives which form the basis of Plan. Namely:

1. To represent the interests of walkers and climbers;
2. To be the voice for Ireland's mountains, to protect and encourage responsible and sustainable use of the mountain environment;
3. To improve and secure on-going access to Ireland's mountains and the other places (crag, forests, coastline, etc) that we use;
4. To maintain high standards in mountain training and to support members' skills development;
5. To support and promote the participation of all age groups, especially youth, in all aspects of mountaineering;
6. To provide a talent development pathway to high performance, and
7. To promote a spirit of adventure and self-reliance.

Each of these Objectives has been assigned Key Actions, which in turn have been assigned to those deemed most relevant to take responsibility for making them happen. A timeline and associated Performance Indicators have also been included.

Resources

Volunteers

Since the foundation of the Federation of Mountaineering Clubs in Ireland (FMCI) in 1971, members have shaped the direction of our representative organisation. In addition to a strong professional staff team, volunteers continue to play key roles through the board and sub-committees and also in the many roles that members continue to volunteer for. These roles are many and varied:- editor of the Irish Mountain Log, representatives to organisations and forums, guidebook editors and contributors, anti-doping officer, safeguarding officer, spring and autumn gathering organisers, etc. This contribution and the volunteers within our clubs are hugely important, delivers hugely for all of us and must be maintained, supported and recognised appropriately.

Our staff

Mountaineering Ireland has a small but very dedicated staff team. The employment of the staff team has been sustained by members' affiliation fees and Sports Councils' targeted investments. On-going investment by both Sports Councils will only be successful if Mountaineering Ireland maintains appropriate governance, financial and programme management.

Mountaineering Ireland's staff have defined roles and responsibilities with one core outlook that they are employed to represent and support the membership.

Current Staff Team	Name	Responsibility includes	Funded by	Full/Part Time
Chief Executive Officer	Karl Boyle	Overall responsibility for programme delivery, financial control and daily operations.	Irish Sports Council Grant	Full Time
Membership Administrator	Una Feeney	Responsible for member affiliations and database management and office administration.	Irish Sports Council Grant	Full Time
Accounts Administrator	Terry Canavan	Responsible for the management of financial transactions, maintaining management accounts and reports.	Irish Sports Council Grant	Part Time
Training & Member Support Administrator	Rozanne Bell	Responsible for the administration of Training registrations, course provider management, member communications and gatherings.	Membership & Training	Full Time
Hillwalking, Access & Conservation Officer	Helen Lawless	Responsible for addressing access and conservation issues, influencing policy makers, promoting responsible participation in our sport and supporting clubs environmental awareness and actions.	Membership	Full Time
Youth Development Officer	Paul Swail	Responsible for increasing youth participation in Northern Ireland, supporting the work of	Sport Northern Ireland	Part Time

		volunteers and managing youth programme activities.	Participation Programme	
Development Assistant (Youth)	TBA	Supporting the work of the Youth Development Officer, managing the Performance Indicator Management System and reporting and communicating programme activities and successes.	Sport Northern Ireland Participation Programme	Part Time
Talent Development Officer	TBA	Responsible for the development of a sustainable talent system, the co-ordination of climbing competitions and youth squad development.	Sport Northern Ireland Performance Focus	Full Time
Training Officer	Alun Richardson	Responsible for maintaining standards across all mountain training syllabi and providers, support club training initiatives and providing technical advice to members and other organisations.	Irish Sports Council Grant	Full Time
Get Ireland Walking Project Manager	Grainne Quinn	Responsible for the development of the Get Ireland Walking initiative.	Irish Sports Council / Get Ireland Active	Part Time

Proposed Additional Staff to fully enable this Plan. All posts dependent on funding.	Responsibility	Funded by	Full/ Part Time
Membership Development Officer	Responsible for the promotion our sport to new members and facilitating opportunities for their development.	Irish Sports Council & new members affiliations	Full Time
Development Assistant (Hillwalking, Access & Conservation)	Supporting the work of the Hillwalking, Access & Conservation Officer, in particular the area of policy development / renewal.	Sponsorship (potentially) &/or reserve utilisation	Part Time
Youth Development Officer	Responsible for increasing youth participation in the Republic of Ireland, supporting the work of volunteers and managing youth programme events.	Irish Sports Council &/or reserve utilisation	Full Time

Financial Resources

Mountaineering Ireland has managed its finances cautiously, increasing overall revenue, realising modest annual surpluses, building reserves to a responsible level and ensuring value for money throughout programmes.

Approximately 41% of Mountaineering Ireland's revenue comes from membership affiliations, 37% from Sports Council investment and the balance of 22% from programme activities. The Irish Sports Councils' support has decreased by approximately 5% per annum over the past four years. Sport Northern Ireland's commitment is based on four year programme cycles of which Mountaineering Ireland is in year one of four in the Performance Focus programme and in during 2013 will be applying for funding under a Sustained Participation programme commencing in April 2014.

Strategic Objectives

Strategic Objective 1: To represent the interests of walkers and climbers

	Action	Responsibility	Timeline	Key Performance Indicator
1.1	Lobby for, and publish material relating to the sustainable use of Ireland's mountains.	CEO / Hillwalking, Access & Conservation Officer	On-going	'Success' stories
1.2	Provide a range of fora (both online and face to face) to support consultation and feedback opportunities for members	CEO / Membership Development Officer	2014 - 2017	Online Forum Biannual Members' Forums - If Member Development Officer appointed consider 4 per annum.
1.3	Develop an appropriate platform to recognise the huge effort of volunteers (Each Club and an overall 'National' Award)	CEO / Membership Development Officer	2015	Increased Club participation Formal 'Annual Award' event (part of Autumn

				Gathering)
1.4	Maintain the high quality and content of Irish Mountain Log	Editor	Quarterly	<p>Growing readership</p> <p>Increased newsagent sales</p> <p>Number of Articles submitted particularly those by Clubs</p>
1.5	Develop dedicated websites for specific key initiatives	Programme Co-ordinators	As required	
1.6	Publish a suite of 'good practice' guides for hillwalking and climbing (leaflet/PDF and video formats)	Respective staff	Annual Review Updates	<p>Copies produced and 'page hits' /downloads tabulated</p> <p>Demand from Outdoor Education Centres, Outdoor Shops etc.</p>
1.7	Review and ensure appropriate insurance for Members and Clubs	CEO	Annually	<p>All Clubs benefiting from insurance schemes</p> <p>Maintain prompt support</p>

				from brokers for staff / members
1.8	<p>Publish selected Irish Hillwalking Guides and regional/area Climbing guidebooks.</p> <p>Assess the potential of digital / 'Apps' guides.</p> <p>Provide independent guidebook editors with best practice advice and support</p>	CEO / Editors	2014 to 2017	<p>Donegal App</p> <p>Fair Head Guide</p> <p>Irish Peaks</p> <p>South West App/Guidebook</p> <p>Irish Peaks App</p> <p>Connemara App/Guidebook</p>

Strategic Objective 2: To be the voice for Ireland's mountains, to protect and encourage responsible and sustainable use of the mountain environment

	Action	Responsibility	Timeline	Key Performance Indicator
2.1	<p>Through an appropriate body:</p> <p>Develop and embed Mountaineering Ireland's upland path principles</p> <p>Support the sharing of best practices</p> <p>Invest in volunteer efforts</p> <p>Maximise the potential of LIFE funding to support the body.</p>	Hillwalking, Access & Conservation Officer	2014 - 2017	<p>The establishment of a 'Helping the Hills' alliance as the appropriate body</p> <p>Principles built into all public tender processes</p> <p>Principles built into agri-environment policies, schemes and measures</p> <p>Support an annual Helping the Hills alliance forum</p> <p>Upland Path Principles reviewed</p>
2.2	Working with relevant stakeholders, support the development of Recreation Management frameworks	CEO / Hillwalking, Access &	On-going	Contribution to a well-functioning Comhairle na

	for the main mountain areas	Conservation Officer		<p>Tuaithe</p> <p>Mountaineering Ireland representatives on each forum</p> <p>Aim to have the recreation work of mountain forums focused primarily on management rather than development</p>
2.3	Through Clubs empower a network of Club Environmental Officers	Hillwalking, Access & Conservation Officer	On-going	<p>Club Environmental Officers in all Clubs</p> <p>Increased participation in Club Environmental Officer workshops</p> <p>Publish information leaflets on the mountain environment</p>
2.4	Build political understanding of the true value and fragility of the mountain environment through	CEO / Hillwalking, Access &	On-going	Oireachtas Events

	Oireachtas / Assembly events and lobbying	Conservation Officer		Assembly Events Meetings with Ministers and interested politicians
2.5	Recruit a part time Development Assistant (Hillwalking, Access & Conservation)	CEO	2014	Development Assistant appointed subject to sponsorship
2.6	Review, update and promote Mountaineering Ireland's suite of environmental policies	Hillwalking, Access & Conservation	2014 - 2017	Up-to-date position for Mountaineering Ireland on all relevant policy areas Input into planning applications and developments that may have a negative impact on these environments Increased media coverage of mountain related issues

2.7	Encourage responsible and sustainable use of the mountain environment	Hillwalking, Access & Conservation Officer / Training Officer	On-going	<p>Clubs promoting responsible use</p> <p>Leave no Trace principles infused in everything Mountaineering Ireland does</p> <p>Course providers instilling good current practice when delivering leadership / skills courses.</p> <p>State tourism bodies promoting responsible use in all marketing</p>
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Strategic Objective 3: To improve and secure on-going access to Ireland's mountains and the other places (crag, forests, coastline, etc) that we use.

	Action	Responsibility	Timeline	Key Performance Indicators
3.1	Secure a right of Public Access to Public Lands for responsible recreation	CEO / Hillwalking, Access & Conservation Officer	Ongoing	Access by right to all public lands in the Republic of Ireland and Northern Ireland.
3.2	Secure an indemnity scheme across all mountain areas	CEO / Hillwalking, Access & Conservation Officer	2017	Landowners less concerned about liability
3.3	Secure access to lands through agreement or lease in exceptional cases	CEO / Hillwalking, Access & Conservation Officer	2014 onwards	Achieve access to currently 'closed' crags and mountain land

Strategic Objective 4: To maintain high standards in mountain training and support members' skills development

	Actions	Responsibility	Timeline / By	Key Performance Indicators
4.1	Develop a long term participation development model for hillwalking	Training Officer	2014	A holistic approach to the long term development of skills and training
4.2	Develop a long term participation development model for climbing	Training Officer	2014	A holistic approach to the long term development of skills and training
4.3	Establish a single all island mountain training board as a sub-committee of Mountaineering Ireland	CEO / Training Officer	2014	Establishment by 2014 Increase in award / scheme candidates Improved opportunities for Continuous Personal Development
4.4	Assess and Introduce Coaching Awards	Training Officer / Talent		Awards in place by end 2014 and end 2016

	<p>Climbing (Level 1 and Level 2) – Level 1 will be a basic coaching Level while Level 2 will focus more on developing specific skills</p> <p>Hillwalking (Level 1 and Level 2) - Level 1 will be a basic coaching level while Level 2 will focus more on developing specific skills</p>	Development Officer / Youth Development Officer	<p>Level 1 by 2014</p> <p>Level 2 by 2016</p>	<p>respectively.</p> <p>Increasing demand for coaching awards</p> <p>Greater demand for Club Training Officer workshops</p>
4.5	Introduce a Trail Walk Leader Award	Training Officer	2014	<p>Award in place by 2014</p> <p>Wide promotion of the award by holders</p>
4.6	Plan for the development and introduction of a Rock Climbing Skills Training Scheme	Training Officer	2016	<p>Rock Climbing Skills 1 (A Competent Second) scheme in place by 2014</p> <p>Rock Climbing Skills 2 (A Competent Lead) scheme in place by 2015</p>
4.7	Provide an annual suite of Skills Workshops for Clubs	Training Officer / Talent Development Officer / Youth	Annually	Continuing demand for and wider variety of workshops

		Officer		Monitor progression from workshops to skills / leadership courses
4.8	International Mountain Training Conference to up skill course providers, award holders and profile Mountaineering Ireland	Training Officer	2014	Conference delivered by 2014

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Strategic Objective 5: To support and promote the participation of all age groups, especially youth, in all aspects of mountaineering

	Action	Responsibility	Timeline	Key Performance Indicators
5.1	Build awareness, motivate and sustain greater participation of people at all stages of life	Membership Development Officer	From appointment* - 2017 *see page 7	Increase in membership Increase in participation in skills courses
5.2	Grow the potential of partnerships with youth focused organisations, especially Scouts & Guides	Youth Development Officer	On-going	MOUs with Scouting Ireland, Girl Guides, Boys Brigade, Presidents Award, Duke of Edinburgh, etc
5.3	Support the development of Youth Clubs and invest in Youth volunteers	Youth Development Officer	On-going	Increase in the number of youth members and the number of clubs with youth members Increase in participation of third level students in

				skills training/workshops
5.4	Promote National Indoor Climbing Achievement Scheme awards	Youth Development Officer	Annually	<p>Increase number of climbing centres / walls delivering the awards</p> <p>Increase participation in youth climbing series</p>
5.5	Investigate and, if feasible, develop the potential of Mountaineering 'Hubs' in association with Outdoor Education Centres	Membership Development Officer / Youth Development Officer	2017	If feasible, a number of hubs developed providing an alternative starting point in our sport
5.6	Provide opportunities for all age groups to experience all types of mountaineering and progress their skills	Membership Development Officer / Youth Development Officers / Training Officer	2014-2017	<p>An annual summer alpine meet</p> <p>An annual winter meet</p> <p>A programme of summer camps</p> <p>A biennial ski mountaineering meets</p>

				<p>Spring and Autumn Gatherings</p> <p>An annual Fair Head meet</p>
5.7	Maximise the potential of all indoor climbing facilities through developing networks of coaches and programmes	Training Officer / Talent Development Officer / Youth Development Officers	On-going	<p>Improved access to publicly funded climbing walls</p> <p>Increase in the number of coaches</p> <p>Continuing demand for Climbing Wall Award</p> <p>Increasing demand for Coaching Awards</p>
5.8	Work with appropriate authorities / agencies to support greater participation of para-athletes in our sport	Membership Development Officer	When appointed	<p>Increase in the number of para-athletes participating in our sport</p> <p>Increase in the number of para-athletes participating in training</p>

				schemes / awards
5.9	Deliver a women in sport programme, building on the Women with Altitude and Girls Outside initiatives	Membership Development Officer / Youth Development Officer	2014 - 2017	<p>Increase in teenage girls and young women participating in our sport</p> <p>Increase in women participating in training schemes and awards</p>

Strategic Objective 6: To provide a talent development pathway to high performance

	Action	Responsibility	Timeline	Key Performance Indicators
6.1	Sustainable Competition structure maintained	Talent Development Officer	2014 - 2017	Increased numbers competing in competitions Potential of sponsorship realised
6.2	Develop and implement a Talent System to identify and support talented young climbers	Talent Development Officer	2014 - 2017	Information available on squads and coaching available to talented climbers Increased support for talented climbers Establish University Scholarship opportunities for talented climbers

6.3	Deliver Talent Development Camps	Talent Development Officer	2014 - 2017	Deliver 2 camps annually
6.4	Consider national representation structures	Talent Development Officer	2014 2015 2017	Establish Irish Youth Team Options paper on a senior team Dependent on above, establish Irish Senior Team
6.5	Anti-Doping Education and Awareness	Anti-Doping Officer	2014 - 2017	Deliver an annual Anti-doping workshop
6.6	Support the International Federation of Sport Climbing's Olympic Movement	CEO / Talent Development Officer	On-going	Lobby for Sport Councils and Olympic Council of Ireland's support for climbing's inclusion in 2020 Olympics

Strategic Objective 7: To promote a spirit of adventure and self-reliance

	Actions	Responsibility	Timeline / By	Key Performance Indicators
7.1	Promote personal responsibility and self-reliance	All staff	On-going	<p>These values reflected in all publications and events</p> <p>Increase participation in skills courses</p> <p>Enhance support for clubs supporting members development</p>
7.2	Provide awareness of opportunities for all ages, especially young people, to be introduced to exploration	Training Officer / Youth Development Officer / Membership Development Officer	Annually 2015	<p>Deliver an annual lecture series to include a focus on exploration</p> <p>Explore the potential of a youth expedition for Mountaineering Ireland</p>
7.3	Promote opportunities for the exploration of remote	Training Officer /	On-going	Increase number of all

	areas	Membership Development Officer		kinds of expeditions
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Enabling the Strategy

Governance

Governance refers to how an organisation is run, directed and controlled. The established governance codes are almost identical in both jurisdictions. In a nutshell, good governance means an organisation will design and put in place policies and procedures that will make sure the organisation runs effectively and lawfully. All Community, Voluntary and Charitable Organisations have a responsibility to provide and follow good practice when it comes to how their organisations are run. It is the responsibility of the Board of such bodies to make sure this happens and Board members are accountable for the actions of their organisation. Poor governance is a threat to any organisation.

The Board of Mountaineering Ireland has already established policies and procedures which satisfy these requirements. On-going monitoring of policies and procedures and associated regular 'training' of Board members is required. This will be especially important for new Members.

Action	Responsibility	Timeline
Review Memorandum and Articles of Association	Board / CEO	2017
Recruit members with necessary skill sets to Boards and sub-committees	Board / CEO / Sub-committee Chairs	Biennial
Review and Renew Governance Policy	Board / CEO	2015
Review Children's Policy	Board / CEO	2014

Human Resources (see pages 4-6 for current structure)

Action	Responsibility	Timeline
Recruit a Membership Development Officer	CEO	2014
Recruit a Development Assistant (Hillwalking, Access & Conservation)	CEO	2014
Retain Youth Development Officer in Northern Ireland	CEO	2014 – 2018 (Sport NI Sustained Participation Programme)
Recruit Youth Development Officer for Republic of Ireland	Board / CEO	2014 (requires support from Irish Sports Council)
Review requirements for a Communications & Marketing Officer (Inc. fundraising and sponsorship management)	Board	2017

Financial Management & Capital Projects

Action	Responsibility	Timeline
Maintain appropriate financial policies and procedures to ensure on-going prudent management and, unless strategically planned, never run a deficit.	CEO / Treasurer	On-going
Maintain appropriate reserves to sustain the organisation through any shocks	CEO / Treasurer	On-going
Develop Mountaineering Ireland's sponsorship offering and realise sponsorship across all programmes	Dependent on staff recruitment	2017
Lead the development of a Dublin Mountain Centre as part of the Dublin Mountains Partnership	CEO	2017
Maintain Hot Rock Climbing Wall and the service agreement with Tollymore National Outdoor Centre	Directors MCI Climbing Walls Ltd.	On-going

Communications & Marketing

Action	Responsibility	Timeline
Internal membership communications; <ul style="list-style-type: none"> • Newsletters & Club communications • Online members services • Social media 	Current staff	On-going
External communications <ul style="list-style-type: none"> • Continue to develop Mountaineering Ireland's web presence and online services for the general public • Maintain positive relationships with national media contacts • Develop better relationships with local media 	Current staff	On-going
Membership Marketing Plan <ul style="list-style-type: none"> • Grow Mountaineering Ireland's membership, both club and individual through the promotion of positive communications and advancing the values and vision of Mountaineering Ireland 	Dependent on staff recruitment	2017